



1.4 Work health and safety

The Work Health and Safety Team are situated with the Operations Team and are onsite to ensure there are safe work practices and infrastructure playing a lead role in the ongoing development of a culture of safety and reduction of work-related injuries (or in the case of quarantine transmission of infection). They are predominantly auditing the site to ensure they have safety standards that are aligned to those presented Work Health and Safety (National Uniform Legislation) Act 2011 and Work Health and Safety (National Uniform Legislation).^{19,20} The CNR was guided by the NTWorkSafe Codes of Practice supporting the strategic plan with the quarantine service falling into the health and community services industry area.

This section continues with the presentation of the site emergency management plan, WHS committee, risk management and general practices of the WHS team within the quarantine facility. An example of the WHS Team audit process for buildings and structures has been presented in *Section 1 Site infrastructure & environmental considerations*.

The work health and safety team (WHS) managed risks to the health and safety of everyone onsite ensuring legislation and practices are maintained to provide a safe work and accommodation environment. The WHS team will conduct audit across buildings, audit practices, review risk management processes and any incidents which may occur on site. The establishment of a WHS Committee ensures each team has representation with decisions occurring in regard to site safety. The onsite team consists of (at a minimum) WHS Manager and WHS Safety Consultant.

The WHS team have a critical role in the development, implementation and continuous improvement of the quarantine workplace health and safety program, ensuring the provision of a safe and healthy work environment for all employees, visitors and residents.

The WHS teams responsibilities include but are not limited to:

- Comprehensive knowledge of the relevant legislation and regulation associated with WHS and transcribe this for use within the quarantine service.
- Facilitate induction of contractors and new staff related to site WHS
- Conduct regular WHS inspections and daily WHS walkthroughs.
- Ensure WHS records are kept in a central location.
- Provide site-wide advice on cyclone management, evacuation management, emergency control, hazards, traffic management and other safety issues as required.
- Conduct all facility inspections including residential areas/risk assessments and control recommendations back to the relevant organisation.
- Contribute to the site induction for all new staff and visitors entering the quarantine site.
- Provide advice and support to the Leadership Teams and management on WHS-related issues and promote positive behaviours.
- Ensure all staff are trained in emergency procedures, SOPs and any other mandatory training or licences.
- Undertake risk assessments and updates of SOPs.
- Monitor, respond to and manage the entries into the sites risk management system.
- Assist with the management of entries into the risk management database.
- Assist with the management of Workers Compensation Claims.
- Attend site Leadership Team meetings (daily), conduct monthly WHS Committee meetings (with agenda and minutes) and prepare WHS monthly status report for the site.

1.4.1 WHS Committee

The site WHS Committee will consult on WHS issues that affect employees located at the quarantine site and hold a minimum of 4 meetings a year. The committee consists of the Committee Chair and Secretariat, the organisation WHS managers (noting if there are contractors and multidiscipline organisation working side by side onsite they will likely have their own EWHS Managers) and health and safety representatives for each work unit (for example, Medical Team, Health Staff, Education and Training, Infection Prevention and Control). A minimum of 5 attendees is required for WHS Committee meetings

The committee will document control all proceedings of the WHS Committee and abide with the relevant Government Privacy Legislation and relevant Codes of Conduct.¹⁹⁻²¹ A record of meeting outcomes along with the action items will be uploaded in sites record management, with a hard copy displayed on the WHS noticeboard which should be visible for all staff onsite.

The functions of the WHS Committee is to:

- Facilitate cooperation between the Person Conducting the Business Undertaking (PCBU) and workers in instigating, developing and carrying out measures designed to ensure the workers' health and safety at work; and
- Assist in developing standards, rules and procedures relating to health and safety that are to be followed or complied with at the workplace; and
- Any other functions prescribed by regulations or agreed between the PCBU and the committee.

