

NMIT HEALTH, SAFETY AND WELLBEING SYSTEM MANUAL

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NGĀ WHAKATIKATIKA | AMENDMENT HISTORY

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Te Pūtaki | Purpose

The Health, Safety and Wellbeing System Manual (HSWSM) gives effect to the [NMIT Health, Safety and Wellbeing Policy](#) which sets out our commitment to providing a safe, healthy and supportive environment through effective management and practice.

All principles stated in the Policy apply to this System Manual.

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1. OVERVIEW

1.1 Introduction

Nelson Marlborough Institute of Technology (NMIT) is committed to providing a safe, healthy and supportive environment for all kaimahi (employees), ākonga (learners), contractors and visitors. NMIT recognises that effective health, safety and wellbeing management is fundamental to educational success, operational excellence and the wellbeing of our people and communities.

The [NMIT Health, Safety and Wellbeing Policy](#) sets out this commitment and provides the foundation for how health, safety and wellbeing is managed across the organisation. The Policy is approved by the NMIT Council and endorsed by the Chief Executive and confirms NMIT's obligations under the Health and Safety at Work Act 2015 (HSWA), as well as our commitment to fostering a positive health, safety and wellbeing culture. The Policy establishes leadership expectations and shared responsibilities and is given practical effect through this HSWSM.

The HSWSM outlines how NMIT manages risks, meets legal obligations and supports the physical and mental wellbeing of kaimahi (employee) and ākonga (learner) across all campuses and activities. The system is based on recognised good practice, including the principles of ISO 45001, the [Health and Safety at Work Act 2015 \(HSWA\)](#) and the [Education \(Pastoral Care of Tertiary and International Learners\) Code of Practice 2021](#).

The HSWSM provides a clear and structured framework for planning, implementing, monitoring and reviewing health, safety and wellbeing arrangements, ensuring that these responsibilities are embedded in everyday operations and decision making at all levels of the organisation.

The HSWSM is supported by a hierarchy of documented information with each level serving a distinct purpose. These documents translate the requirements of the HSWSM into practical steps for kaimahi (employees) and ākonga (learners) ensuring consistency, clarity and safe practice across all NMIT activities.

This HSWSM applies to all elements of NMIT's operations and is mandatory.

1.2 Scope of the Health, Safety and Wellbeing System Manual

The HSWSM applies to:

- All NMIT campuses, buildings and facilities
- All teaching, learning, research and administrative activities
- Workshops, laboratories, studios and specialist training environments
- Field trips, off-site learning, work-integrated learning and placements
- Ākonga/learner residences and accommodation managed or arranged by NMIT
- Online, blended and remote learning activities where these are under NMIT's control or influence
- All kaimahi (employees), ākonga (learners), contractors, volunteers and visitors
- Any person who may be affected by NMIT activities

There are **no exclusions**. All activities under NMIT's control or influence fall within this system.

For online and remote learning, NMIT takes reasonable steps, consistent with its duties under the HSWA and the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021, to:

- Provide clear safety, wellbeing and support information to ākonga (learners)
- Promote safe study practices and respectful online behaviour
- Respond to health, safety, or wellbeing concerns raised during remote engagement

Where ākonga (learners) are operating in environments outside NMIT's direct control (such as private homes or personal study spaces), NMIT's responsibilities are managed in accordance with the nature of the activity, the level of influence reasonably able to be exercised and applicable legal obligations.

1.3 Context of NMIT

NMIT operates within a complex and diverse tertiary education environment that includes classroom-based learning, practical and technical training, specialist facilities, off-site and field-based activities, work-integrated learning and community-based engagement. Activities take place across multiple campuses, learning environments and settings, some of which involve higher-risk equipment, environments or external parties.

The design, implementation and ongoing operation of the HSWMS is informed by an understanding of both internal and external factors that influence how health, safety and wellbeing risks arise and are managed.

Key contextual factors include:

- **The diversity of NMIT activities and risk profiles**
Including academic programmes with varying levels of inherent risk (such as maritime, engineering, adventure tourism, laboratories, workshops and studios), as well as administrative and support functions.
- **The diversity of the learner and workforce population**
Including domestic and international ākonga (learners), online and blended ākonga (learners), young persons, individuals with disabilities or additional support needs and kaimahi (employees) working across different employment arrangements and environments.
- **The nature of learning and work environments**
Including fixed campuses, specialist facilities, shared or co-located workplaces, host organisation sites, vessels, outdoor environments and remote or isolated locations.
- **Organisational structure, leadership, and resources**
Including governance arrangements, line management responsibilities, decision-making processes, capability, capacity and access to specialist support.
- **Integration with NMIT's Quality Management System (QMS)**
The HSWSM operates alongside and is supported by NMIT's Quality Management System. The QMS provides the overarching framework for organisational governance, document control, policy management, process design, continuous improvement and assurance activities. Health, Safety and Wellbeing policies and procedures are managed through the QMS to ensure they are developed, approved, reviewed, communicated and maintained in a consistent and controlled manner. The HSWSM establishes the requirements for managing health, safety and wellbeing risks, while the QMS provides the systems and processes that support implementation, monitoring, compliance and continual improvement across the organisation.
- **Legal, regulatory, and contractual obligations**
Including obligations under the HSWA, associated regulations, industry-specific legislation and the Pastoral Care Code.
- **Relationships with external parties**
Including iwi partners, host organisations, contractors, regulators, emergency services, community partners and other PCBUs with overlapping duties.
- **Social, cultural, technological, environmental, and economic factors**
Including technological change, online delivery, climate and environmental risks, economic pressures and evolving expectations around wellbeing, inclusion and cultural safety.

Understanding this context allows NMIT to ensure the HSWMS is proportionate, risk based and fit for purpose, and that it remains responsive to changing circumstances. The system is designed to be applied consistently while allowing flexibility to address local risks and operational realities.

The HSWSM is supported by NMIT's [Quality Management System](#), which provides the framework for document control, governance, quality assurance and continual improvement, ensuring that health, safety and wellbeing requirements are fully integrated into broader organisational systems and practices.

1.4 Interested Parties and Their Needs

NMIT recognises that effective health, safety and wellbeing management depends on understanding the needs, expectations and obligations associated with individuals and groups who may be affected by NMIT's activities or who influence how those activities are undertaken. These individuals and groups are referred to as interested parties.

Identifying interested parties and understanding their needs helps ensure the HSWSM is relevant, proportionate and responsive. It informs risk identification, control development, planning, communication, decision-making and continuous improvement across the organisation.

Key Interested Parties

Key interested parties for NMIT include, but are not limited to:

- Ākonga (learners) – including domestic, international, online, blended, part-time and full-time learners
- Kaimahi (employees) – including permanent, fixed-term, casual and temporary staff
- Contractors and subcontractors
- Iwi partners – including mana whenua and iwi organisations engaged with NMIT
- Host organisations – supporting placements, work-integrated learning and off-site activities
- Unions and kaimahi (employee) representatives
- WorkSafe New Zealand and other regulators – including Maritime New Zealand and the Civil Aviation Authority where applicable
- Tertiary Education Commission (TEC) and other government agencies
- Whānau and caregivers
- Community partners and visitors
- Emergency services and local authorities

These parties may have roles as kaimahi (employees), ākonga (learners), PCBUs, duty holders, regulators, supporters or members of the public and may be affected by NMIT activities to varying degrees.

Needs and Expectations of Interested Parties

While the specific needs of interested parties differ depending on their role and relationship with NMIT, common expectations include:

- **A safe and healthy environment**
Where risks to physical and psychological health are identified, managed and monitored.
- **Effective and proportionate risk management**
Including identification of hazards, implementation of appropriate controls and clear accountability for managing risk.
- **Clear and timely communication**
About risks, expectations, procedures, incidents and changes that may affect health, safety or wellbeing.
- **Respectful, inclusive, and culturally safe practices**
That recognise diversity, uphold dignity and support Te Tiriti o Waitangi obligations.

