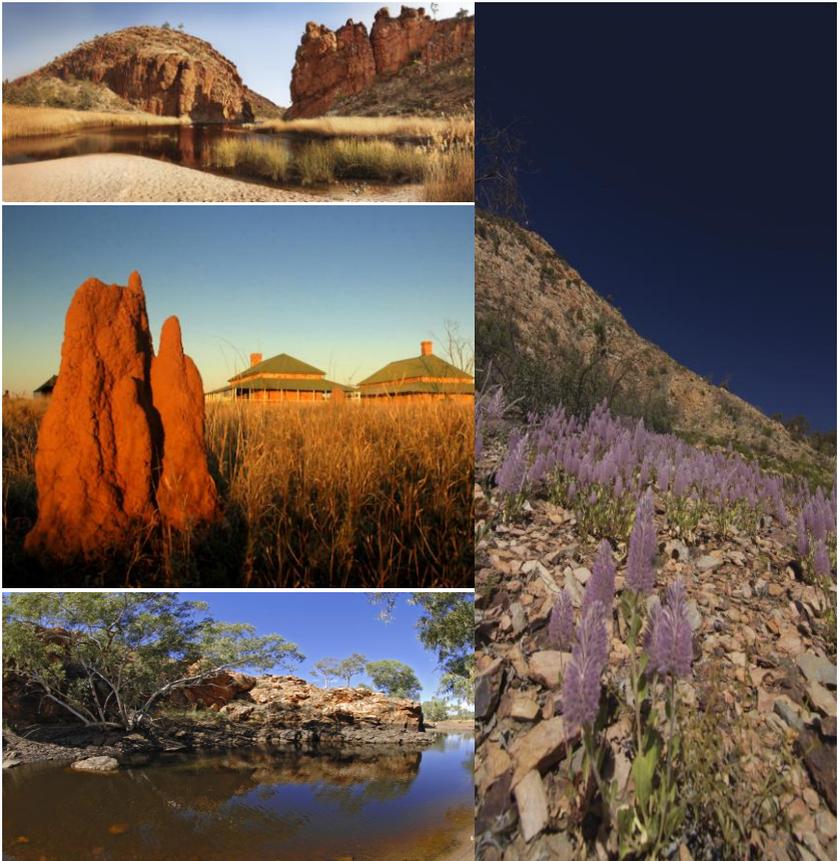


Work Health and Safety Handbook

A guide for NT professional tour operators in Central Australia and the Barkly region



Foreword

Each year, tourism provides a healthy boost to the Northern Territory economy, supporting “16,000 jobs, employing 13% of the total Northern Territory workforce either directly or indirectly.¹” The industry is made up of various operators and businesses including accommodation, tour operators, travel agencies, food and beverage businesses and other product and service providers.

As a tour operator, under the Northern Territory Work Health and Safety National Uniform Legislation Act (the Act) and Regulations you and your workers have a duty of care to make sure no one is at risk from the work that you do. This guide is designed to help you with your safety obligations and to support and promote safe work practices for tour operators working in Central Australia and the Barkly region. Safety must come first.

Disclaimer

All contributors to this handbook, their officers, workers and agents expressly disclaim liability and responsibility with respect to, and accept nor part responsibility for, the consequences of anything done or omitted to be done in reliance, whether wholly or partly, upon this handbook or the accuracy, reliability, currency, or completeness of any material contained in this handbook.

¹ *NT Tourism Satellite Account 2012-13*

Acknowledgements



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Tourism Central Australia (TCA) is the region's peak Tourism Industry Association with the core responsibility of providing visitor information services and promoting Central Australia within the Northern Territory. TCA produce marketing collateral, coordinate advertising, undertake public relations activities and assist with experience development and industry capacity building. The four main sub regions within TCA's jurisdiction include Alice Springs & surrounds, the Barkly (Tenant Creek), Yulara (Uluru) and Watarrka (Kings Canyon)

The Heart. The Soul. The Centre.



NT WorkSafe works with Territory businesses and workers by:

- setting the safety standards to ensure that businesses and workers meet their responsibilities under the law;
- explaining and interpreting laws and standards and by providing businesses and workers with guidance materials; an
- helping businesses and workers meet their responsibilities through workplace visits, advice, audits and inspections.

Introduction

Tour operators are required to comply with laws that are relevant to the work they do such as transport, tourism and safety. The Act and Regulations apply to all businesses and organisations and are law. The objective of the Act is to create a safe workplace. A workplace is everywhere your workers do work for you. You can have more than one workplace. For example, a tour operator may have an office/retail shop to sell tours and manage bookings; a site for their bus fleet and wash bay. The bus your guide and passengers travel in to get to your destinations and the destinations where you take your passengers is a workplace.

Tour operators in Central Australia and the Barkly region offer a service to visitors who generally only spend a few short days in the outback region. With nearly all activities on offer there is a level of risk for both passengers and workers.

A safe workplace is a workplace that is free of hazards and risks.

To achieve a safe workplace you must identify hazards in the work environment by checking what you do and how you do it, then eliminate or control those hazards to get rid of any risk to your workers, passengers and wider community. It is recognised that you will not always be able to get rid of the risk in every activity you do, however if this is the case you must reduce the risk to as low as possible using controls such as substitution, isolation, and/or engineering. These and other controls are discussed later in this guide.

Your duty of care starts before you turn the key on your vehicle.

Finding hazards

Section 19 of the Act states you must identify hazards in your workplace. A “hazard” is anything that could potentially cause a person to get sick or hurt in your workplace. For example in an office environment an electrical lead across a walk way could cause a person to trip and fall; a three-hour walk in a national park in the heat of the day without a sensible amount of water and protection from the sun could cause a person to fall seriously ill from dehydration.

If you haven't had any accidents in your business, it doesn't mean you have a safe work place. Some businesses struggle to find hazards in their workplace and become frustrated with the whole process and fail to take any action, or the process can seem overwhelming and you just cannot see the hazards, even though they are right there in front of you. A bit like looking for Wally, in those Where's Wally pictures.

In this chapter we talk about different ways to find the hazards in your workplace and how to manage the risk out of your business.

Walk and talk

One of the best ways to find hazards and to identify unsafe conditions is to talk with your workers. Take a walk around the workplace and talk to your workers about what they do and how they do it. It may not be practical to go out on tour with your drivers and guides but what is stopping you having a meeting with your workers or a chat with them when they return from a tour.

Ask your workers if they think they are doing the job the safest way it can be done, what needs changing to make it safer, or why do they do things differently to the procedures you have, do they know how to report injuries, do they know what to do in an emergency? Has the worker been trained correctly and assessed as competent to carry out

their duties, or is the job unsafe and the worker is doing it differently so they don't get hurt.

For example in the office the desks might be small and the worker has limited work space available to use, or there is low lighting and the worker finds it difficult to read the computer. On tour, camping overnight when night temperatures fall in June and July, your staff and passengers can potentially be at risk of getting wet and cold if the ground is damp; suffer burns lighting campfires or handling heavy pots of hot water for cooking over the fire.

The best safety message you can give to your workers is through leadership and commitment. Every day on the job you demonstrate the level of safety you want. If you don't do it, why should your workers?

Remember to record your findings from the walk around and the conversations with your workers. This can simply be notes in a diary if you are a small business or self employed, or a more formal process if you are a larger organisation, such as completing a hazard report form or inspection report and transferring the information to your risk register.

Workplace inspections are a method used for monitoring and improving workplace health and safety conditions. The aim of doing regular planned inspections of work areas and work practices are to make sure your workplace is free of hazards and risks, your workers are safe and the equipment they are expected to use is safe and in good condition. Workplace inspections are best done with a person from the area of work you are inspecting. Involving your workers in these inspections is another opportunity to informally discuss their safety concerns and identify hazards.

Boring but brilliant statistics

A statistic is a number that represents a piece of information.

As a business operating tours you contribute to, and move between more than one industry. When it comes to statistics details about your operations are collated for the Tourism industry, for example reporting the number of visitors you carry on your buses. Your safety data in respect to statistical information, such as road accidents, serious injuries and fatalities are recorded under the Transport and Storage industry.

Statistics provide information on what has happened in your industry based on compensation claims. Yes, you can start to turn off when someone starts talking statistics, but they are actually a very important tool you can use to improve safety in your business. Statistics help you to identify potential hazards in your business activities, as well as being good conversation starters for informal or formal safety meetings with your workers. By taking a few minutes to investigate what is happening in your industry you can use this information to determine if it could potentially happen in your workplace.

If an incident has happened in your industry it is considered to be a foreseeable risk. An example of a foreseeable risk in tour operations is people suffering from dehydration. It is well documented as a hazard that can lead to a person becoming severely ill. This could happen to your driver, tour guide, or passenger. A snake bite is a potential hazard to drivers/guides and passengers and also considered a foreseeable hazard. It would be reasonable to expect that your driver and/or guide would have an appropriate level of first aid training to provide immediate first aid if required to do so.