The Committee will

- a. Provide a forum to oversee, review and monitor WHS related matters, and report to the site Manager
- b. Where identified as a need, and within capacity to do so, address local WHS related matters within the scope of relevant WHS Legislation, Regulations, and the WHS Policy.
- c. Communicate directions provided by the site Manager.
- d. Committees table their report template via their hierarchical structure, for submission to the site Manager as required.
- e. Review the Risk Register to ensure compliance and safe outcomes to actions where required

1.4.2 Monthly status reports

These reports demonstrate the WHS activities taking place with specific focus on: development of and review of site Standard Operations of Practice (SoPs), significant outcomes from WHS meetings, risk monitoring and control progress, WHS training occurring, procurement or work orders resulting from WHS audits, site inspections being undertaken and significant findings, and planned future activities.

Section 1: Table 3: Example of items presented in the monthly status reports for the quarantine service.

Agenda item	Description
Development or review of Standard Operating Procedures (SoPs)	<p>The WHS Team are required to review the Standard Operating Procedures (SoP) for individual activities to ensure they provide a safe work environment. This may include a review of existing SoP where an incident or feedback has indicated that a change in practice is required.</p> <ul style="list-style-type: none"> • Development of heat health SoP for staff working in zones. • Review of SoP for staff operating buggies onsite. • Maintaining safe machinery and structures • Provide and maintain adequate facilities (shade or wet weather cover) • Extreme weather, including extreme heat, cold, hail, lightening or strong winds
Site audits	<p>WHS Audits determine what legal responsibilities are being met and what areas have gaps in safety management. These audits aim to assess systems, environment and people. Covering specific areas as listed below including training and competency of the facility related to WHS.</p> <ul style="list-style-type: none"> • floors, passageways and stairs • entry and exits • fire safety equipment • ladders • platforms • roadways and ground conditions • ventilation • statutory requirements (WHS policy and injury management policy/procedure) • ergonomics • stacking and storage • personal protective equipment • chemical and dangerous goods • compressed gasses • housekeeping • material handling equipment • lifting gear and equipment • electrics • fire protection and explosion • first aid • office layout • workstations • VDUs monitors and screens • Storage • Emergency procedures • Emergency exits and maps <p>*The full infrastructure audit form is located in the section on infrastructure and environment</p>

Risk management entries	<p>Every entry into the risk management system (RMS) is reviewed by the WHS as part of their responsibility towards staff, visitor and resident safety onsite and in the case of workers' compensation is required.</p> <ul style="list-style-type: none"> • Entry for staff member who slipped on steps, steps had become slippery due to wet weather and action required to install anti-slip measures. • Verbally aggressive behaviour towards staff by residents.
WHS Training	<p>Specific training is undertaken by the WHS team (and not the education and training team)</p> <ul style="list-style-type: none"> • Staff and Contractor induction • Emergency Evacuation Procedures. • Fire extinguisher training.
Procurement & work orders	<p>The WHS team will submit requests for equipment or work to be undertaken to maintain site safety.</p> <ul style="list-style-type: none"> • Printing of Muster Point signs and emergency exit maps. • Testing of all fire extinguishers and smoke alarms. • Rolls of hazard tape to mark steps currently deemed hazardous to staff. • Safety equipment such as safety vests, Traffic Control light sticks.
Site inspections	<p>Site inspections are different to site audits in they involve a general visual review to identify and report potential hazards that could be removed or avoided and allow for effective risk management in the workplace.</p> <p>They review the effectiveness of existing controls implemented in the workplace.</p> <p>An effective workplace inspection will look at the environment, equipment, and work processes.</p> <ul style="list-style-type: none"> • All portfolios are reminded to clean up any outstanding clutter as per the wet weather clean-up protocol. • Buggy charger seen to be sitting in water

1.4.3 Emergency management

Emergency management onsite was led by the work health and safety team under the supervision of the Director of Operations. All staff onsite (contractors, health workforce, leadership teams etc), were required to complete an induction package that introduced them to the site emergency management protocols. This session presents:

- The site layout and specific zones inclusive of emergency muster points and evacuation plans, traffic management and onsite hazards to be aware of.
- The emergency responses aligned with the Emergency Codes as presented by the Australian Standards AS 4038-2010.1 ²¹
- The incident response team, which include key staff in the incident response team and their specific responsibilities in the management of emergencies which impact on service delivery within the facility.
- Site media policy.
- Work health and safety roles and responsibilities including reportable incidents and staff responsibilities.
- Prescribe area and contraband rules
- Site policy and procedures which includes any relevant site Standard Operations of Practice which pertain to the Operations team and site logistics and infrastructure such as buggy driving.