- **Support for wellbeing**
Including access to appropriate support, early intervention and pastoral care services, particularly for ākongā (learners) and those in higher-risk environments.
- **Compliance with legal and regulatory requirements**
Including the HSWA and the Pastoral Care Code.
- **Meaningful engagement and participation where appropriate**
Including consultation on matters that may affect health, safety, or wellbeing and opportunities to raise concerns or contribute to improvement.

How Interested Party Needs are Addressed

NMIT considers the needs and expectations of interested parties when:

- Designing and reviewing the HSWSM
- Identifying hazards and assessing risks
- Developing policies, procedures and standard operating procedures (SOPs)
- Planning learning activities, field trips, placements and off-site work
- Managing contractors and shared duties with other PCBU's
- Communicating safety and wellbeing information
- Monitoring performance and conducting reviews
- Responding to incidents, concerns, or feedback

The relevance and level of influence of each interested party is considered when determining how their needs are met, recognising that NMIT's ability to control risks may vary depending on the activity and context.

By understanding and addressing interested party needs, NMIT ensures its HSWSM supports safe, healthy and positive outcomes for all those affected by its activities.

1.5 Purpose

At NMIT, keeping people safe and well is fundamental to who we are and how we operate. The HSWSM exists to provide a clear, structured and consistent framework for managing health, safety and wellbeing risks across all NMIT activities.

The purpose of the HSWSM is to:

- Protect the physical and psychological health and wellbeing of kaimahi (employees), ākongā (learners), contractors and others who may be affected by NMIT activities
- Ensure compliance with legal and regulatory obligations, including the HSWA and the Pastoral Care Code
- Support positive learning and working environments where people feel safe, supported and able to perform at their best
- Provide clarity about responsibilities, expectations and accountabilities at all levels of the organisation
- Enable effective identification, assessment and control of risks, including both physical and psychosocial hazards
- Support informed decision-making, planning and prioritisation based on risk
- Promote consultation, participation and shared ownership of health, safety, and wellbeing
- Drive continuous improvement through monitoring, learning and review

The HSWSM does not operate in isolation. It is integrated with NMIT's [Risk Framework](#), governance arrangements, strategic planning, and wellbeing and pastoral care systems. It sets out what NMIT is committed to doing and how health, safety and wellbeing are managed at an organisational level, while being supported by NMIT policies, procedures, and standard operating procedures that describe how specific tasks and activities are carried out safely in practice.

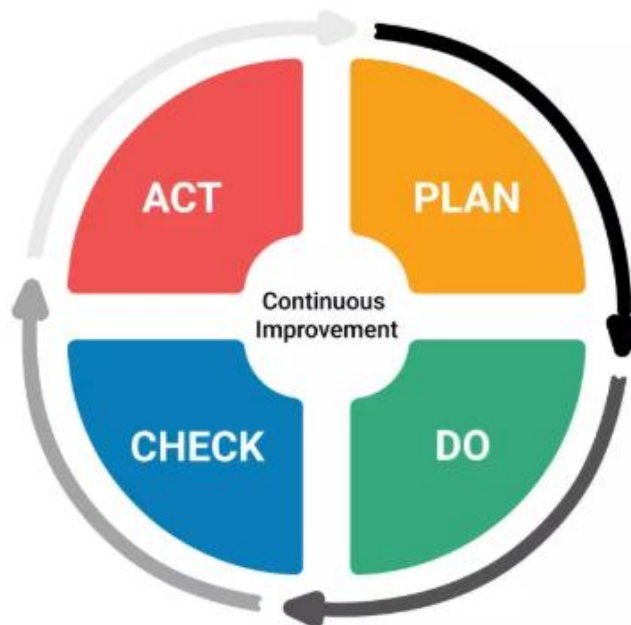
Through the HSWSM, NMIT demonstrates its commitment to going beyond minimum compliance and to fostering a culture where health, safety, and wellbeing are embedded in everyday operations, learning environments and decision-making.

1.6 Our Approach (Plan–Do–Check–Act)

NMIT's HSWSM is built around a continuous improvement cycle:

- **Plan:** Set clear objectives, processes, and procedures to support health, safety and wellbeing.
- **Do:** Implement plans and carry out processes as intended.
- **Check:** Monitor performance, measure progress, and identify areas for improvement.
- **Act:** Make changes, address gaps, and strengthen systems based on what we learn.

This cycle ensures our approach remains effective, relevant, and practical.



2. LEADERSHIP, RESPONSIBILITIES AND CONSULTATION

2.1 Leadership Commitment

NMIT's leadership plays a central role in ensuring a strong and effective HSWSM. The Chief Executive Officer holds overall accountability, supported by Directors, Senior Managers, Team Leaders and Health and Safety Representatives. Leadership commitment is demonstrated through:

- Integrating health, safety and wellbeing into decision-making and planning.
- Ensuring critical risks are identified, prioritised and effectively managed.
- Participating in audits, reviews and safety walks.
- Leading or supporting investigations into incidents and near misses.
- Ensuring timely follow-up and implementation of improvements.
- Encouraging open communication and feedback from kaimahi (employees) and ākonga (learners).
- Modelling safe behaviours and fostering a positive safety culture.

NMIT acknowledges that improvements require planning, prioritisation and appropriate resourcing. Improvement initiatives are considered through annual planning, budgeting and management review processes.

2.2 Governance of Psychosocial Risks

NMIT recognises psychosocial risks as health and safety risks under the HSWA and provides governance oversight alongside physical health and safety risks. The Council and senior leadership ensure that psychosocial hazards such as work-related stress, fatigue, bullying, harassment, exposure to traumatic events and impacts arising from change are identified, assessed and managed through the HSWMS.

Governance oversight includes:

- Visibility of psychosocial risk trends and wellbeing indicators in health and safety reporting
- Integration of psychosocial risk considerations into planning, Management of Change and risk prioritisation
- Assurance that appropriate controls, supports and early-intervention processes are in place
- Monitoring of compliance with legal, regulatory and Pastoral Care Code requirements

Leaders at all levels are responsible for fostering psychologically safe environments, encouraging open communication and responding appropriately to psychosocial risks within their areas of responsibility.

2.3 Responsibilities Across NMIT

A strong health, safety and wellbeing culture requires clarity of roles and responsibilities. NMIT recognises that leadership begins at the top and is supported by every level of the organisation. Governance oversight is provided by Council with operational leadership delegated through the Chief Executive and management structure.

NMIT Council

The NMIT Council provides governance oversight of health, safety and wellbeing at NMIT. As the governing body, Council members (as Officers under the HSWA) have a duty to exercise due diligence to ensure NMIT meets its obligations.

The Council will:

- Provide strategic direction and leadership for health, safety and wellbeing.
- Ensure appropriate governance frameworks, policies and systems are in place.
- Satisfy itself that NMIT has adequate resources and capability to manage health, safety and wellbeing risks.
- Receive and review regular reports on health, safety and wellbeing performance, including critical risks and incidents.
- Seek assurance that effective risk management and critical control processes are in place and functioning.
- Support and promote a positive health, safety and wellbeing culture across the organisation.
- Hold the Chief Executive Officer accountable for the effective management of health, safety and wellbeing.

Chief Executive Officer

The Chief Executive Officer has overall responsibility for ensuring NMIT's activities comply with the HSWA, all associated regulations, and the [NMIT Health, Safety and Wellbeing Policy](#), as well as any other applicable legislative requirements. The Chief Executive Officer will:

- Exercise due diligence to ensure NMIT meets its duties as a PCBU, including staying informed on health, safety and wellbeing matters and understanding key risks.
- Ensure appropriate resources and processes are in place to eliminate or minimise risks.
- Verify that hazard identification, risk management, incident reporting and kaimahi (employee) engagement systems are effective.
- Ensure timely response to incidents and emerging risks.
- Monitor health, safety and wellbeing performance and ensure controls are effective.
- Promote a positive safety and wellbeing culture and visible leadership.