When you look at statistics in your industry you will see they refer to claims by cost, age, gender, mechanism, body part affected, agency,

occupation, lost time or injury type. To make sense of the information, think of it like a conversation you have with a colleague or friend when they tell you about something that happened. No one wants to see anyone get hurt, but we want the details. In other words, the “what, when, where, how, who and why”. In statistics, the:

“**What**” is the Injury type, for example serious injury, fall;

“**When**” is the date and time;

“**Where**” is the body part affected, for example lower back, or right knee. If the person has multiple injuries refer to the part of the body that has sustained the most serious injury. “Where” can also refer to the industry or the geographical location the incident happened, for example, industry is transport, and the location is 180 kilometres southwest of Alice Springs;

“**How**” is the mechanism and refers to what directly caused the incident injury or illness of the worker. For example hit an animal; struck by another vehicle

“**Who**” refers to the gender and age of the person injured for example, male, 26.

“**Why**” is the big question, and the reason you should find out about what is happening in your industry, to make sure it doesn’t happen in your own business.

Keep yourself informed

Sometimes a hazard may not be identified until something happens in your work place, or to another business. A part of your duty of care is to keep yourself informed on what is happening in your industry and changes in the legislation.

We have already discussed how reviewing statistics is a good way to identify hazards in the workplace, but here are some other simple ways to keep yourself informed about safety in your industry:

- Affiliations and memberships of industry groups;
- Subscribing to industry magazines; and
- Checking NT WorkSafe website regularly for any safety alerts or notices.

On the 4th of November, 2014 NT WorkSafe issued a safety alert to highlight the risk of serious crush injuries associated with working underneath heavy vehicles. Here is an excerpt from the safety notice:



Working under Heavy Vehicles

A truck driver received fatal crush injuries in the Katherine region whilst carrying out repairs underneath the trailer he was towing. Initial findings shows the trailer brakes had activated due to an air leak in the brake hose forcing the deceased to pull over to the side of the road. The vehicle had stopped on a slight decline. The deceased propped the accelerator pedal to allow the trucks air tanks to fill more quickly to release the brakes, whilst under the trailer making repairs. When the trailer brakes released, the vehicle rolled forward, crushing the deceased. Some of the factors that contributed to the incident include:

- *The air tanks being filled whilst the trailer brakes were disengaged; and*
- *The wheels of the vehicle or trailers were not immobilised (e.g. chocked), even though the vehicle was on a decline.*

This unfortunate incident is a warning to all tour operators on Territory roads to check your procedure for road side
Central Australia Tourism WHS guide

maintenance. With this information tour operators should be asking themselves “Could this happen to one of our drivers?” Then discuss the incident with your drivers and review your own procedures for carrying out repairs on the side of the road. Remember to record your findings and complete the agreed actions from the discussion with your workers. For more background information on the incident you can use the following link ***Safety Alert - Working under heavy vehicles.***

The Northern Territory Department of Transport collate road injury statistics and the 10-year trend data for 2005 - 2014 shows on average nearly one person died each week on Territory roads, and 534 people were seriously injured each year, requiring hospitalisation. The Road Injury Statistical Summary report provides the following overview for 2014:

- Road fatalities in the Northern Territory are highly variable and unpredictable. Trend data provides a truer representation of road fatalities and serious injuries in the Northern Territory than annual comparisons.
- In 2014 there were 39 road fatalities. This compares to 37 in 2013 and the ten year average (2005-2014) of 48 people.
- As at the end of 2014, the NT fatality rate of 15.9 deaths per 100,000 people was over three times the national rate of 4.9 deaths per 100,000 people. (Source: Bureau of Infrastructure, Transport and Regional Economics)
- The Territory has a significantly greater proportion of Indigenous people who are over-represented in NT crash statistics and live predominantly in our remote areas. The Territory also has a younger population and a large geographical area with a vast road network which includes a significant length of unsealed road. Too often, alcohol and speed are a factor.

Contributing and compounding factors sourced from the Department of Transport Vehicle Accident Database state:

- 45% were alcohol related;
- 45% of the drivers and passengers killed were not wearing a seatbelt;
- 24% were known to be speed related (Note: vehicle speed influences all crashes);
- 5% were known to be fatigue related (Note: this factor is difficult to conclude.)

In any incident there is always more than one contributing factor. Alcohol related incidents need to be confirmed by NT Police.

Purchasing products

In your business you will be buying products and services to use in the workplace. This could be a major purchase for example a new bus, or smaller purchases such as chemicals for cleaning or for vehicle maintenance. Did you know you can stop hazards coming in to the workplace just by doing one thing before you buy products for your workplace?

By doing a risk assessment on the product before you make a purchase could save you time and money and avoid introducing new hazards in to the workplace. If you are the person authorising these purchases, stop and consider if what you are about to purchase comes with hazards, and if they do, can you substitute it for something less harmful, to eliminate or reduce the risks.

For example, let's say your company purchases a new bus from an overseas supplier. What things would you want to check? Is it right side drive? If not you will have to train your drivers to drive differently. What side are the baggage/storage compartments on, left or right? If they are on the driver's side, you will be loading and unloading baggage

on the traffic side. This will put your driver and passengers at risk of potential injury from passing traffic. You cannot redirect traffic without an authorised traffic management plan.

If your company is purchasing hazardous chemicals for cleaning then work with your supplier and see if there is a safer product you can purchase instead to eliminate the risk of serious injury. Why buy a corrosive acid cleaner if a less harmful product can do the same job just as well? When you buy office furniture such as an office chair, is it adjustable and ergonomically sound so that the workers can set it up to suit their needs?

Review your purchasing procedure and add in one small step - the risk assessment to eliminate hazards before they come in to the workplace.

Hazard categories

A common way to classify hazards is by category as it can help you to identify the hazards in the first instance and then to assess the risks associated with the hazard. Some of the categories applicable to tour operations will include:

- Electrical;
- Physical;
- Ergonomic;
- Fire / explosion;
- Driving;
- Mechanical;
- Work at heights; and
- Slips trips and falls.

There are also environmental hazards such as noise and air pollution, chemical spills to waterways, spread of weeds, sacred sites, soil erosion and destruction to natural habitats.

You may also hear people talk about human factors (ergonomics). 'Human factors' is a term used in the United States however it is becoming more popular in Australia. It is a term used to define how human beings interact with machinery and equipment, and designing products and processes for the person. In Australia this category is called ergonomics. The following table below provides a few examples of hazards for your tour operations.

Potential hazards in outdoor tour operations		
Category	Hazard	Consequences if hazard not controlled
Physical	Unfit, limited physical strength; Driver fatigued, distracted	Driver or passenger not fit to continue with walk, tour extended or may split group Vehicle collision
Environment	Hot temperatures Driving at high risk times Unfenced roads Driver distractions	Dehydration, Heat illness/stroke Fatigued, vehicle collision Collision with animals Collision single or multi vehicle
Slips trips and falls	Walking/hiking in terrain that it is rocky, slippery wet surface Ignoring instructions to maintain safe distance from exposed cliff edges	Potential fall if not wearing suitable shoes Strains, sprains Potential fall from height or same level Serious injury, Fatality



Keeping evidence of managing hazards

There is no set format for how you keep records of the hazards identified in the work place. One way to do this is to develop and maintain a register to record and track all identified hazards. This might include:

- Hazard number;
- Hazard;
- Location of hazard;
- Risk score;
- Controls;
- Actions;
- Who is responsible to complete the agreed action and by when
- Review date to check the agreed action has been completed;
and
- Signed off by manager or authorised person.

Driving

Where you or your workers drive as part of your operations you will need to manage the risks associated with driving. Experienced workers are an asset and can bring a lot of knowledge and skills to the workplace, as well as positive benefits of providing quality training to new workers in the job especially when it comes to learning how to drive on Territory roads and gaining a good knowledge base and understanding of the tour itinerary.

Driving is a complex task requiring concentration and coordination. Where the regulations identifies that a competent person is to undertake a specific activity, such as driving it is the responsibility of the Person Conducting Business Undertaking (PCBU) to take reasonably practicable steps to determine if the person engaged to do the task has acquired through training, qualification or experience the knowledge and skills to carry out the task.

For tour operators, a competent driver would be someone who is fit for duty; has the appropriate license to operate the vehicle they are driving; checks their vehicle before they start their shift; knows what roads they need to travel on and drive safely to reach their destination; knows the hazards and risks on territory roads such as driving long distances, animals on the road, sharing the road with road trains; hazards relating to other drivers and when there is water across the road; and knows what to do in an emergency.



Photo courtesy of Wayoutback Australian Safaris

Vehicle Safety

The word 'plant' in safety legislation means any machinery, equipment, appliance, container, implement and tool, and includes any component

or anything fitted or connected to any of those things. Plant includes lifts, cranes, computers, machinery, conveyors, forklifts, vehicles, and power tools. Any other plant that relies on manual power for it to operate and is designed to be used by hand, such as a screw driver, is not covered under the meaning of plant in regulations; however your general duty of care still applies to this type of plant.



Photo courtesy of Wayoutback Australian Safaris

Whether you have one bus or ten in your fleet, maintaining your vehicles in a safe and working condition is a safety critical process. The Department of Transport provides motor vehicle standards to ensure vehicles comply with roadworthiness and other legislative requirements.