A full overview of the site induction is presented in *Section 3: Health workforce* and includes the structure and content for staff orientation.

1.4.4 Emergency Management Plan

The Emergency Management Plan (EMP) is established to ensure a coordinated approach from all staff, regardless of agency or contractor to the emergency management protocols at the quarantine site in order to support the protection and preservation of life and property during an event.

The EMP ensures all staff working onsite know and understand what is required and expected of them in the event of an emergency. This needs to include the Emergency Code System and the roles and actions designated responders will undertake during and after an emergency. It includes site residential areas, administration areas, industry areas, gate house, roads, car parks and all other areas within the quarantine facility. All accidents, incidents and near misses must be reported onto the Risk Management System.

These procedures are designed to enable the safety of all personnel, visitors, occupants and first responders and they must be understood and acted upon by all persons who enter the site.

The Emergency Planning Committee (EPC) is a sub-working group of the sites Work Health and Safety Committee (WHSC) and are active in overseeing the EMP. The EMP provides guidance to the residents, occupants and visitor, enabling them to quickly and decisively respond to an actual or potential emergency which could threaten the safety of persons or property, or significantly disrupt the buildings daily operation.



The EMP considers responses that can initially be commanded from staff on site which are primarily;

- Code Red – Fire
- Code Blue – Medical
- Code Orange – Emergency Evacuation
- Code Yellow – Facilities and Equipment Shut Downs and Overloads

This EMP also recognises instances when the immediate response and post incident investigations are commanded by the Police department. These include;

- Code Black – Assaults and Aggressive Behaviour
- Code Purple – Bomb Threat
- Code Green – Absconder

For the CNR, Northern Territory Emergency Operations Centre coordinate all environmental emergency situations and response within the Northern Territory. It is recommended the quarantine facility develops separate plans to comply with their local EOC strategies. This might include;

- Code Brown – Cyclones, fires, flood, earthquakes, tsunamis.

The **Site Controller** is the person who will be the single point of contact for all and any code or emergency responses within the site.

They will provide clarity in command, establish a single point of communication and conduct dynamic risk assessments on all incidents to determine level of response required.

The site controller is also the only person who can call 'all clear' when they are satisfied the code has been adequately addressed.

It is recommended the Site Controller for the quarantine service is the Director of Quarantine Programs.

Section 1: Table 4: Identification of key terms referred to in the Emergency Management Plan

<p>Site controller</p>	<p>The Site Controller provides a clear single point of command in all emergency responses and codes. The Site Controller is responsible for establishing communication and determining level of response required for each incident, based on their risk assessment.</p> <p>All situation reports (Sitreps) are to feed directly to the Site Controller.</p> <p>The Site Controller is the site commander in any emergency situation and all instruction given by the Site Controller must be followed. The Site Controller redirects and allocates any site resources and personnel they assess as necessary to the emergency response.</p> <p>The Site Controller decides if movement into any area must cease and instructs accordingly.</p> <p>The Site Controller will delegate tasks, including portions of command as they deem necessary but remains responsible for ensuring communication and response is conducted sufficient to the incident.</p> <p>The Site Controller calls 'All Clear' to any response.</p> <p>The Site Controller initiates all Debriefs, After Action Reviews and ensures documentation of actions, decisions, and lessons learnt.</p>
<p>Incident Control Post</p>	<p>Establishing an incident control post ensures personnel know where to go for direction should communications fail.</p> <p>The Site Controller is recommended to establish their control post at the main security gate house for any prolonged incident such as fire or those requiring resident relocations.</p> <p>From the security gatehouse, the Site Controller can monitor CCTV as needed, control site access and has external phone lines, computers and radios.</p>

Chief Fire Warden	<p>The Chief Fire Warden is the person or role nominated to respond immediately to an emergency alarm and determine in consultation with the Site Controller if an emergency should be declared at the Site. This duty needs to be manned 24/7 and sits with the Operations team.</p> <p>The Chief Fire Warden is trained as a fire warden and attends annual refresher training.</p> <p>The Site Controller can delegate duties to the Chief Fire Warden for fire incidents.</p>
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1.4.5 Raising the Alarm

Early Warning is an essential aspect of any Emergency Response. Training specific to raising the alarm and reacting once an alarm is called is incorporated into all Induction, Orientation and further staff training.