Directors and Senior Managers

Directors and senior managers provide strategic and operational leadership within their areas of responsibility. They will:

- Ensure health and safety risks are identified, assessed and controlled.
- Allocate sufficient resources (staffing, training, equipment, time) to manage risks.
- Monitor safety performance, incidents and corrective actions.
- Hold managers accountable for meeting health, safety and wellbeing responsibilities and performance expectations.
- Promote consultation and engagement with kaimahi (employees) and Health and Safety Representatives.
- Escalate significant risks or issues to the Chief Executive Officer.

Functional Managers

Functional managers (including Curriculum Area Managers, Team Leaders and business support leaders) are responsible for implementing health, safety and wellbeing requirements at an operational level. They will:

- Develop, document, communicate and enforce safe systems of work.
- Identify hazards and assess risks associated with work activities, equipment, events, field trips and learning environments.
- Verify that controls are implemented and remain effective in practice
- Ensure appropriate training, supervision and instruction is provided to kaimahi (employees) and ākonga (learners).
- Ensure incidents, injuries and near misses are reported, investigated and corrective actions implemented.
- Consult with kaimahi (employees) on matters affecting their health, safety or wellbeing.
- Monitor contractor activities to ensure compliance with NMIT safety requirements.
- Take timely action to address unsafe behaviours or conditions.

Kaimahi (Employees)

Kaimahi (employees) must take reasonable care for their own health, safety and wellbeing and that of others. Kaimahi (employees) will:

- Take reasonable care of their own health, safety and wellbeing.
- Ensure their actions or omissions do not adversely affect others.
- Follow reasonable instructions, policies, and procedures.
- Use equipment and Personal Protective Equipment (PPE) correctly.
- Report hazards, incidents, injuries and near misses promptly.
- Participate in training, consultation and improvement initiatives.
- Support a positive and respectful safety and wellbeing culture.

Ākonga (Learners)

Ākonga (learners) have responsibilities when undertaking practical, workshop, laboratory, field-based or placement activities. Ākonga (learners) will:

- Take reasonable care for their own health, safety and wellbeing.
- Ensure their actions do not adversely affect others.
- Follow instructions from tutors, supervisors and authorised kaimahi (employees).
- Comply with NMIT policies, procedures and safe operating practices.
- Use equipment, tools, machinery and PPE correctly and only when authorised.
- Not misuse or damage safety equipment.
- Report hazards, unsafe conditions, incidents, injuries and near misses promptly.
- Participate in required inductions, briefings and training.
- Advise kaimahi (employees) of any condition or circumstance that may affect their ability to undertake activities safely.
- Comply with host organisation requirements during placements or off-site activities.

Contractors

Contractors engaged by NMIT must comply with all relevant health and safety legislation and NMIT policies. Contractors will:

- Ensure their kaimahi (employees) are trained, competent and supervised.
- Identify hazards associated with their work and implement controls.
- Provide Safe Work Method Statements (SWMS) or equivalent documentation where required.
- Ensure plant, tools and equipment are safe and fit for purpose.
- Use appropriate PPE.
- Report hazards, incidents, injuries and near misses to their NMIT contract manager.
- Not commence high-risk work without authorisation or agreed controls.
- Consult, cooperate and coordinate with NMIT and other PCBUs where duties overlap.

Managers of NMIT contracts are responsible for contractor selection, induction, monitoring and review.

Visitors

Visitors must:

- Comply with reasonable health, safety and wellbeing instructions.
- Follow site-specific requirements including sign-in procedures.
- Remain within authorised areas unless accompanied.
- Wear required PPE when entering designated areas.
- Report hazards or incidents to NMIT kaimahi (employees).

NMIT kaimahi (employees) hosting visitors must ensure they are informed of emergency procedures and known hazards.

Health, Safety and Wellbeing Team

The Health, Safety and Wellbeing Team provides independent monitoring and assurance of the effectiveness of the HSWMS but does not assume management responsibility for health, safety or wellbeing risks. They will:

- Provide expert advice and guidance to support compliance and system effectiveness.
- Support risk assessment, incident investigation and system improvement.
- Seek external expertise where required.
- Report any regulatory contact that may lead to enforcement action to the Chief Executive Officer.

Ultimate responsibility rests with NMIT as the PCBU.

2.5 Consultation and Participation of Kaimahi (employees)

NMIT is committed to meaningful kaimahi (employees) engagement in matters affecting their health, safety and wellbeing. Kaimahi (employees) are encouraged to actively participate in:

- Hazard identification and risk assessments
- Incident and near-miss investigations
- Development and review of policies, procedures and SOPs
- Setting health, safety and wellbeing objectives
- Planning audits and evaluating system performance
- Determining training and competency needs
- Monitoring contractor health and safety performance

Consultation includes:

- Seeking kaimahi (employee) views before decisions are made
- Providing timely information to support informed input
- Engaging in open, two-way discussions

NMIT will identify and remove barriers to participation, including language or literacy challenges, cultural considerations, disability or accessibility needs, fear of reprisal or lack of feedback.

2.6 Health and Safety Representatives

Health and Safety Representatives (HSRs) play a key role in representing kaimahi (employees) and supporting effective consultation on health, safety and wellbeing matters at NMIT. HSRs perform their functions in accordance with the HSWA and relevant regulations.

HSRs may:

- Represent kaimahi (employees) in matters relating to health, safety and wellbeing
- Participate in workplace inspections, hazard identification and risk assessments
- Be involved in incident and near-miss investigations
- Raise health, safety or wellbeing concerns and recommendations with managers
- Support consultation between kaimahi (employees) and the organisation on health, safety or wellbeing issues
- Escalate unresolved health, safety or wellbeing matters through agreed processes

Where appropriately trained, HSRs may also exercise statutory powers under the HSWA, including the issuing of Provisional Improvement Notices (PINs).

NMIT supports the election, training and effective participation of HSRs and ensures they can perform their role without disadvantage. Managers and leaders are expected to engage constructively with HSRs and respond to issues raised in a timely and respectful manner.

2.7 Health and Safety Committees

Level 1 – NMIT People, Culture, Safety and Wellbeing Committee

(Governance and Assurance)

The Committee provides oversight, assurance and recommendations in relation to Health, Safety and Wellbeing. Its full responsibilities are set out within the **NMIT People, Culture, Safety and Wellbeing Committee: Terms of Reference**.

Level 2 – NMIT Health, Safety and Wellbeing Committee

(Organisation-wide coordination, consultation and oversight)

This committee includes representatives from relevant curriculum areas and business support functions, including elected or volunteer Health and Safety Representatives, union representatives, ākonga (learner) representatives and key operational kaimahi (employees). It meets at least quarterly to:

- Review health and safety issues and trends
- Monitor incidents and corrective actions
- Support the implementation of improvements
- Escalate serious or systemic issues to the Level 1 Committee

Full responsibilities are set out with the **NMIT Health, Safety and Wellbeing Committee Terms of Reference**.

3. PLANNING

NMIT's approach to health, safety and wellbeing is underpinned by planning that anticipates risk and drives continuous improvement rather than simply responding to harm after it occurs. This section describes how NMIT identifies hazards and assesses and controls risk, meets its legal and regulatory obligations, manages change and psychosocial hazards, sets health, safety and wellbeing objectives and extends its risk management approach to procurement, contractors and other parties with overlapping duties. The resources needed to deliver on this planning are set out in Section 4.4. Together, these planning processes ensure that health, safety and wellbeing risks across all NMIT activities are identified early, managed effectively and reviewed regularly to support the ongoing effectiveness of the HSWMS.

3.1 Safe Systems of Work

NMIT is committed to providing and maintaining safe systems of work that eliminate risks where reasonably practicable, or, where elimination is not possible, minimise risks so far as is reasonably practicable.

Safe systems of work are developed for activities where there is a foreseeable risk of injury or ill health and are designed to ensure work is undertaken consistently, safely and in accordance with legislative requirements, recognised industry standards and organisational expectations.

Safe systems of work may include:

- Standard Operating Procedures.
- Risk assessments and task-specific controls.
- Safe Work Method Statements (where applicable).
- Permit to Work systems for high-risk activities.
- Emergency procedures and response arrangements.
- Competency, training and authorisation requirements.
- Pre-start inspections and equipment checks.
- Use of appropriate personal protective equipment (PPE).
- Supervision appropriate to the level of risk and worker competency.