A business should also have their own traffic management procedure for their workplace if operations have a situation where people and plant/vehicles share the same space. People and plant working in close

proximity to each other in a common area can present many risks unless proper controls are in place and followed. Where there is interaction between people and plant, and plant interacting with other plant, a traffic management plan must be in place to minimise the risk of injury and damage.

Lost or broken down

A missing vehicle is easier to locate than a missing person, and the best decision to make when you are lost or broken down is to stay with your vehicle. To avoid this from happening, a well prepared vehicle is critical to the safety of your workers and passengers. A vehicle that is regularly serviced and maintained, and fitted with emergency equipment, carrying extra water, adequate first aid equipment and appropriate communications in the event of an emergency is essential for tour operators. Where your operations include off-road tours your drivers should be trained in four wheel driving.

Wildlife

In the Territory, there is an abundance of wildlife to be enjoyed. Care should be taken 'when driving particularly at dawn or dusk when the wildlife is most active. Stock and wildlife often feed on the verge or wander across the road. Be particularly wary of road-wandering cattle during these times.'²

Driving on unsealed roads

Driving a four-wheel drive is not a free pass to go anywhere but you can access more remote areas of the Territory. Roads are often unsealed and the condition of the road varies depending on weather, how often it is used and graded. Extra care needs to be taken such as 'reducing your speed because traction often decreases and braking distances increase. Braking distances on unsealed roads are longer and four-

² <http://www.pfes.nt.gov.au/Emergency-Service/Public-safety-advice/Personal-safety.aspx>

wheel drive vehicles are more unstable than a regular vehicle. Dust can obscure your vision and dust filled holes, soft and sloping edges are hidden dangers.³



Driver distractions

When identifying driving hazards consideration must be given to what distractions your drivers are exposed to when driving on Territory roads, as these can be a contributing factor to road accidents. According to the Northern Territory Department of Transport 'drivers are continually dividing their attention between competing driving and non driving related tasks such as mobile phones, CD players and the radio.'⁴

³<http://www.pfes.nt.gov.au/Emergency-Service/Public-safety-advice/Personal-safety.aspx>

⁴ <http://www.transport.nt.gov.au/safety/road-safety/our-safer-road-users/driver/driver-distractions>

To anticipate and avoid hazards on the road, drivers must give their full attention at all times. Any lapse in concentration or distraction away from driving increases the risk of an accident.

The Department of Transport provides some tips to avoid distractions:

- Turn off your mobile phone, even if it is hands free;
- Make adjustments to your radio or CD player before you start driving;
- Ensure that your vehicle's windscreens, mirrors and windows are clean and unobstructed;
- Take a break and pull over rather than eating and drinking when you're driving; and
- Drive to the road conditions

The Territory has vast stretches of variable speed and surfaced highways. To be as safe as possible on our roads always be aware of your driving and vehicle capabilities and know the road conditions ahead. Before you leave it is recommended that you check road conditions and weather reports.

Fatigue - balancing work, rest and play

There is a very real concern in Australia about the number of serious injuries and fatalities on our roads. Often fatigue is considered a causal factor in road incidents. In response some states and territories have adopted the Heavy Vehicle National Law (HVNL). These laws are based on regulated hours, where prescriptive hours and log books are used. Western Australia and the Northern Territory have not adopted these laws.

In the Northern Territory the focus is on safe outcomes of actions and includes completing risk assessments, applying rest times, and adopting better driver health practices. The Northern Territory has unique driving conditions with long straight roads, greater distances to cover, low traffic volumes and climatic extremes.⁵ Both the PCBU and the workers need to make sure there is a balance between the hours of work, rest breaks and actual rostered time off. It is recommended that a driving policy is developed that aims to keep workers safe when driving and includes a risk management approach.

Although the Northern Territory is not adopting the Heavy Vehicle National Law (HVNL), the Northern Territory Government will continue to recognise both the National Heavy Vehicle Accreditation Scheme (NHVAS) fatigue modules, and Western Australia's Fatigue Management System for operators crossing borders. This will allow Northern Territory operators to opt into the system that best suits their business needs, without compromising safety.

⁵ Fatigue management in the NT <http://www.transport.nt.gov.au/mvr/heavy-vehicles/fatigue-management/frequently-asked-questions>

Mitigating fatigue risk

Fatigue is a concern in all driving operations, not just long distance trucking operations. “Where you or your workers drive as part of your business, you must manage fatigue”.⁶

In any work environment a worker can be mentally and/or physically exhausted and this level of exhaustion can impact on a person’s ability to perform work safely. It is very important to identify fatigue risks which might be associated with safety critical tasks your workers do, such as those jobs where the consequences of a mistake or error in judgment could cause serious injury or fatality, for example driving a tour bus for long periods of time or working outdoors in hot temperatures. Fatigue is not easily defined as it is more than feeling tired and drowsy.

Factors that may contribute to and increase the risk of fatigue

Work schedules – shift work, night work, hours of work, breaks

Work schedules which limit the time workers can take a break and rest; working at night when the body is biologically programmed to sleep can interrupt a person’s body clock.

Job demands

Some types of work, for example concentrating for extended periods of time, or work requiring continued physical effort; or work being performed to meet unrealistic schedules.

Sleep – Length of sleep time, quality of sleep and time since sleep

While tired muscles can recover with rest, the brain can only recover with sleep. The most beneficial sleep is deep undisturbed sleep taken in a single continuous period.

Environmental conditions

Working in harsh and uncomfortable conditions, for example, exposure to heat, cold, vibration or noisy workplaces can make workers tire quicker and impair performance.

Non-work related factors

Factors occurring outside of work may also contribute to fatigue. A worker’s lifestyle, family responsibilities, health (e.g. insomnia, sleep apnoea, some medication), other work commitments, and extended travel between work and home may all increase the risk of fatigue.

⁶ Fatigue management in the NT <http://www.transport.nt.gov.au/mvr/heavy-vehicles/fatigue-management/frequently-asked-questions>

The following checklist is adapted from the Safe Work Australia website - A guide for managing the risk of fatigue at work. You can use this as a starting point for a quick assessment for managing fatigue in your workplace. This checklist provides guidance to assist in identifying risks of fatigue but is not an exhaustive list of risk factors. If the answer is yes to any of the questions, fatigue risks may need to be further assessed and control measures implemented in to your operations.

Fatigue Checklist

Mental and physical work demands	
Does anyone carry out work for long periods which is demanding? (for example, tiring tasks such as driving)	Yes/No
Does anyone carry out work for long periods which is mentally demanding? (for example, continuous concentration, minimal stimulation, work to tight deadlines, interacting/dealing with the clients)	Yes/No
Work scheduling and planning	
Does the work schedule prevent workers having at least one full day off per week?	Yes/No
Does the roster make it difficult for workers to consistently have at least two consecutive nights sleep per week?	Yes/No
Do work practices include on-call work, or sleepovers?	Yes/No
Does the roster differ from the hours actually worked?	Yes/No
Does the work roster include rotating shifts?	Yes/No
Work Time	
Does anyone work in excess of 12 hours regularly (including overtime)?	Yes/No
Does anyone <10 hours break between each shift?	Yes/No
Is any work performed at low body clock times (2 am- 6am)?	Yes/No
Environmental conditions	
Is work carried out in harsh, uncomfortable conditions? (for example, hot, humid or cold temperatures)	Yes/No
Is anyone consistently exposed to loud noise?	Yes/No
Non-work factors	
Are workers arriving at work fatigued?	Yes/No

The last question is important as workers can often arrive at work already dehydrated, tired, or distracted. Your workers have a duty of care when at work. Section 28 of the Act, states a worker must take reasonable care for his or her own health and safety; and that his or her acts or omissions do not adversely affect the health and safety of other persons; comply with any reasonable instruction that is given by the person conducting the business or undertaking to allow the person to comply with this Act; and cooperate with any reasonable policy or procedure relating to health or safety at the workplace, that they have been notified about

To assist in managing rosters to reduce fatigue the following points are provided by the Department of Commerce, WorkSafe division in Western Australia.

Figure 1: Roster to minimise fatigue

Guidance on how schedules and rosters should be designed to minimise fatigue:

- a driver should be given at least 24 hours' notice to prepare for a Time Working period of 14 hours or more;
- a solo driver should have the opportunity for at least 7 hours of continuous sleep in a 24 hour period;
- in night shift operations, hours of Active Work should be reduced to reflect the higher crash rate from fatigue between 1 and 6 am;
- minimise irregular or unfamiliar work rosters;
- minimise driving when the solo driver does not have the opportunity for at least 7 hours of continuous, unbroken sleep in a 24 hour period;
- operate flexible schedules to allow for Short Break Time or discretionary sleep;
- minimise very early departures to give drivers the maximum opportunity to sleep in preparation for the trip; and
- when drivers return from leave, minimise night time schedules and rosters to give drivers time to adapt to working long hours especially at night.