All 'workers' have a duty of care to themselves and others under section 28 (a) and 28 (b) of the Work Health and Safety Act to alert others of a threat to safety.²²

All 'other persons' at a workplace have a duty of care to themselves and others under section 29 (a) and 29 (b) of the Work Health and Safety Act to alert others of a threat to safety.²²

All persons on site must raise the alarm if they see or become aware of any incident or action that is an emergency or could develop into an emergency incident.

Options for raising an alarm for all persons on site includes;

- Calling the designated Emergency Call Number

For a fire can also be;

- Activating the Emergency Warning System (breaking the red glass panel on the fire alarm).

The Site Controller, the Chief Fire Warden and other trained personnel can broadcast further emergency information

- Automatic Early Warning Information System (EWIS) or alarm activation;

Staff with radio access can call a code over the radio by declaring the code and the zone twice.

"Code Blue Zone Foxtrot, 2, 6 Charlie; I Repeat; Code Blue Zone F, 2, 6 Charlie"

If a code is called over the radio, the Site Controller will respond and give further direction.

All Clear

The all clear will be given by the Site Controller upon advice of the relevant emergency services commander. Once given, Site Controller will assist with informing staff to return to work.

Reporting;

In addition to raising an alarm, the following mandatory lines of reporting are required;

Executive Director; must be immediately notified of

- Any serious event that involves residents, staff, contractors, visitors or infrastructure.
- Any event that could attract media attention.
- Any event that results in unplanned relocation of residents.
- Any event that results in major disruption of services.
- Any resident who is charged by Police of any crime while quarantining.

Directors and Service Provider Heads; Must be immediately notified of any event that impacts on their ability to function or within their areas of responsibility. For example;

- If a zone can no longer be entered, all service areas need immediate notification. This includes Security, Catering, Cleaning, contractors and the Department of Infrastructure Planning & Logistics (DIPL).
- If an event has caused changes to operational activities including access routes, access times or procedures, all service areas need immediate notification.
- If an action could result in possible police charges or disciplinary action against a staff member, the relevant service provider manager must be immediately notified.
- Any facility infrastructure event such as power failures, building collapse, water line ruptures or sewerage backflow must be reported to DIPL.
- Police must be notified if any crime has or is suspected of occurring.

1.4.6 Roles and responsibilities in the EMP

Section 1: Table 5: Roles and responsibilities during activation of the Emergency Management Plan	
Site Controller	<p>Preparedness activities</p> <ul style="list-style-type: none"> • Reviews the Emergency Plan • Ensures emergency plan education and training occurs • Maintain a current list of response staff • Ensures a mechanism for determining how many people on site at any given time • Ensures a safe work place which includes regular inspections • Ensuring fire equipment is regularly checked and serviced <p>When the alarm sounds, or when advised of an emergency, the Site Controller can if needed:</p> <ul style="list-style-type: none"> • Assume Command • Establish Communications • Acquire Sit Reps • Conduct dynamic risk assessment • Ensure the appropriate emergency service has been notified. • Instruct personnel • Coordinate any movements required • Brief Emergency Services on arrival. • Instruct cease of movement throughout any part of the site if required.
All staff	<ul style="list-style-type: none"> • Raise an alarm if you see an emergency • Know the codes • Know what to do in a code • Listen for codes and emergency notifications from PA, Via Text, or over Radio • Follow instructions.