Safe systems of work are developed in consultation with kaimahi/employees and subject matter experts where appropriate and are reviewed:

- when new equipment, substances or processes are introduced;
- following an incident, near miss or identified hazard;
- after changes to legislation or industry guidance; or
- at planned intervals to ensure they remain effective.

Managers are responsible for ensuring safe systems of work are implemented within their areas of responsibility. Kaimahi (employees), ākonga (learners), contractors and other authorised persons are required to follow documented safe work practices, use provided controls, report hazards or deficiencies, and stop work where there is an immediate risk to health and safety.

Monitoring of safe systems of work is undertaken through workplace inspections, observations, audits, incident investigations and worker feedback to verify that controls remain effective and opportunities for improvement are identified.

3.2 Risk Assessment and Control

NMIT applies a structured and consistent approach to identifying hazards, assessing risks, and implementing effective controls to eliminate or minimise risks to health, safety and wellbeing so far as is reasonably practicable.

Risk assessment is undertaken before new activities commence and is reviewed whenever changes occur, following incidents or near misses, or when new information becomes available. The level of assessment is proportionate to the level of risk and the complexity of the activity.

Risk assessments are required for all activities where there is potential for harm and must consider, where relevant:

- Routine and non-routine activities
- Activities involving kaimahi, ākongā, contractors and visitors
- Human factors such as behaviour, capability and limitations
- External hazards that may affect NMIT operations
- Hazards created by NMIT activities that may affect others
- Workplace infrastructure, equipment, substances and materials
- Changes to operations, facilities, staffing or processes
- Temporary changes or deviations from normal practice
- Legal and regulatory obligations
- Design of workspaces, equipment and learning environments
- Procurement of new plant, equipment or materials
- The needs of diverse individuals, including young persons, disabled learners, neurodiverse individuals and those with additional support needs

Risk assessments are documented using approved NMIT processes and reviewed to ensure they remain current and reflect actual work practices.

Responsibilities

Managers are responsible for ensuring that risk assessments are completed, reviewed, communicated and maintained within their areas of responsibility. Risk assessments must be developed in consultation with those undertaking the work and, where appropriate, Health and Safety Representatives and subject matter experts.

The Health, Safety and Wellbeing Team provides advice, guidance and tools to support the risk assessment process but does not assume responsibility for managing operational risks.

Selecting Risk Controls

NMIT applies the Hierarchy of Controls when determining how risks will be managed. Controls are selected to eliminate risks wherever reasonably practicable. Where elimination is not possible, risks are minimised through one or more control measures.

Control measures are selected based on:

- The likelihood and potential consequence of the risk
- What is known about the hazard and available control measures
- The suitability and effectiveness of proposed controls
- The nature of the work or learning activity
- The level of supervision and competency required
- What is reasonably practicable in the circumstances

Controls must follow the following order of priority:

1. Elimination
2. Substitution
3. Engineering Controls

4. Administrative Controls
5. Personal Protective Equipment (PPE)

Where a combination of controls is required, they must work together to reduce risk so far as is reasonably practicable.

Verification of Controls

Risk controls are only considered effective when they are implemented and operating as intended.

Managers are responsible for verifying that controls remain in place and continue to manage risk effectively. Verification activities may include:

- Workplace inspections
- Observations of work practices
- Supervisor checks
- Preventive maintenance and equipment testing
- Monitoring of critical controls
- Incident investigations
- Audits and assurance activities
- Feedback from kaimahi and ākonga

Where monitoring identifies that controls are ineffective, additional controls or alternative risk management measures must be implemented.

Risk Priorities

While all identified risks are managed appropriately, NMIT gives particular attention to activities with the greatest potential to cause serious harm. These include critical risks, high-risk curriculum activities, hazardous substances, plant and machinery, off-site activities and other activities identified through risk assessment.

3.3 Critical Risks and Critical Controls

Some risks at NMIT have the potential to cause serious harm, multiple casualties or catastrophic outcomes if controls fail. NMIT identifies these as critical risks and manages them with a higher level of rigour than routine risk management processes provide.

Critical risks at NMIT may include, but are not limited to:

- Activities involving vessels, water or maritime operations
- High-risk adventure tourism and outdoor education activities
- Work involving hazardous machinery, plant or confined spaces
- Fleet and traffic management
- Exposure to hazardous substances
- Activities with potential for multiple or high-consequence casualties
- Other activities identified through risk assessment as carrying catastrophic potential

For each critical risk, NMIT identifies critical controls, the specific controls that are most important in preventing the risk from resulting in serious harm or in mitigating its consequences. Critical controls are:

- Identified through risk assessment and documented in relevant Safe Systems of Work, Standard Operating Procedures or risk registers
- Assigned clear ownership and accountability
- Verified through regular monitoring, inspection or audit to confirm they remain in place and effective
- Reported on to leadership and Council as part of critical control assurance in accordance with Section 2

Verification activities may include workplace inspections, observations of work, supervisor checks, testing of emergency controls, maintenance records, competency verification, audits or review of monitoring data. Verification activities are proportionate to the level of risk and provide assurance that critical controls remain in place and are effective.

Failure or absence of a critical control is treated as a high-priority event requiring immediate action, investigation and reporting, regardless of whether harm actually occurred.

3.4 Psychosocial Hazards

NMIT recognises psychosocial hazards as a component of workplace health, safety and wellbeing and manages these risks as part of its overall risk management framework.

Psychosocial hazards are factors in the design, organisation, management or social context of work or learning that may cause psychological harm or stress, which can in turn affect physical safety, wellbeing and performance.

Psychosocial hazards considered by NMIT include, but are not limited to:

- Excessive or unmanageable workload and work pressure
- Stress, fatigue and burnout
- Bullying, harassment, discrimination or racism
- Exposure to traumatic incidents or distressing material
- Remote, isolated or lone work or study
- Poor role clarity or conflicting expectations
- Change uncertainty or inadequate communication during change
- Poor support, supervision or leadership

Psychosocial risks are:

- Identified through risk assessments, consultation, incident reporting, feedback and wellbeing data
- Assessed in relation to the nature of the work or learning activity and the individuals affected
- Managed using a combination of organisational, administrative and support-based controls

Controls may include:

- Appropriate workload design and review
- Clear role expectations and communication
- Supportive supervision and leadership
- Access to wellbeing and pastoral support services
- Training and awareness
- Early intervention and referral

Psychosocial risks are monitored and reviewed alongside other health, safety and wellbeing risks and improvements are made where controls are not effective.

3.5 Management of Change

NMIT applies a structured approach to managing health, safety and wellbeing risks arising from change. Health, safety and wellbeing implications are identified, assessed and addressed before changes are implemented, so far as reasonably practicable.

Changes requiring Management of Change (MoC) include, but are not limited to:

- Introduction of new or significantly modified programmes, courses or modes of delivery (including online or blended learning)
- Changes to facilities, buildings or campus infrastructure
- New or modified plant, equipment, substances or technology
- Organisational restructuring or changes to staffing levels or roles
- New work methods, learning environments or operational processes
- New partnerships, contractors or host organisations
- Changes arising from incidents, audits or regulatory requirements

Management of Change ensures that:

- Hazards introduced or altered by change are identified
- Risks are assessed and controlled prior to implementation
- Kaimahi and ākonga affected by the change are consulted and informed
- Training, supervision, and resources are adjusted as required
- Changes are reviewed after implementation to confirm controls remain effective

3.6 Health, Safety and Wellbeing Objectives

NMIT establishes health, safety and wellbeing objectives to support effective planning, drive continuous improvement and measure the performance of the HSWMS.