Figure 2: Basic Fatigue Management (BFM) Model

Time	Work	Rest
In any period of:	A driver must not work for more than a MAXIMUM of:	And must have the rest of that period off work with at least a MINIMUM rest break of:
6 1/4 hours	6 hours work time	15 minutes continuous rest time
9 hours	8 1/2 hours work time	30 minutes rest time in blocks of 15 continuous minutes
12 hours	11 hours work time	60 minutes rest time blocks of 15 continuous minutes
24 hours	14 hours work time	7 continuous hours stationary rest time
7 days	36 hours long/night work time	
14 days	144 hours work time	24 continuous hours stationary rest time taken after no more than 84 hours work time and 24 continuous hours stationary rest time and 2 x night rest breaks and 2 x night rest breaks taken on consecutive days

Both Figures 1: Roster to minimise fatigue and Figure 2: Basic Fatigue Management Model are two examples of a basic fatigue management system.

If you already have systems in place and are monitoring each driver's work and rest times as part of your fatigue management then you do not have to duplicate this process provided that what your policy states is what is actually happening in the workplace. Review your existing policy and procedures to check that your systems are effective and reduce the risk of fatigue in your drivers work and rest schedules. To do this, consider implementing some of these ideas other operators are already doing.

For example:

- Using other manpower/resources for cleaning of vehicles at end of tours;
- Site 'hosts' are used for camp set up/breakdown and cooking;
- Using other manpower/resources for hotel/airport pickups; or
- Where practical using two drivers.

The following case study demonstrates how one local company came to a solution to reduce the risk of fatigue, and improve safety and morale in the workplace.

Case Study 1: XYZ Tours managing fatigue.

XYZ Tours experienced an incident where one of their tour vehicles was involved in a single vehicle accident. On the return leg of a three day tour from Alice Springs to Uluru the driver and many of the clients were seriously injured. Most of the clients were asleep at the time of the accident.

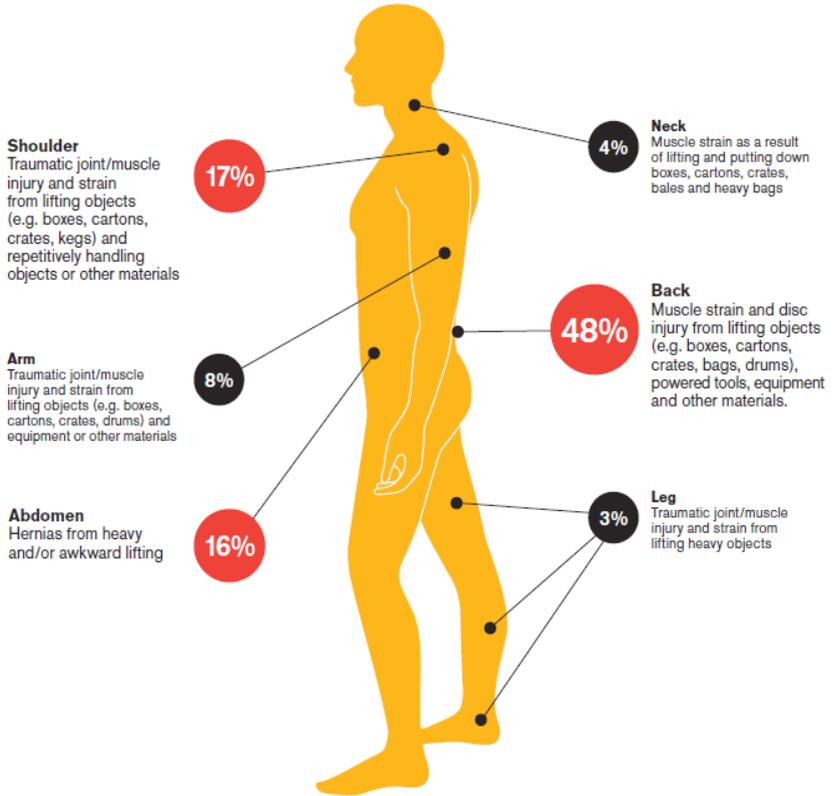
As is best practice after any incident the Manager talked with their drivers and other staff to discuss what things they can change or do better to prevent a reoccurrence, he sought the drivers assistance in reviewing their fatigue management risk assessment and in doing so identified some areas where they could minimise the risk of fatigue on their drivers through a combination of:

1. Getting one of the other staff to do the hotel /airport pickups; and
2. Having their campsites hosted by another staff member who looks after camp set up and cooking and cleaning.

This allows their drivers more time to relax and rest properly and reduce the risk of fatigue on their drivers.

Hazardous manual tasks

Physical activities that stress your body include lifting, putting down, pushing or pulling, carrying or moving loads. The amount of stress will vary from person to person, and how well you fuel your body to do what you want it to do, like putting fuel in the bus so you can go touring. Aches, sprains and strains of muscles, tendons and ligaments, back pain, nerve injuries, chronic pain and bone and joint pain are messages from your body telling you something needs attention.



To avoid musculoskeletal type injuries use good manual handling methods. Some of the hotspots and solutions for reducing injuries relating to body stress are listed below.

Hotspots	Solutions
<ul style="list-style-type: none">• Back• Shoulder• Abdomen• Neck• Leg• Arm	<p>Lifting objects from the ground or from a low level is the most common cause of lifting-related injury. The essential principles for reducing risk of injury from lifting apply across the industry:</p> <ul style="list-style-type: none">• Eliminate lifting by job planning to use cranes, hoists and materials lifts.• Do not lift objects from the ground, floor or low level, as far as reasonably practical;• Reduce the need to lift objects by storing items at waist level;• Reduce the frequency of lifting by using mechanical aids to lift larger items;• Use forklifts or powered mechanical aid attachments to lift large awkward objects;• If items need to be manually lifted, provide containers with suitable handgrips;• Looking at the loads you are lifting in regards to the weight of bags, and equipment. For example, when lifting heavy items consider the load and if necessary plan or arrange a two-man lift;• Improving the layout and design of the work areas where the lifting is done so it's not so manually demanding , and reduces repetitive bending, twisting and lifting when handling heavy items; and• Training workers in good practice and the use of good handling techniques.

Source: Adopted from WorkSafe Victoria - [worksafe.vic.gov.au/hotspots](https://www.worksafe.vic.gov.au/hotspots)

Sun protection

In the Northern Territory it is vital that we are sun smart as part of our duty to prevent illness and injury. Over exposure to the sun contributes to fatigue for your drivers, guides and your passengers. All workplaces need to take proper steps to reduce the known health risks associated

with exposure to solar ultra violet (UV) radiation for our workers who work outdoors.

The Cancer Council Australia says 'every year, in Australia:

- Skin cancers account for around 80% of all newly diagnosed cancers;
- Between 95 and 99% of skin cancers are caused by exposure to the sun;
- GPs have over 1 million patient consultations per year for skin cancer; and
- The incidence rate of skin cancer is one of the highest in the world, two to three times the rate in Canada, the US and the UK⁷.

"Outdoor workers in Australia receive five to ten times more sun exposure than indoor workers, placing them at an increased risk of skin damage and skin cancer'.⁸ To address this in your workplace Sun Smart Australia recommends workplaces have a sun protection program in place that includes regular inspections of the UV radiation exposure risk to employees working outdoors; implementing sun protective control measures such as providing shade; rescheduling outdoor work tasks and using educational tools to inform workers when to use sun protection; providing protective clothing and encouraging workers to examine their own skin.

The Cancer Council Australia provides the following strategies to reduce risk of over exposure and these controls can be integrated in to your tour operations if you are not already doing it:

- Increasing the amount of shade provided and used in the workplace;
- Modifying reflective surfaces;

⁷ http://www.cancer.org.au/content/pdf/CancerControlPolicy/PositionStatements/PS-Sun_protection_in_the_workplace_May07.pdf

⁸ <http://www.sunsmart.com.au/communities/workplaces>

- Consider applying clear or tinted films to side windows of vehicles;
- Rescheduling outdoor work programs;
- Rotating employees so the same person is not always out in the sun; and
- Providing personal protection such as sun protective work clothing, sun protective hats, SPF 30+ sunscreen and sunglasses.



Dehydration

A person suffers from dehydration when fluids and nutrients are lost faster than they are being replaced. Fluids are lost from the body through sweating, breathing, urine and bowel movements, and when we vomit. Drinking water replaces fluids in the body to help the body function well.

How much water you need to drink will vary from person to person. “Generally, if you drink enough fluid so that you rarely feel thirsty and your urine is colourless or light yellow — and measures about 6.3 cups (1.5 litres) or more a day if you were to keep track — your fluid intake is probably adequate. To ward off dehydration and make sure your body has the fluids it needs, make water your beverage of choice.

It's also a good idea to:

- Drink a glass of water or other calorie-free or low-calorie beverage with each meal and between each meal; and
- Drink water before, during and after exercise⁹

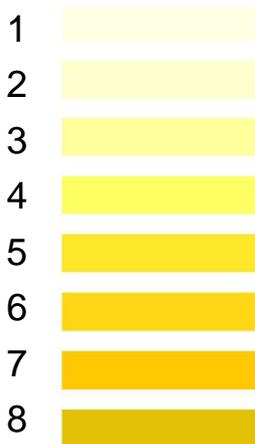
Workers need to be fit for work however the term 'fit for work' is often associated with workers being under the influence of alcohol and other drugs (illicit or prescribed) while at work. You must manage this in your workplace as it puts the health and safety of everyone at risk. Alcohol and drug use at work is a topic well researched and there are resources you can easily access to ensure you are managing this at the work place. Instead we will talk about a current trend where another substance that is being consumed by the bucket loads by young workers. Energy drinks. These drinks can be addictive and have a negative impact on your physical and mental wellbeing, and can increase the risks in the workplace.