<p>Chief Fire Warden</p>	<p>Preparedness activities</p> <ul style="list-style-type: none"> • Maintain required qualifications and training • Participate in training all staff in fire and alarm procedures <p>When Automated Fire Alarm sounds</p> <ul style="list-style-type: none"> • Respond immediately to all emergency alarms • Assume Command • Establish Communications • Ensure the appropriate emergency service has been notified. • Acquire Sit Reps • Identify or direct zone staff to identify cause of alarm if Automated Fire Alarm • Conduct dynamic risk assessment • Instruct personnel • Coordinate any movements required • Brief Emergency Services on arrival. • Instruct cease of movement throughout any part of the site if required. <p>Non-Fire Emergencies</p> <ul style="list-style-type: none"> • Accept Site Controller duties in non-fire emergencies if delegated from Site Controller, or • Maintain communications when responding • Provide sitreps to Site Controller • Take instruction
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1.4.7 Code Orange- evacuation/relocation

If a Code Orange is called there may be need to evacuate and area, in quarantine this will involve relocating residents to a safe zone. Consideration needs to be applied to wearing of PPE of both staff and residents involved in relocation.

The Site Controller will consider the following as the preferred evacuation order:

1. Ambulatory - those able to self-move without assistance.
2. Semi-ambulatory - those requiring minimal assistance.
3. Non-ambulatory - those requiring full assistance.

Code Orange (Relocation) Action Card	
ALL STAFF	
STAGE	RESPONSIBILITIES
RESPONSE	<p>Staff must be aware of Emergency Response Procedures and have access to Action Cards.</p> <p>Responses to emergencies take priority over all other work duties when instructed to do so by the Site Controller or their delegate.</p> <ul style="list-style-type: none"> Staff are requested to listen for and follow any announcements or instructions relating to any emergency. If an announcement is made for 'movement into an area to cease' staff must not enter that area. If an announcement is made that an area will be relocating to a muster point, staff from all other areas must stay clear of the path announced. Staff must follow all PPE requirements instructed by the Site Controller or their delegate. Any staff instructed to provide assistance by the Site Controller or their delegate must comply with that instruction. <p>If Site Controller instructs you to assist in relocating persons;</p> <ul style="list-style-type: none"> Staff instructed to relocate persons will do so according to the RACE principle. Staff will advise Site Controller of non-ambulatory or special needs persons within their cohort. If possible, take hand held personal belongings (such as handbags and briefcases) with you when you leave. Do not return to collect belongings. Confirm to Site Controller when you are leaving zone. Confirm to Site Controller your arrival at muster point. Walk quickly and calmly to the designated assembly area for your building as per the routes shown on all emergency relocation signs at all main area exits. Maintain communications and give sitreps as required Remain at the assembly area (in groups) until instructed to leave.
STAND DOWN	<ul style="list-style-type: none"> Listen for the 'All Clear' from The Site Controller. Listen for further directions from the Site Controller who will co-ordinate the movement of persons returning to effected areas. Replenish first aid kits and disposables used if instructed to. Report any incidents, breaches or non-compliance during emergency Attend Debriefs and contribute to After Action Reviews as required.

1.4.8 Monitoring risk

Identifying, assessing and controlling hazards prevent workplace injuries and illnesses. The process of monitoring risk involves thinking about what could happen if someone is exposed to a hazard and how likely it is to happen. The types and levels of risk will be defined by the individual quarantine facility following the risk assessment strategy to consider:

- What type of risks can occur at the site (such as disease transmission)
- What could happen if a person is exposed to that risk
- What is the likelihood it could happen

A Risk Management System (RMS) to enter all risk-related incidents, hazards and near misses needs to be established as soon as possible, where able the site should implement the same system used by the local health facility.

An incident can be defined as an event or circumstance that has actually or could potentially lead to mental or physical harm to a staff member, resident or visitor to the quarantine site.