Objectives are:

- Aligned with NMIT's risk profile, strategic priorities and legal obligations
- Informed by incident trends, audit findings, wellbeing data and feedback
- Set at organisational and, where appropriate, local or functional levels

Health, safety and wellbeing objectives may relate to:

- Reduction of significant risks and high-potential incidents
- Improvement in hazard identification and risk control effectiveness
- Quality and timeliness of incident reporting and investigation
- Completion of training, inductions and competency requirements
- Emergency preparedness and response capability
- Contractor health and safety performance
- Kaimahi (employee) and ākonga (learner) wellbeing indicators

Progress against objectives is monitored using a combination of leading and lagging performance indicators. Results are reviewed through leadership reporting, Health, Safety and Wellbeing Committees and annual management review, and are used to inform planning, resourcing and improvement activities.

3.7 Procurement and Contractor Selection

Health, safety and wellbeing considerations are integrated into procurement and contractor selection processes to ensure risks are identified and managed before work commences.

NMIT ensures that procurement activities consider health, safety and wellbeing risks associated with:

- The goods, services, plant or equipment being procured
- The nature and complexity of the work to be undertaken
- The contractor's role in NMIT workplaces or activities

The level of assessment, pre-qualification and monitoring applied to contractors is proportionate to the level of risk associated with the work. This may include consideration of:

- Contractor health and safety capability and systems
- Competency, training and supervision arrangements
- Past health and safety performance
- Ability to consult, cooperate and coordinate where duties overlap
- Alignment with NMIT health and safety expectations

Procurement and contractor selection decisions support the effective management of risk and the protection of kaimahi (employees), ākonga (learners), contractors, visitor, and others who may be affected by NMIT activities.

3.8 Legal and Regulatory Requirements

NMIT identifies, accesses and complies with all relevant health and safety legislation, regulations, codes of practice and standards applicable to its activities, including:

- Health and Safety at Work Act 2015
- Health and Safety at Work Regulations
- Civil Aviation Act 2023
- Maritime Transport Act 1994
- Fire and Emergency New Zealand Act 2017
- Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021
- Any other legal or regulatory requirements relevant to NMIT operations

NMIT will:

- Monitor changes in legislation
- Update policies, procedures and risk assessments as required
- Communicate obligations to kaimahi, ākonga and contractors
- Maintain evidence of compliance for internal and external review

3.9 Overlapping Duties with Other PCBUs

Where NMIT shares duties with other PCBUs, NMIT will consult, cooperate and coordinate activities to manage shared risks effectively. This includes:

- Host organisations for placements
- Shared facilities and co-located workplaces
- Contractors and subcontractors
- External training providers
- Event partners

This involves sharing risk information, agreeing on controls, clarifying responsibilities and monitoring shared activities in accordance with HSWA Section 34.

4. SUPPORT

Support refers to the people, processes, information, resources, and structures that enable the HSWMS to function effectively in practice. These elements ensure that expectations set out in the HSWSM can be understood, applied and sustained across all NMIT activities.

This section describes how NMIT:

- Provides clear information and guidance
- Ensures people have the capability and competence to meet health, safety and wellbeing expectations
- Allocates appropriate resources
- Enables communication, consultation and participation
- Provides wellbeing and support mechanisms
- Removes barriers that may prevent active engagement

Together, these support arrangements ensure health, safety and wellbeing are embedded in everyday operations rather than existing solely as documented requirements.

4.1 Documented Information and Control

NMIT maintains documented information to support consistent understanding, implementation and assurance of the HSWMS. Documented information provides clarity about expectations, responsibilities and processes, and supports transparency, accountability and learning.

Documented information within the HSWMS is organised in a hierarchy, with each level serving a distinct purpose:

- **Policy** – Is a QMS controlled document which states NMIT's overarching commitment, intent and principles for health, safety and wellbeing.
- **Safety Management System (Framework)** – a QMS controlled document that describes how NMIT is structured and organised to give effect to the Policy, including systems, roles and processes for managing health, safety and wellbeing risk.
- **Procedures** – QMS controlled documents that set out, elaborate on, and give effect to policies.
- **Standards** – Define the minimum requirements and expectations for managing specific health, safety and wellbeing risks or processes across NMIT. Standards establish what must be achieved to meet legislative obligations and NMIT requirements and apply consistently across all campuses and business units.
- **Standard Operating Procedures (SOPs)** sit beneath Procedures and provide detailed, task-specific instructions for how a particular activity is to be carried out safely within a department, curriculum area or operational unit addressing local equipment, environments and risks. SOPs are developed and maintained as part of NMIT's Safe Systems of Work, as described in Section 3.1.
- **Guidelines** – Provide advisory guidance and recommended practice where professional judgement is required, and a mandatory step-by-step approach is not appropriate.
- **Forms, Templates, Records and Registers** – Provide the practical tools used to apply, evidence and monitor the above, such as risk assessment templates, incident report forms and training registers.

Together, these levels ensure that health, safety and wellbeing requirements are clearly documented, consistently applied and able to be reviewed and improved over time.

All documentation must:

- Align with the requirements of the HSWSM
- Be developed in consultation with subject matter experts
- Be reviewed and approved through the document control process whether this is organisational or functional
- Be accessible to all kaimahi (employees) and ākonga (learners) where applicable
- Be followed when undertaking relevant tasks or activities

Document Control

The NMIT QMS provides document control requirements for policies, frameworks and procedures. Documents managed within the QMS are subject to the document control requirements defined by that system.

Operational health, safety and wellbeing documents that support the implementation of this Health, Safety and Wellbeing System Manual, including standards, guidance, safe operating procedures, forms, checklists and other supporting documentation, may be developed and managed outside the QMS using approved Health, Safety and Wellbeing or department document templates and local document control processes.

Regardless of where a document is managed, all health, safety and wellbeing documentation must:

- identify the document owner;
- include version and review information;
- be reviewed and approved by the appropriate authority;
- be readily available to those who need it; and
- be removed or archived when superseded.

Document Review and Updates

To remain relevant and effective, documents are reviewed:

- At least every three years
- When legislation or regulatory requirements change
- Following incidents, audits or system reviews
- When operational or organisational changes occur

Document owners are responsible for ensuring documents remain current and reflect actual practice.

Access and Storage

NMIT ensures:

- Current versions are stored in locations accessible to kaimahi (employees) and, where appropriate, ākonga (learners)
- Superseded documents are clearly identified and archived in accordance with retention requirements
- Hard copies, where required, are controlled to ensure only the current versions are in use

Records Management

Records provide evidence that the HSWSM is implemented and operating as intended. NMIT maintains secure and confidential records relating to:

- Training and competency
- Incident reporting and investigations
- Risk assessments and controls
- Health monitoring
- Audits and inspections
- Committee meetings and consultation
- Emergency drills, exercises and reviews

Records are retained and protected in accordance with NMIT's [Information and Records Management Policy](#) and all legal, privacy, and organisational requirements.

4.2 Training, Competency and Induction

NMIT ensures that all kaimahi (employees), ākonga (learners) and contractors have the knowledge, skill, and capability required to work and learn safely. Training and competency requirements are proportionate to risk and the nature of the activities involved.

Induction

Induction processes ensure people understand:

- NMIT's health, safety and wellbeing expectations
- Key hazards and controls relevant to their role or activities
- Emergency procedures and reporting processes
- Area-specific or task-specific requirements

Ākonga (learners) receive programme-specific safety briefings before participating in practical, workshop, laboratory, field-based or placement activities.

Competency

Competency is established and maintained through:

- Formal training
- On-the-job instruction and Supervision

- Practical demonstration or assessment
- Refresher training when required

Managers ensure individuals are not required to undertake higher-risk activities unless they are trained, competent and appropriately supervised.

Training Records

Training and competency records:

- Are maintained for all relevant kaimahi (employees) and ākonga (learners)
- Support assurance that capability requirements are met
- Are reviewed regularly to identify gaps and future training needs

3.14 Health Monitoring

Where kaimahi (employees) or ākonga (learners) may be exposed to health risks (such as noise, hazardous substances, or biological hazards), NMIT will:

- Assess exposure levels
- Provide health monitoring when required
- Inform individuals of results and any follow-up actions
- Maintain confidential health records
- Use monitoring outcomes to improve risk controls

Health monitoring is undertaken with informed consent and in accordance with privacy requirements.