Some energy drinks contain a range of ingredients that can cause a number of health problems, and should not be used as a substitute for water. According to the Australian Drug Foundation it is the other talk we need to have with our workers because an energy drink contains around 50-80mg of caffeine. 'Consuming too many energy drinks can cause insomnia, nervousness, headaches, nausea, vomiting, rapid heart rate, heart palpitations'¹⁰ Red bull doesn't give you wings, but is full of caffeine. Too much caffeine can cause dehydration so combining it with physical activity does not sound like such a great idea.

⁹ <http://www.mayoclinic.org/healthy-living/nutrition-and-healthy-eating/in-depth/water/art-20044256?pg=2>

¹⁰ <http://theothertalk.org.au/advice/know-your-facts/do-energy-drinks-really-give-you-wings/>

An easy way to check your hydration levels is by checking the colour of your urine.



Generally the clearer your urine colour is the better hydrated you are. In this chart the first 3 levels shown here indicate you are hydrated and should continue to drink enough water to maintain this level of hydration.

The darker the colour of your urine the more dehydrated you are.

If your urine matches the colour of levels 4 through to 8 you are dehydrated and should increase the amount of water you are drinking to improve your hydrations levels.

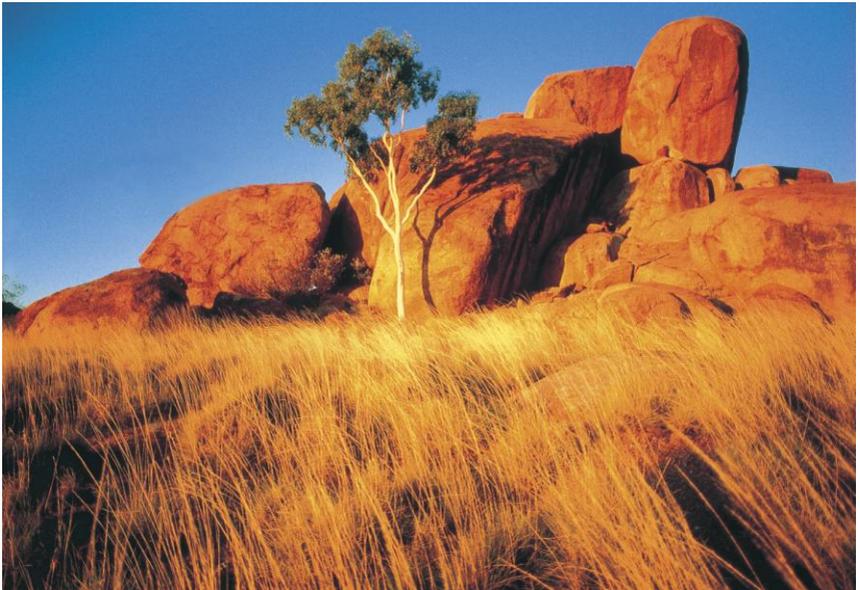
Encourage your workers to work on their endurance and inform them about healthier options, because they will need more than a mars bar to work rest and play when they are on tour. Boosting your endurance is a way to physically and mentally prepare yourself for long continuous work.

Some general tips are listed below:

- Eat a well balanced diet by adding lots of protein, fruits and complex carbohydrates. Too much sugar, fatty foods and starch will contribute to you feeling sluggish;
- Caffeine and other beverages, certain foods and medications can cause a person to be more alert; some can cause you to be drowsy. Check the information inside the packet or check with your doctor or pharmacist if your medications have any drowsy

effects. Cut back caffeine or sources of caffeine a few hours before you plan to sleep;

- Get some exercise, aim for 20 minutes 3-4 days a week;
- Get some good sleep leading up to your departure - aim for about 6-7 hours of uninterrupted sleep;
- Eat your main meal early in the day instead of just before going to sleep. Avoid heavy spicy meals as they can interfere with your sleep. Have a lighter meal or snack before you sleep; and
- Stretch your muscles before, during and after work. Be conscious of lifting techniques and use your legs, not your back when lifting, keeping the load close to your body.



Getting rid of risks

Under the Act it is mandatory that appropriate action is taken when a hazard is identified, by getting rid of the risk. If you cannot get rid of the risk, you need to reduce the risk to as low as you can, and use other effective controls like engineering, substitution or isolation.

The risk is the chance (likelihood) of something happening, and the extent (consequence) of any injury or illness. The consequence is not always injury or illness to a person. The consequence can be financial loss from damage to property or negative impact on the environment, reputation of the business, impact on the customer or compliance.

A risk assessment is a process where you:

- Identify hazards;
- Assess the risk;
- Eliminate or reduce the risk; and
- Monitor the controls to check they are effective

A risk assessment is done when:

- The task has a number of different hazards;
- Changes at the workplace, for example new equipment or products are brought in to the workplace;
- After an incident;
- If there are changes in the laws;
- If it is a requirement by law; or
- If there is uncertainty about how a hazard may result in injury or illness.

A risk matrix comes in various designs such as the example is below. A risk matrix is used to calculate the level of risk if you do nothing to control the risk.

Likelihood		Consequence if risk does occur				
1.	Rare, but not impossible	A. Negligible, insignificant impact, unlikely be able to measure				
2.	Unlikely, but known to occur in industry	B. Minor, possibly detectable but minimal impact				
3.	Possible, it may occur	C. Maximum acceptable level of impact, medium impact on public perception of business				
4.	Occasional, it may occur	D. Serious impact, recovery measured in years to decades; or highly significant impact on public perception of business				
5.	Likely, expected to occur as happens in industry	E. Catastrophic, widespread and permanent damage, recovery unlikely				

Likelihood	Consequence					Risk Category (Likelihood x Consequence)
	A	B	C	D	E	
1	Green	Green	Green	Green	Yellow	Low risk
2	Green	Green	Green	Yellow	Red	
3	Green	Green	Yellow	Red	Red	Moderate risk
4	Green	Yellow	Red	Red	Red	High risk
5	Yellow	Yellow	Red	Red	Red	

Managing hazards and risks is an opportunity to continually improve safety in your workplace, through consultation and by putting in safer practices to protect your people, property and the environment. A risk assessment is not difficult when you talk with your workers and involve them in identifying the hazards, assessing the risk and putting in place effective controls which you monitor.

Let's say you have a scheduled guided walking tour through the Valley of the Winds at Kata-Tjuta (Olgas). You are not risk assessing Kata-Tjuta, but rather how you are going to safely guide your group of passengers walking through the Valley of the Winds.

Using the hazards listed in the previous chapter 'Finding hazards' the risk associated with the hazards are scored using a Risk Matrix tool. For example we have identified the rocky terrain as one of the hazards on a walking tour. If we do nothing about the hazards what is the chance (likelihood) of something happening and how bad would the outcome (consequence) be?

Let's say we have agreed the likelihood is 4 - occasional, it may occur and the consequence is B – minor.

By following the two points until they meet you will get the risk score. In this example the score is medium as shown below.

Likelihood		Consequence if risk does occur				
1.	Rare, but not impossible	A.	Negligible, insignificant impact, unlikely be able to measure			
2.	Unlikely, but known to occur in industry	B.	Minor, possibly detectable but minimal impact			
3.	Possible, it may occur	C.	Maximum acceptable level of impact, medium impact on public perception of business			
4.	Occasional, It may occur	D.	Serious impact, recovery measured in years to decades; or highly significant impact on public perception of business			
5.	Likely, expected to occur as happens in industry	E.	Catastrophic, widespread and permanent damage, recovery unlikely			

Likelihood	Consequence					Risk Category (Likelihood x Consequence)
	A	B	C	D	E	
1	Green	Green	Green	Green	Yellow	Low risk
2	Green	Green	Green	Yellow	Red	
3	Green	Yellow	Yellow	Red	Red	Moderate risk
4	Green	Yellow	Red	Red	Red	High risk
5	Yellow	Yellow	Red	Red	Red	

Haz No	Hazard	Risk score	Control	Residual Risk score
1.	Rocky terrain loose under foot,	Med		

You must first try to eliminate the hazard. Get rid of the hazard and you get rid of the risk. Sometimes you cannot get rid of the hazards so you need to do something to reduce the risk to as low as you can. Focus on what you can control. For example, you cannot do anything about the rocky terrain but you can stipulate to your passengers that proper footwear must be worn to reduce the risk of injury. You cannot change how hot the day is, but you can rearrange your itinerary and walk in the cooler part of the day.

In managing hazards we use different levels of controls, called "hierarchy of controls" The following diagram demonstrates the most desirable outcome is to eliminate the hazard. If that is not possible then you work your way through the controls.