It should be accessible by all staff and the appropriate training and support provided to competently use the system. Key steps in an effective risk management process are: identification, notification, prioritisation and classification, analysis and action and feedback. Incidents entered into the RMS need to be complete, concise, specific, factual, and objective. Quarantine staff and visitors have a responsibility to:

- *report workplace accidents in accordance with work health and safety standards and programs as soon as practicable after they occur.*
- *report workplace accidents in accordance with work health and safety standards and programs as soon as practicable after they occur.*
- *take care for their own, and others, health and safety and follow reasonable directions relating to workplace health and safety.²³*

Section 1: Table 6: Example of risk management system entry

Information required	Description
Who is reporting the incident	<ul style="list-style-type: none"> The reporter's name and contact information Note whether they are reporting the incident for themselves or on behalf of another person
When did the incident happen	<ul style="list-style-type: none"> Incident date and time
Type of incident/incident classification	<ul style="list-style-type: none"> Can be a near miss, incident or hazard. Can be a person or non-person incident This can be specific to the quarantine service as well as include generic incidents. Specific to the quarantine facility <ul style="list-style-type: none"> Risk of disease transmission to staff PPE breach Resident absconding Generic types of incident <ul style="list-style-type: none"> Slip, fall, injury Medication error Breach of confidentiality
Where did the incident happen	<ul style="list-style-type: none"> Name of the quarantine service Description of where onsite the incident occurred (for example at the donning station of Zone 5)
Who or what was affected	<ul style="list-style-type: none"> Does this involve a worker, resident, equipment or building Details of the worker or building or equipment (for example, registered nurse or door on female toilet in administration building) If the incident involves a worker then a definition for that worker i.e.: registered nurse, payroll administration As much information about the person as possible i.e.: date of birth, contact information.
What happened	<ul style="list-style-type: none"> Information should be complete, concise, specific, factual, and objective. Include any action taken (or note if no action taken) Identify if the incident resulted in any harm to a person and if so further details of the harm
Witnesses	<ul style="list-style-type: none"> Identify any other person who was present when the incident occurred
Investigation and follow up	<ul style="list-style-type: none"> Who was involved in the investigation and why Findings from the investigation
Incident closure	<ul style="list-style-type: none"> When the incident was closed (fully resolved) This may include if any external notifications were required such as with the Police.

1.4.9 Restricted premises

It is recommended that the service develop a risk matrix to respond to all identified risks for the site and include a mitigation plan for these. For example with large number of residents onsite which includes families, vulnerable people and children a risk mitigation against anti-social behaviour was taken in declaring the quarantine site a restricted premises.

Pursuant to section 193 of the Liquor Act 2019, the Quarantine Facility, 140 Howard Springs Road, Howard Springs is a declared a restricted premises. No alcohol is allowed on site and this restriction applies to all residents.

Under the restriction, NT Police may enter the site without a search warrant, to search the premises (including all buildings) and anyone at the premises if they have reasonable belief there is alcohol.

The police can:

- *Seize opened and unopened containers of alcohol; and*
- *Issue an infringement notice for a maximum 20 penalty units (\$3,160).*

Appendices C provides an overview of an approach for risk at CNR in relation to: Reducing the risk of COVID-19 at CNR.

Appendices D provides an overview of an approach for risk at CNR in relation to: Reducing the risk of COVID-19 transmission into the community from CNR by implementing a staff single site employment risk assessment.

By addressing risk the quarantine service can:

- Create a register for proactive risk identification and correlating risk reduction strategies and activities.
- Harvest information for site audits, to direct where more education and training is required or where site Standard Operations of Practice need to be updated.
- Develop a feedback cycle for those involved in reporting risk to demonstrate activities in working towards a safe service delivery.

Section 1: Table 7: Risk management severity scale used for incidents in quarantine.			
Incident Severity Level		Description	Example
1	Critical	A critical incident that affects a large number of users in production.	<ul style="list-style-type: none"> • Flooding impacts resident quarantine red zone.
2	Significant	A significant problem affecting a limited number of users in production	<ul style="list-style-type: none"> • Code Blue in resident red zone • No PPE available
3	Moderate	An incident that causes errors, minor problems for users, or a heavy system load.	<ul style="list-style-type: none"> • Resident was aggressive and uncooperative with staff.
4	Minor	A minor problem that affects the service but doesn't have a serious impact on users.	<ul style="list-style-type: none"> • Aggressive behaviour by resident to security guard • Buggy charger sitting in water
5	Inconsequential	A low-level incident which causes minor problems	<ul style="list-style-type: none"> • False fire alarm • Refusal of entry to quarantine site