3.15 Plant, Equipment and PPE Management

NMIT ensures that plant, equipment and PPE are managed safely by:

- Inspecting and maintaining equipment to ensure fitness for purpose
- Requiring pre-use checks where appropriate
- Certifying and testing safety-critical equipment
- Selecting PPE based on risk assessment
- Issuing, maintaining and replacing PPE as required
- Providing training in safe use
- Removing defective equipment from service immediately

This supports compliance with HSWA and associated regulations.

4.3 Communication and Consultation

Effective communication and consultation ensure health, safety and wellbeing information is understood, acted upon and continuously improved. NMIT ensures information is timely, accessible, culturally appropriate and suitable for diverse audiences.

Communication Methods

Communication may include:

- Health and Safety Committees
- Team meetings and toolbox talks
- Safety bulletins and alerts
- Safety noticeboards
- Digital platforms and intranet resources
- Safety walks, observations, and informal conversations
- Inductions and training sessions

Access to Health and Safety Support

Kaimahi can access support through:

- Health and Safety Representatives
- Managers and Supervisors
- The Health, Safety and Wellbeing Team

Concerns can be raised directly or escalated through formal processes without the fear of reprisal.

4.4 Resources

NMIT allocates sufficient and appropriate resources to implement, maintain and improve the HSWSM. Resources include:

- Documentation including, procedures, SOPs, templates, forms, guidance document
- Skilled personnel and specialist expertise
- Training and development opportunities
- Equipment, infrastructure, and PPE
- Time for consultation, training, and safety activities
- Access to external specialists where required

Templates, forms, guidance documents, procedures, checklists, and other resources that support the implementation of the Health, Safety and Wellbeing System Manual are available on the [Health, Safety and Wellbeing SharePoint site](#). These resources provide staff with the information and tools needed to meet health, safety and wellbeing requirements and support consistent application of the HSWSM across NMIT.

Resource allocation reflects the organisation's risk profile, operational complexity, and legal obligations.

4.5 Kaimahi Wellbeing and Support

NMIT recognises wellbeing as integral to both safety and performance. Wellbeing support:

- Helps prevent harm
- Supports early intervention
- Strengthens resilience and engagement

Support may include access to wellbeing services, mental health support, culturally safe practices and referral pathways to internal or external assistance. Wellbeing supports align with NMIT's legal obligations and pastoral care commitments.

4.6 Communication with Ākonga

NMIT ensures ākonga (learners) receive clear and accessible information about:

- Safety expectations and behavioural standards
- Emergency procedures
- Reporting processes
- Support and wellbeing services
- Rights, responsibilities, and participation opportunities

Information is provided through inductions, course materials, safety briefings and digital platforms.

4.7 Removal of Barriers to Participation

NMIT actively identifies and removes barriers that may limit participation in health, safety and wellbeing processes. Barriers may include:

- Language or literacy challenges
- Cultural considerations

- Disability or accessibility needs
- Fear of criticism or reprisal
- Time pressures or workload constraints

Processes are adapted where practicable to support inclusive and meaningful engagement.

4.8 Kaimahi (employees) and Ākonga (learners) Feedback

Feedback is essential to understanding how the HSWMS operates in practice. NMIT will:

- Provide multiple feedback channels
- Respond promptly and respectfully
- Communicate actions taken
- Use feedback to inform reviews and continuous improvement

5. EMERGENCY PREPAREDNESS AND RESPONSE

Emergency preparedness and response describe how NMIT prepares for, responds to and recovers from emergency and critical incident situations that may threaten the health, safety, wellbeing or continuity of its people and operations.

The purpose of this section is to ensure that:

- Foreseeable emergencies and critical incidents are planned for in advance
- People understand their roles during an emergency
- Timely and coordinated responses reduce harm
- Communication is clear and effective
- Support is provided to those affected
- Learning occurs following emergencies to improve future preparedness

Emergency preparedness is an essential part of NMIT's HSWMS and is closely linked to risk management, training, communication, pastoral care and continuous improvement.

5.1 Emergency Planning

NMIT maintains documented emergency plans and procedures to ensure preparedness for foreseeable events and to protect the health, safety and wellbeing of kaimahi (employees), ākonga (learners), contractors and visitors.

Emergency planning is proportionate to risk and considers the nature of activities, facilities and environments in which NMIT operates. Plans are:

- Documented
- Accessible to those who need them
- Communicated through training and induction
- Reviewed regularly to ensure ongoing effectiveness

Emergency plans address, but are not limited to:

- Fire and evacuation
- Medical emergencies
- Natural disasters (including earthquake, tsunami, flooding and severe weather)
- Hazardous substance spills or exposures
- Security threats, violence or intruder events
- Electrical, infrastructure or utility failures
- Critical incidents involving kaimahi (employees) or ākonga (learners)
- Emergencies occurring during off-site activities, placements or field trips

Emergency procedures are tailored to individual campuses, buildings, facilities and activity areas to reflect local risks, layouts and use.

5.2 Roles and Responsibilities in Emergencies

Clear roles and responsibilities ensure emergency responses are coordinated, timely and effective. Everyone at NMIT has a role to play during emergencies, with specific responsibilities assigned based on role and capability.

5.2.1 Coordinated Incident Management System (CIMS)

NMIT aligns its emergency and critical incident response with the Coordinated Incident Management System (CIMS), New Zealand's nationally recognised framework for managing emergencies involving multiple agencies or complex response requirements.

CIMS provides a common structure, language and approach to incident management, enabling effective coordination between organisations such as emergency services, local authorities and other responding agencies. Alignment with CIMS supports timely decision-making, clear roles and integrated response during significant events.

Application of CIMS at NMIT

CIMS principles are applied in situations where:

- An emergency or incident escalates beyond routine response
- Multiple teams, campuses or external agencies are involved
- There is potential for serious harm, widespread disruption or reputational impact
- Emergency services or regulators take a lead response role

Examples may include major fires, natural disasters, serious injuries, critical mental health events, violent incidents, large-scale evacuations or incidents involving multiple learners or locations.

CIMS Roles and Structure

When CIMS is activated, incident management roles may be established to coordinate response activities. Depending on the scale and nature of the incident, roles may include:

- **Incident Controller** - responsible for overall control and coordination of the incident
- **Operations** - managing tactical response actions
- **Planning / Intelligence** - assessing information, risks, and likely developments
- **Logistics** - supporting resources, facilities, and operational needs
- **Welfare** - supporting the wellbeing of affected individuals and responders
- **Communications / Liaison** - managing internal and external information flow

At NMIT, CIMS roles are assigned based on capability, availability and the nature of the incident, and may be filled by trained staff or transferred to external agencies as appropriate.

Relationship with Emergency Services and External Agencies

Where emergency services or other agencies assume control of an incident, NMIT:

- Recognises and supports the lead agency's authority under CIMS
- Cooperates and coordinates activities in line with agreed roles
- Provides relevant information, resources, and site access as required
- Maintains internal coordination to support learner, staff and community wellbeing

Training and Familiarity

Relevant NMIT staff involved in emergency and critical incident management receive training or briefing appropriate to their role to ensure:

- Awareness of CIMS principles and terminology
- Understanding of escalation thresholds
- Effective liaison with emergency services

Detailed CIMS activation processes, role descriptions, and response actions are defined in NMIT's **Emergency Management Plan** and **Critical Incident Response procedures**.

5.2.2 Wardens and Emergency Personnel (Local Emergency Response)

Emergency Wardens and Personnel (Local Emergency Response)

Due to the dynamic nature of the NMIT environment, where occupancy, activities and locations of kaimahi (employees) and ākonga (learners) change throughout the day, emergency warden arrangements are managed through a risk-based coverage model rather than relying solely on fixed warden allocations for specific floors or areas.

NMIT maintains a network of trained emergency personnel who are appointed based on building requirements, occupancy levels, operational activities, and identified risks. Emergency wardens provide local support during emergency situations, including assisting with evacuation, directing occupants to safe locations, supporting people who may require assistance and providing information to emergency services where required.