Control	Hierarchy	of	Controls	Short cut
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		description	
<p>Most desirable control</p>  <p>Least desirable control</p>	Elimination	Elimination completely removes the hazard .It is mandatory under safety laws to do all possible to first eliminate the hazard. If this is not practical to do this then apply the following hierarchy of controls in descending order	Get rid of it
	Substitution	Replace hazardous process or thing with a less harmful process or thing.	Change how you do it
	Isolation	This control means separating the hazard from the person using physical barriers, distance or time	Separate worker using a barrier
	Engineering	Design out the hazard, such as modifying tools, equipment,	Modify or make something new
	Administration	Safe work procedures, training and instructions, should be used in combination with other controls	Work procedures
	Personal Protective Equipment	Providing a worker with personal proactive equipment adds a further layer of protection. Should be used in combination with above controls	Wear protective clothing and equipment

You will see in the diagram that Personal Protective Equipment (PPE) is the least desirable control. It is recognised that sometimes a hazard can only be controlled by PPE, but it should be used in combination with other controls. In this example we couldn't eliminate the hazard, but did the next best thing and put other controls in place to reduce the risk to as low as we can.

Haz No	Hazard	Risk score	Control	Residual Risk score
1.	Rocky terrain loose under foot,	Med	Administration Covered footwear with non slip sole must be worn. Review all promotional material, policy and procedures	Low

The risk left over after you apply controls to manage the risk is called the residual risk. In this case it is "Low" as shown below.

Likelihood		Consequence if risk does occur				
1.	Rare, but not impossible	A.	Negligible, insignificant impact, unlikely be able to measure			
2.	Unlikely, but known to occur in industry	B.	Minor, possibly detectable but minimal impact			
3.	Possible, it may occur	C.	Maximum acceptable level of impact, medium impact on public perception of business			
4.	Occasional, It may occur	D.	Serious impact, recovery measured in years to decades; or highly significant impact on public perception of business			
5.	Likely, expected to occur as happens in industry	E.	Catastrophic, widespread and permanent damage, recovery unlikely			

Likelihood	Consequence					Risk Category (Likelihood x Consequence)
	A	B	C	D	E	
1	Green	Green	Green	Green	Yellow	
2	Green	Green	Green	Yellow	Red	Low risk
3	Green	Green	Yellow	Red	Red	Moderate risk
4	Green	Yellow	Red	Red	Red	High risk
5	Yellow	Yellow	Red	Red	Red	

When we apply this to each hazard we have identified our risk assessment will almost be complete, and will look something like the following table on the next page.

Haz No	Hazard	Risk score	Control	Residual Risk score
1.	Rocky terrain loose under foot	Med	Administration Covered footwear with non slip sole must be worn Review all promotional material, policy and procedures	Low
2.	Hot temperatures causes fatigue, dehydration	High	Isolation Tour earlier in the morning reschedule day plan, plan trial periods	Low
3.	Wet conditions cause rock to become slippery	Med	Administration Covered footwear with non slip sole must be worn Review all promotional material, policy and procedures	Low
4.	Windy conditions can cause sand in your eyes, or stinging you skin	Low	Administration Inform group of hazards before and during trip, carry first aid kit	Low
5.	Insect bites could cause irritation or allergy	High	Administration Inform group of hazards before trip, carry first aid kit. Passenger carry medication/ epi pen. Emergency communications	Low
6.	Person underestimates level of fitness and difficulty of walk, and falls behind	Med	Administration Guide supervises and monitors, waits for passengers to catch up; set up buddy systems	Low
7.	Passengers not drinking enough water leads to fatigue	High	Administration Inform group of hazards before trip; provide water; set up buddy systems	Low

The final step in managing risk is monitoring the workplace and the controls to check that what you have implemented is effective and has not introduced any new hazards. This is a simple task of allocating responsibility to a person who will then track that the

agreed actions are being done, and set a date to check that these controls are effective. Take a look at the Control action plan below. Reviewing and monitoring risk controls is mandatory under the safety laws. The main reason for doing this is to check that the controls have been implemented and that they are effective, and that no new hazards have been introduced.

Another form of monitoring and reviewing is conducting a self audit. Top management should be actively reviewing systems, policy and procedures in the workplace to make sure they are effective, current and your staff are adhering to the policy.

Using a third party to measure your safety performance against the criteria for the Act or Regulations can provide an unbiased evaluation of your systems and practice. The objective of all internal and external assessments should be to eliminate hazards and risks from the workplace, and in doing so evaluating workplace safety to determine how well you are performing against current regulatory compliance.

Figure 3: Risk assessment and control action plan

Haz No	Hazard	Risk	Control	Residual Risk score	Review date/whom	Date Closed
1.	Rocky terrain loose under foot	Med	Administration Covered footwear with non slip sole must be worn Review all promotional material, policy and procedures	Low	30 Apr S Marty PR Mgr	30 May B Smith Director
2.	Hot temperatures causes fatigue, dehydration	High	Isolation Tour earlier in the morning reschedule day plan, plan trial periods	Low	30 Mar B Hott Ops Mgr	15 Jun B Smith Director
3.	Wet conditions cause rock to become slippery	Med	Administration Covered footwear with non slip sole must be worn Review all promotional material, policy and procedures	Low	30 Apr S Marty PR Mgr	30 May B Smith Director
4.	Windy conditions can cause sand in your eyes, or stinging you skin	Low	Administration Inform group of hazards before and during trip, carry first aid kit	Low	30 Apr S Marty PR Mgr	30 May B Smith Director
5.	Insect bites could cause irritation or allergy	High	Administration Inform group of hazards before trip, carry first aid kit. Passenger carry medication/ epi pen. Emergency communications	Low	30 Apr S Marty PR Mgr	30 May B Smith Director
6.	Person underestimates level of fitness and difficulty of walk, and falls behind	Med	Administration Guide supervises and monitors, waits for passengers to catch up; set up buddy systems	Low	30 Apr R Gibbo Trng Mgr	30 May B Smith Director
7.	Passengers not drinking enough water leads to fatigue	High	Administration Inform group of hazards before trip; provide water; set up buddy systems	Low	30 Apr R Gibbo Trng Mgr	30 May B Smith Director

Incidents and accidents

For the purpose of this guide an incident (or accident) is something that happens in the workplace that shouldn't happen. What happens next is called the 'consequence, or 'outcome'. You may have heard the saying "every action has a reaction". This could be someone getting hurt (injury) or sick (illness), property damage, damage to your reputation from unwanted media exposure, negative impact on the environment, or financial loss from compensation.

"Injury has a major, but often preventable, impact on the health of Australians of all ages. It is the largest cause of death for those under 35 years of age, and leaves many with serious disability or long-term conditions. While the majority of injuries are relatively minor and require little or no treatment, more serious injuries may require hospital care or result in death."¹¹ It is important to understand that a work injury is not the same as a private injury. Apart from the obvious difference in who is paying for the related costs, more serious injuries tend to occur in the workplace. The isolation of a worker is amplified in a work related injury; recovery is slower and can be less successful.

Other incidents can go unnoticed because sometimes after an incident nothing happens, no one gets injured or sick. However, next time it could be more serious, for example a person may slip, but the next person might slip and hit their head. How many times have you thought or heard someone say "Gee, that was close"? These incidents are called "near hits" and should be included in your regular incident reporting and investigations.

¹¹ Australian Institute of Health and Welfare 2014. Australia's health 2014. Australia's health series no. 14. Cat. no. AUS 178. Canberra: AIHW

Incident reporting

All workers, visitors and other persons in a workplace must report any incident to the person in charge, the PCBU. It is mandatory for the PCBU to keep records on all incidents that happen in the workplace. You may keep a record in your diary or daily log, or keep a separate register where incident reports are filed after they are reviewed by the person in charge. Are your workers reporting incidents? Some barriers to reporting include knowing what form to fill out or simply writing what happened. Incidents that are reported can be investigated to prevent the same thing happening again or prevent a more serious injury happening. Always investigate the little stuff too.

Notifiable Incidents

It is mandatory under the Act for the person in charge to notify the regulator of any serious or dangerous incident, or fatality in a workplace as soon as the person in charge becomes aware of the incident. Initial notification must be done by the fastest possible means by either calling the NT WorkSafe by phone **1800 019 115**, or filling out the Incident Notification Form, and faxing it to 8999 5141, or emailing it to ntworksafe@nt.gov.au.

Under the Act, a serious injury or illness means a work related incident that results in:

- Immediate hospital treatment as an in-patient;
- Immediate treatment for serious injuries (amputation, scalping, a spinal injury, loss of a bodily function or a serious laceration, burn, head injury or eye injury); or
- Medical treatment within 48 hours of exposure to a substance.

A dangerous incident means a work related incident that exposes a person to a serious health or safety risk from immediate or imminent

exposure to things like an electric shock; a leak or spillage of a hazardous substance; explosion or fire; or any fall from a height.

Cost

In March 2012 a Safe Work Australia report titled 'The cost of work-related injury and illness for Australian employers, workers, and the community, 2008–09' identified 'work-related injuries, illnesses and deaths impose costs on employers, workers and the broader community. These include both direct costs and indirect costs. Direct costs include items such as workers compensation premiums paid by employers or payments to injured or incapacitated workers from workers compensation jurisdictions.¹²

¹² Safe Work Australia 'March 2012 'The cost of work-related injury and illness for Australian employers, workers, and the community, 2008–09'.