All kaimahi (employees) share responsibility for supporting effective emergency response. While trained emergency personnel provide coordination and leadership during an emergency, every person on campus has a responsibility to respond appropriately, follow emergency instructions, assist others where safe to do so and evacuate when required. This approach recognises that, within NMIT, there may be periods where specific areas have changing occupancy levels or no permanently assigned personnel present.

Higher-risk areas or activities may require additional local emergency response arrangements, including dedicated trained personnel, specific response procedures or additional controls. These arrangements are identified through emergency planning processes and risk assessments.

Emergency warden numbers, training requirements, roles and responsibilities, and local emergency response arrangements are reviewed periodically to ensure they remain appropriate for the organisation's activities, campus environments and changing operational needs.

Detailed requirements for emergency roles, evacuation arrangements, training, testing and response procedures are defined within the **Emergency Management Plan**.

Escalation and Interaction with CIMS

Where an incident escalates beyond routine site response, or where emergency services assume control:

- Emergency wardens support the transition to a CIMS-aligned response
- Authority for the overall management of the incident may transfer to an Incident Controller or lead agency
- Wardens continue to assist as directed, providing local knowledge, access and support

Wardens do not assume CIMS command roles unless formally assigned and appropriately trained. Their primary function remains local response and support, ensuring continuity and coordination during escalation.

Integration with Emergency Services

Wardens act as a key point of contact at campus level by:

- Liaising with emergency services on arrival
- Providing information about building layout, hazards, and occupants

- Supporting safe access, evacuation, and accountability processes

5.2.3 Managers and Supervisors

Managers and supervisors play a key role in preparedness and response. They ensure that:

- Kaimahi (employees) and ākonga (learners) understand applicable emergency procedures
- Emergency information is current, relevant and accessible within their areas
- Training and emergency drills are supported and resourced
- Area-specific risks and controls are reflected in emergency planning

5.2.4 Kaimahi (Employees), Ākonga (Learners), Contractors, and Visitors

All individuals on NMIT premises or participating in NMIT activities must:

- Follow emergency instructions promptly
- Evacuate when required and go to designated assembly areas
- Report hazards or emergency concerns to NMIT kaimahi
- Participate in emergency drills and briefings relevant to their activities

5.3 Emergency Training and Drills

Training and drills build awareness, confidence and capability to respond effectively during emergencies.

Emergency Training

Emergency training may include:

- General emergency procedures
- Evacuation routes and assembly points
- Use of emergency equipment where appropriate
- Area-specific hazards and responses
- Roles and responsibilities for wardens and first aiders

Training is proportionate to role and risk and is integrated into induction and refresher programmes.

Emergency Drills

NMIT conducts emergency drills to test preparedness and reinforce expected responses:

- Evacuation drills are conducted at least twice a year on each campus.
- High-risk areas may require additional drills.
- Drills may simulate realistic scenarios to improve readiness
- Where hazardous substances are present, emergency response plans for those substances are tested at least annually, in accordance with the Health and Safety at Work (Hazardous Substances) Regulations 2017.

Testing of hazardous substance emergency response plans may include:

- Simulated spill or exposure scenarios
- Testing of alarms, containment, and spill response arrangements
- Verification of emergency equipment, signage and access
- Confirmation that trained personnel can respond as intended

The scope and frequency of testing reflect the type, quantity and risk associated with the hazardous substances involved.

Post-Drill Review

After each drill, NMIT:

- Reviews performance and participation

- Identifies gaps or improvement opportunities
- Update procedures, training or communication where needed
- Communicates key outcomes and learnings

5.4 Emergency Equipment and Facilities

NMIT ensures emergency equipment and facilities are suitable, available and functional to support effective response.

Emergency equipment includes, but is not limited to

- Fire extinguishers and hose reels
- First aid kits and Automated External Defibrillators (AEDs)
- Emergency lighting and exit signage
- Communication systems and alarms
- Spill kits and hazardous substance controls

Equipment is:

- Clearly marked
- Regularly inspected, tested and maintained
- Accessible to trained personnel
- Removed from service if defective

Inspection and maintenance records are retained.

5.5 Communication During Emergencies

Effective communication is critical during emergency situations. NMIT uses multiple communication channels to ensure information is conveyed quickly and clearly to our diverse stakeholder groups including kaimahi (employees), ākonga (learners) and the public. Methods of communication include but are not limited to:

- Alarms
- Digital alerts or notifications
- Signage, maps and instructions
- Emergency wardens and emergency personnel
- Direct communication from kaimahi

Emergency communication is designed to be clear, accessible and culturally appropriate. Visitors and contractors receive relevant emergency information during induction or sign-in processes.

5.6 Emergency Preparedness for Off-Site Activities

Field trips, placements and off-site learning introduce additional risks and require specific emergency planning.

Kaimahi (employees) responsible for off-site activities must:

- Complete a location-specific risk assessment
- Ensure appropriate emergency procedures are identified and communicated
- Confirm communication methods and emergency contact details
- Ensure ākonga (learners) understand their roles and responsibilities
- Consult, cooperate and coordinate with host organisations where duties overlap

Planning must consider:

- Remote or isolated locations
- Environmental and activity-related hazards
- Transport and logistics
- Medical needs, accessibility requirements and supervision arrangements

5.7 Critical Incident Response

Critical incidents are significant events that may have serious physical, psychological, cultural or reputational impacts.

- Serious injury or death
- Mental health crises
- Missing persons
- Violent or traumatic events
- Major facility or infrastructure failures
- Incidents involving international learners
- Events requiring emergency or regulatory response

NMIT maintains a Critical Incident Response Plan that outlines:

- Immediate response and escalation actions
- Roles and responsibilities
- Communication with emergency services and regulators
- Notification of whānau or next of kin
- Cultural considerations, including tikanga and whānau involvement
- Support for affected individuals and communities
- Media and public communication
- Post-incident debriefing and review

Critical incidents involving ākonga (learners) are managed in accordance with the Pastoral Care Code.

5.8 Post-Incident Review and Continuous Improvement

After any emergency or critical incident, NMIT undertakes a structure review to:

- Understand what occurred
- Identify root causes and contributing factors
- Assess the effectiveness of emergency response arrangements
- Identify corrective and preventive actions
- Update emergency plans, training or controls
- Share learnings appropriately
- Ensure follow-up support is provided to affected individuals

These reviews strengthen organisational resilience and contribute to the ongoing improvement of the HSWMS.

6. PERFORMANCE EVALUATION

NMIT monitors, measures and reviews the performance of its HSWMS to ensure it is working as intended, meeting legal and organisational requirements and supporting continuous improvement.

Performance evaluation helps NMIT understand what is working well, where improvement is needed and how decisions can be informed by reliable evidence.

6.1 Health Safety and Wellbeing Assurance

NMIT applies a Three Lines of Assurance model to verify that health, safety and wellbeing controls are operating effectively. Assurance activities include operational monitoring by managers, independent review by the Health, Safety and Wellbeing team, internal audits, management review and governance oversight by Council.

6.2 Monitoring, Measurement and Analysis

NMIT uses a range of monitoring and measurement activities to evaluate the effectiveness of health, safety and wellbeing controls, systems and practices. This approach supports early identification of risks, learning from events and proactive improvement.

Monitoring and measurement activities are proportionate to risk and consider both leading indicators (what helps prevent harm) and lagging indicators (what has gone wrong).

What NMIT Monitors

NMIT monitors, at a minimum:

- Incidents, injuries and illnesses, including near misses and unsafe acts
- Hazard and risk registers, assessments and control measures
- Corrective and preventive actions and their completion status
- Findings from audits, inspections and workplace checks
- Training, induction and competency completion
- Emergency preparedness and response activities, including drill outcomes
- Contractor and supplier health and safety performance
- Wellbeing indicators, such as use of support services, workload or stress-related concerns
- Feedback from kaimahi (employees), ākonga (learners), Health and Safety Representatives, and committees

Monitoring is used to identify trends, recurring issues, emerging risks and opportunities to strengthen controls or support wellbeing.