Indirect costs include items such as:

- Loss of productivity in the workplace;
- Cost or overtime for other workers to cover shifts;
- Cost for recruitment and training;
- Earnings to injured worker less compensation payments;
- Investigation costs
- Travel expenses to assist injured worker to attend medical and rehabilitation appointments or travel to/from work;
- Rehabilitation and allied medical services
- Cost of care, house and other modifications, and aids to assist in living at home;
- Administration costs for graduated return to work program;
- Legal fines and penalties if prosecution follows investigation;
- Recovery and repair of vehicles; or replacement; and
- Damage to reputation

In 2013, a tour bus carrying 14 people was involved in a serious road accident on the Stuart Highway, with two people seriously injured, and a further ten people with minor injuries. The accident happened about 100 kilometres south of Alice Springs. The following table outlines a conservative account of associated costs in the first twelve months post incident.

Whilst you can put a figure on the actual costs of the incident, there is no accounting for the emotional and psychological impact on those involved, the injured worker, injured and non injured passengers, the business owner, the work mates and family, emergency service teams, and other tour operators. At the end of day no one wants to see anyone get hurt.

Investigate all incidents in your workplace, even the small incidents.

The following table outlines a conservative account of associated costs in the first twelve months post incident.

Description of Cost item	\$ AUD
Initial medical cost	\$5,000.00
Emergency Services response to passengers and transport to Alice Springs hospital	\$5,000.00
Recovery and repair of vehicles; or replacement	\$160,000.00
Replacement of driver/guide shifts (OT/callout)	\$10,000.00
Rebook flights for passengers to return home or continue travel	\$3,000.00
Cost for recruitment and training to replace guide/driver while recovering	\$5,000.00
Workers compensation payments to injured worker	\$62,400.00
Investigation costs	\$10,000.00
Cost of care house and other modifications, and aids to assist in living at home	\$2,000.00

Other safety obligations

Training

The person in charge must provide training to their workers. When a worker starts in your business, regardless of what experience they have, you should always get them to use the equipment you want them to be using to check that they have the skills to use them safely. This includes safe driving on the roads.

The information, training and instruction that you provide must be relevant to the job they do, how they can do it safely and what the risk to their health and safety is if not following your information, training and instruction. You can use different methods for delivering the information but it must be at a level to match the persons learning ability.

Safety information, training and instruction may be for:

- Workplace inductions;
- Using different tools and/or machinery;
- Emergency procedures;
- Health and hygiene;
- General housekeeping rules;
- Identifying hazards, managing risks and monitoring controls;
- Use of emergency equipment; and
- Changes to the new laws.

Inductions

Inexperienced and new team members are potentially at greater risk of injury as they are in a new environment and need to learn the systems and operations for the workplace. Induction training is an opportunity to for you to explain to your workers what your expectations are and what behaviour and standards of work are acceptable in the workplace.

Inductions can also help the worker settle in to their new work environment.

Inductions are not just for new workers to the industry, they are for experienced workers as well to make sure everyone knows what is required of them in performing their job safely, and in an emergency. In every area of business, your workers must have an induction to their work environment. This includes your retail and dispatch office, workshop and fleet site, before commencing work and as they progress with different jobs in the business.

The training you provide to a worker must be given in a way that is suitable for the worker and their level of understanding. It is a good practice to support the new workers' training with a buddy system or supervision for a period of time, until the person is competent to do the job safely. The period of time will vary depending on the type of work and the workers ability to understand your instructions to work safely and effectively. Written safe work procedures must be in place and these can be used as a training tool to show new workers how you want the work to be done.

Written safe work procedures must be reviewed when there are:

- Changes to the work place;
- New equipment and plant introduced into the workplace;
- Changes in legislation;
- If there has been an incident which involved the use of plant, equipment or property; and
- If any modification is made to plant or equipment.

Before any person operates any plant or equipment you must make sure that you provide information about any hazards or other risks for each job. The worker must be instructed on what controls you have in place to reduce the risk of injury to protect them from associated risks. Your workers should have easy access to the manufacturer's

instructions and company safe work procedures for safe operation of plant and vehicles.

Even if a worker has had experience working in the industry when they start working with you, you should observe the person completing each job or task you want them to perform and only allow them to continue doing this work if you are satisfied they can complete the work safely and competently.

Electricity

In any workplace electricity is a risk. Electricity is the movement of electrons from one atom to the next through conductive material, with its main aim being to return to the ground, even if that means it has to pass through your body. It will always take the shortest path of least resistance, including the human body. All electrical work must be carried out by a licensed electrician, and comply with wiring rules.

The minimum requirements for electrical safety is to arrange electrical leads so they will not be damaged, and avoid running leads across the floor, or on the ground or through doorways. Instead, install or move power points or where it is practical to do so, use lead stands, or insulated cable hangers or cable protection ramps if it is a heavy traffic work environment. In addition any points where electrical equipment can be connected must be protected with a residual current device (RCD). You can use a portable RCD or one that is connected to a power point. Each power point connects back to a circuit board. The RCD monitors the power coming in, and if it doesn't match the power coming out, it will trip the circuit, interrupting the current flow.

A licensed electrician is the only person qualified to undertake installation and repair works on electrical installations such as power points, ceiling fans and lights. All new electrical installations must be protected by a safety switch on power and lighting circuits

Falls

Fall injuries occur in many industries, and can result in death or serious injury. A fall can be at any level. A person can fall down into a vehicle pit, or into a trench or shaft. A person can fall from a height such as an unprotected mezzanine level, a roof top, standing on a ladder, climbing over loose rocky terrain, getting too close to edges. A person can fall at ground level from a slippery ground surface, by being hit from a moving object or an object that has fallen from above their head.

Unloading equipment from the top of your vehicle is an example where a person could be injured as there is normally no edge protection fitted to the top of your omnibus or another vehicle. Some companies are now storing equipment in a trailer, or at their destination. Adding on a trailer to your vehicle can introduce new hazards related to towing, but eliminates the risk of falls. Correctly storing equipment at your destination eliminates the need to have workers climbing up on top of the vehicle without protection.

Hazardous chemicals

If you have hazardous chemicals in your workplace, potentially you could get very sick or injured from being exposed to the chemicals if you are not storing, handling, using or disposing of the chemicals in the right way. All staff must be trained to safely use the hazardous chemicals and to understand the safety data sheet so they know what they must do if someone gets injured or sick from being exposed to the chemical. Some common hazardous chemicals include cleaning agents; tyre paint and other paints and solvents; fuel and engine oils.

You must maintain a list of all the chemicals you use with a copy of the safety data sheet in a folder or register. It is recommended a master copy is also kept in a separate location. Safety data sheets are current for a five year period, and you can get them for free from your supplier.

Following changes in the new safety laws all existing hazardous chemicals are being reclassified. This process mostly affects the manufacturer and supplier.

Keep a check on the changes by talking with your supplier or going on to their website to get a copy of the safety data sheet you need. The result of these changes on us as consumers buying and using the chemicals is mostly the labelling. If you buy bulk quantities and decanter in to a smaller container, you must label the smaller container the same as the original label; and inform your staff of changes

Emergency Planning

Regulation 43 of the Regulations stipulates that a person in charge must make sure that an emergency plan is in place for the workplace. An emergency plan must include, as a minimum:

- Emergency procedures for different types of emergencies, evacuation procedures, notification process, medical response procedures, communication procedures;
- Testing of emergency procedures; and
- Information on training and instruction for workers and other persons at the workplace.

There are different types of emergencies that may occur at anytime. These include a fire or explosion, hazardous chemical or biological release, medical emergency, natural disaster, bomb threats or criminal activity. Your emergency plan must include response procedures for different emergency situations that may arise.

To do this, consider:

- The particular work being carried out in the workplace;
- The specific hazards in the work place;
- How far are you from emergency assistance;
- The number and composition of the workers and other people at the workplace;
- Assembly points, including alternatives depending on wind direction; and

- Instruction for each worker responsible for specific duties in an emergency.

Managing an emergency when you are in a remote location can be more difficult to get help. When developing your emergency plan, you will also need to give consideration to:

- Your distance from help arriving;
- What is the time frame for emergency services to arrive (ambulance, fire, police, rescue); and
- Is your location identifiable and accessible?

Your emergency plan does not override any instruction or other direction given to you by any emergency service personnel at the time of the emergency response.

Issue Resolution

If there is a health or safety issue or concern in the workplace then each party must try to resolve the issue using your business procedure or the default process set out in the regulations. If the issue continues to remain unresolved then either party can ask NT WorkSafe to appoint an inspector to help you solve the problem. In providing assistance an Inspector could provide advice or recommendations or exercise any of their compliance powers, for example issuing a notice. Regulation 22 sets out the minimum requirements for an issue resolution procedure for your business, or you can use the default procedure set out in regulation 23.

Record Keeping

It is mandatory to keep records of any incident, accident or investigation related to health and safety in your workplace, and safety related training. Some of these records can be included in your daily log or diary. In some instances you may need to keep records separate to your log or diary.

Examples include:

- Records for health monitoring and other medical and employee information must be kept confidential.
- A list of all hazardous chemicals you have in the workplace with the applicable safety data sheets must be kept in a folder that is easy for workers to access and for emergency services.
- A maintenance record on all servicing of plant and other equipment must be maintained; and
- Training records.



Safety laws

The Northern Territory adopted the Act and Regulations and these laws came in to force in January 1st, 2012. Like most other state and territory jurisdictions it is based on the model Act developed by Safe Work Australia.

The aim is to provide all workers in Australia with the same standard of health and safety protection regardless of the work they do or where they work. A stronger national approach means greater certainty for businesses (particularly those operating across state borders) and over time reduced compliance costs for business.

More consultation between businesses, workers and their representatives, along with clearer responsibilities will make workplaces safer for everyone.

Duty of Care

You and your workers have a duty of care to make sure no one is at risk from what you do. The person conducting the business or undertaking (PCBU) (previously known as the employer) has a duty of care to make sure they protect the health and safety of their workers, maintain a safe work environment, safe plant, structures and systems; adequate facilities; and training.

Your workers also have a duty of care when at work. Each worker must take reasonable care for his or her own health and safety; make sure that anything they do, does not affect the health and safety of other persons; follow any reasonable instruction and cooperate with any reasonable policy or procedure relating to health or safety at the workplace that they have been notified about from their employer.

Your passengers have a duty of care also. Passengers must follow all reasonable instructions from you, and make sure that anything they do does not affect the health and safety of other persons.

Remember your workplace is everywhere work is done for your business

Regulations

The Regulations describe in more detail what you must do for certain duties, like keeping a safe work environment, giving workers adequate information and training, access to first aid and other amenities, having written procedures for each job and for other processes such as maintaining your fleet of vehicles, emergency plans, isolated and remote work, storage of flammable or combustible substances and risks from falling objects.

Codes of Practice

'Codes of Practice' provide guidance to help you comply with the Act and Regulations. For example Regulation 43 states a person conducting a business or undertaking has a duty to prepare, maintain and implement an emergency plan. Your emergency plan must include procedures to respond and evacuate in the event of an emergency, frequently tested, and you must provide information to your workers on what to do in an emergency.

Further information and guidance on how you can do this is available in the Code of Practice - Managing the work environment and facilities. The following table shows an example of what your duty is under the Act. Regulations set out the specific requirements of what you must do to meet the requirements under the Act. Codes of practice provide further information on ways you can do this.

WHS Act 2011	WHS Regulation 43	Code of Practice -
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Duty of Care Section 19 3 (c)	Duty to prepare, maintain and implement emergency plan	Managing the work environment and facilities
To ensure the provision and maintenance of safe systems of work	A person conducting a business or undertaking at a workplace must ensure that an emergency plan is prepared for the workplace, that provides for the following: <ul style="list-style-type: none"> (a) emergency procedures; (b) testing emergency procedures, and frequency of testing; and (c) training and instruction to relevant workers in relation to implementing the emergency procedures. 	Chapter 5 of this code of practice - managing the work environment and facilities provides information specific to planning and maintaining your emergency plan, including different types of emergency situations, and what your procedures should cover.

The Act, Regulations, and Codes of Practice are all free resources from the NT WorkSafe website, including the Return to Work Act and Regulations. Go to www.worksafe.nt.gov.au

Resources

It is not reasonable to expect the Act and Regulations to be descriptive and specific to each and every type of business. However other resources are available to guide you further on how to achieve compliance with the safety laws. These resources include guidelines, Australian and industry standards, publications, consultant services, affiliations and industry membership groups.

Australian and Industry Standards

Standards referred to in the Regulations must be complied with. For example Regulation 163 - AS/NZS 3012:2010 (Electrical installations – Construction and demolition sites) advises that if you are carrying out any construction work you must comply with this standard for electrical installations. Industry Standards are the minimum requirements the affiliated members of the Industry group have agreed to for specific procedures. It is sometimes called a technical standard.

Working with the Regulator

NT WorkSafe is a division of the Department of Business and administers work health and safety in the Northern Territory. Work Health and Safety Inspectors work with employers and workers to help them understand their rights and responsibilities under the law.

Voluntary Compliance

Voluntary compliance with your obligations is an important step to ensuring that your workplace is safe. To assist with this, NT WorkSafe operates an advisory line 1800 019 115 and Work Health and Safety Inspectors are available to provide information and advice to assist you and your workers. Information is also freely available on the NT WorkSafe website www.worksafe.nt.gov.au on a number of health and safety topics.

Directed Compliance

If a safety issue that you are aware of is not dealt with in an appropriate manner or there is an immediate risk to health and safety, Work Health and Safety Inspectors can issue improvement and prohibition notices. An improvement notice is a written direction requiring a person to remedy a breach of the law within a specified time. A prohibition notice is a written direction to stop work and prohibit any activity that will involve an immediate risk to the health and safety of any person.

If you breach your work health and safety obligations, there are a number of measures available to NT WorkSafe. These can include infringement notices or agreeing to an enforceable undertaking, right up to prosecutions for serious offences.

An infringement notice is an on the spot fine that can be issued by an Inspector as an alternative to further sanctions for certain offences. An enforceable undertaking is a legal agreement you can propose, when NT WorkSafe believes you have breached your work health and safety obligations.

In an enforceable undertaking, you offer to carry out specific activities that improve worker health and safety, and also deliver benefits to industry and the broader community. If your undertaking is accepted, NT WorkSafe will stop any legal proceeding it may have against you in connection to your alleged breach. You cannot propose an enforceable undertaking if your alleged breach is considered a Category 1 offence.

There are three categories of offences under the Work Health and Safety (NUL) Act.

- Category 1 – a duty holder, without reasonable excuse, engages in conduct that recklessly exposes a person to a risk of death or serious injury or illness.
- Category 2 – a duty holder fails to comply with a health and safety duty that exposes a person to risk of death or serious injury or illness.
- Category 3 – a duty holder fails to comply with a health and safety duty.

Summary

People often ask "how far do you go with safety?".

The answer is simply until you have exhausted all reasonable actions any normal person would take to maintain a safe work place. Our workplaces are always changing with new laws, new people, new equipment, new products and services, and managing these changes is a continual process.

You must regularly review your policies, procedures and processes to make sure they are not putting the health and safety of workers and other people at risk of injury or illness, and that they are current and valid to your work.



Change is about what we need people to do differently. People resist change for different reasons like not knowing why the change has to happen; not having the skills to cope with change if it involves using a

computer; or they are just not willing. When you need to introduce change, find a balance between compliance and commitment to bring about the change. Compliance is about showing you are doing the right thing and is driven by external influences such as processes, standards and laws, but commitment is actually doing the right thing.

Every workplace is different and you need to find a balance in how you get your message across. Keep it simple, and tackle one thing at a time. In the workplace focus on improving everyone's comprehension of why we need to change to improve our safety performance. As the person in charge you need to demonstrate both compliance (show you are doing the right thing) and commitment (actually do the right thing).

Remember that fifty percent of behaviour is driven by leadership. People will follow what you do. So set the safety standards you want to achieve when on tour, in the work place, in the retail shop, and in the workshop. Where ever your workplace is.

Just as the wheels on your bus go round, so does safety.

Definitions

Below are some words and their definitions used in this handbook in relation to work health and safety that may help you.

Competent person means a person who has acquired, through training, qualification, or experience, or a combination of these, the knowledge and skills, to safely perform a job. Electrical work and diving work are examples that require a person be licensed for before carrying out any work, regardless of experience.

Consultation refers to a process through which advice is given, views are exchanged and information is shared with workers and includes opportunities for them to meaningfully contribute to the resolution of work health and safety issues and concerns.

Environment refers to the surroundings in which a workplace carries out their activities, and interaction with air, water, land, natural resources, flora and fauna.

Foreseeable risk is something that is known about, and can happen in the industry, so it is 'likely' or probable that it will happen.

Human Factor is a term used to define how human beings interact with machinery and equipment, and designing products and processes for the person.

Person conducting a Business or undertaking (PCBU) - is a new term in the Work Health and Safety (WHS) Act that replaces 'employer'. If you previously had duties as an employer, you are now a PCBU under the WHS laws.

Plant is any machinery, equipment, appliance, implement or tool, including any component of these, or anything fitted to the plant.

Reasonably practicable means that what you do to fix a problem was as much as you could do to reduce the risk to health and safety, and that you and your workers have considered:

- How likely is it the risk would happen;
- How bad would the outcome be, if you did nothing;
- What you know, or should know, and ways of eliminating or lowering the risk; and
- The cost associated with doing something about the problem was not over the top to the level of risk.

Remote work means work that is separated from the assistance available from other workers or services because of location, time or the nature of the work. Assistance includes rescue, medical and attendance of emergency service workers.

Worker – is anyone that does work for a PCBU, whether they are paid or not. This includes any work done as an employee, contractor, subcontractor, self-employed person, apprentice or trainee, work experience student, employee of a labour hire company placed with a ‘host employer’ and volunteer.

Workplace any place where work is done for a business and includes any place where a worker does work in a building, office or work shed, in an aircraft, bus or on a vessel, indoors or outdoors and includes any place where a worker does work for you.