Data Collection and Analysis

Health, safety and wellbeing data is:

- Collected consistently across all campuses, programmes and activities
- Entered into approved reporting and management systems
- Reviewed and analysed to identify trends, root causes and areas of concern
- Compared over time where appropriate to assess improvement or decline
- Used to evaluate the effectiveness of risk controls and initiatives

Analysis outcomes are used to:

- Inform planning and prioritisation
- Support decisions on resourcing and controls
- Guide targeted interventions and improvement initiatives

Reporting

Performance information is reported at appropriate levels and frequencies to support oversight and accountability.

Reporting includes:

- Monthly operational summaries
- Reports to Health, Safety and Wellbeing Committees and representatives
- Performance updates to leadership
- Annual performance reviews as part of management review

Reports are tailored to the audience and shared with governance groups, leadership committees, and other stakeholders as appropriate.

6.4 Internal Audits

Internal audits assess whether the HSWSM is implemented as intended, effective in controlling risks and compliant with legal and organisational requirements. Audits also support learning, assurance and continual improvement.

Audit Programme

NMIT maintains a documented audit programme that:

- Covers all key elements of the HSWSM
- Prioritises high-risk areas and high-impact areas
- Includes both scheduled and unscheduled audits
- Uses trained and competent auditors
- Is conducted objectively and impartially

Audit Process

Internal audits may include:

- Review of policies, procedures and records
- Interviews with kaimahi (employees), ākonga (learners), leaders and contractors
- Observation of activities, work practices and environments
- Verification of previous corrective and preventive actions

Audit scope, criteria and timing are communicated in advance where appropriate.

Audit Findings

Audit findings are:

- Clearly documented and classified
- Communicated to relevant managers and stakeholders
- Assigned corrective actions with timeframes and responsibilities
- Tracked to completion
- Reviewed for confirm effectiveness

Findings are used to support system improvement rather than fault-finding.

6.3 Evaluation of Legal and Other Requirements

NMIT maintains processes to ensure ongoing compliance with applicable health, safety and wellbeing legislation and other relevant requirements.

These processes include:

- Identifying applicable legal, regulatory and sector requirements
- Evaluating compliance against those requirements
- Maintaining documented evidence of compliance
- Addressing any non-compliance promptly through corrective actions

Compliance evaluations occur:

- Annually as part of management review process
- When relevant legislation or guidance changes
- Following significant incidents, notifications or audits
- When new activities, programmes, equipment or facilities are introduced

6.5 Management Review

Senior leadership conducts an annual management review to ensure the HSWSM remains suitable, adequate and effective and continues to support NMIT's strategy and values.

Inputs to Management Review

The management review considers:

- Monitoring and measurement data and trends
- Incident, injury and illness performance
- Audit results and corrective action status
- Progress against health, safety and wellbeing objectives and targets
- Compliance evaluations and legal updates
- Feedback from kaimahi (employees), ākonga (learners) and representatives
- Changes in internal or external context (e.g. organisational change, emerging risks)
- Resource capability and resourcing needs
- Opportunities to improve safety culture and wellbeing outcomes

Outputs of Management Review

The review results in:

- Decisions on improvements to the HSWSM
- Updated objectives, targets and performance measures
- Decisions on resource allocation and priorities
- Actions to address performance gaps or emerging risks
- Confirmation of the ongoing effectiveness of the system

Documentation

Management review outcomes are:

- Documented and retained
- Communicated to relevant stakeholders
- Used to inform planning and actions for the next review cycle

6.6 Continuous Improvement

Continuous improvement is embedded throughout the HSWSM and supported through:

- Monitoring and measurement activities
- Internal audits and inspections
- Management reviews
- Incident investigation and learning
- Kaimahi (employee) and ākonga (learner) feedback
- Review of legal, regulatory and sector developments
- Engagement with industry and education sector networks
- Ongoing review of wellbeing and pastoral care outcomes

NMIT regularly evaluates the effectiveness of controls, systems and processes and makes improvements where needed, with the goal of preventing harm, strengthening wellbeing and supporting a positive and safe learning and working environment.

7. IMPROVEMENT

Improvement at NMIT is achieved by identifying what has happened, understanding why it happened, implementing effective actions and sharing lessons to reduce the likelihood of recurrence. Improvement activities are based on evidence gathered through incident reporting, investigations, audits, inspections, monitoring, consultation and feedback.

The purpose of this section is to ensure that:

- Incidents and hazards are reported promptly
- Events are investigated to identify underlying causes
- Appropriate corrective actions are implemented and verified
- Lessons learned are communicated across the organisation
- Health, safety and wellbeing performance continues to strengthen through informed decision-making

7.1 Incident Reporting and Notification

NMIT is committed to identifying hazards early, learning from what goes wrong and preventing harm. Timely and accurate reporting of incidents, near misses, unsafe conditions and wellbeing concerns is essential to achieving this. Reporting supports risk management, legal compliance, continual improvement and the protection of people, property and the environment.

All kaimahi (employees), ākonga (learners), contractors, volunteers and visitors have a responsibility to report incidents and concerns as soon as practicable using NMIT's approved reporting system. No person will be disadvantaged for raising a genuine health, safety or wellbeing concern.

Reporting is encouraged even where:

- No injury occurred
- The issue has already been resolved
- The risk seems minor. Early reporting enables proactive intervention before harm occurs.

What Must Be Reported

The following events and concerns must be reported, regardless of severity:

- Injuries or illnesses, including minor injuries, serious harm or those requiring first aid or medical treatment
- Near misses, where an incident could reasonably have resulted in injury, illness or damage
- Unsafe acts, behaviours or conditions
- Property, equipment or infrastructure damage
- Environmental incidents, including spills, releases or contamination
- Work-related health concerns, including physical or psychological effects
- Wellbeing concerns that may impact health and safety (e.g. fatigue, distress, workload pressures)
- Incidents involving contractors, service providers or visitors
- Incidents occurring during off-site activities, fieldwork, placements, events or travel associated with NMIT

Immediate Actions

When an incident or unsafe situation occurs, the following actions must be taken when reasonably practicable:

- Make the situation safe and protect yourself and others from further harm
- Provide first aid or seek medical assistance if required
- Secure or isolate the affected area, equipment, or hazard, without placing yourself at risk
- Notify a manager, tutor or supervisor as soon as possible
- Submit an incident report promptly through NMIT's reporting system

Managers and supervisors must ensure serious incidents, notifiable events or high-risk situations are escalated immediately to the Health, Safety and Wellbeing team and senior leadership where required.

7.2 Incident Investigation

NMIT investigates incidents and near misses to understand what happened, why it happened, and how recurrence can be prevented. Investigations are focused on learning, system improvement and risk reduction, not fault or blame.

Investigations support:

- Identification of root and contributing causes
- Evaluation of existing risk controls
- Improvement of work design, systems and behaviours
- Fulfilment of regulatory obligations

When Investigations Are Required

An investigation is required for incidents involving or potentially involving:

- Notifiable events, injuries or illnesses under the Health and Safety at Work Act 2015
- Serious injuries or illnesses that may not meet notifiable status but the potential could have been possible
- High-potential near misses, where the outcome could reasonably have been severe
- Hazardous substances, plant or high-risk equipment
- High-risk activities or environments
- Repeated, systemic, or trending issues
- Any event where deeper understanding is needed to prevent recurrence

The level of investigation undertaken is proportionate to the level of risk and potential harm.

Investigation Process

All investigations follow a structured and consistent approach, which may include:

- Immediate response and scene management
- Preservation of evidence where required
- Collection of factual information, including observations, documents and witness accounts
- Review of risk assessments, procedures, training records and supervision arrangements
- Analysis to identify root causes and contributing factors, including system, human and organisational influences
- Evaluation of the effectiveness of existing controls
- Development of corrective and preventive actions

Investigations are led by trained personnel and may involve the Health, Safety and Wellbeing team, subject matter experts, union or worker representatives or external specialists where appropriate.

Review of Controls and Reasonably Practicable Decisions

As part of incident and near-miss investigations, NMIT reviews whether risks were eliminated or minimised so far as reasonably practicable, and whether controls were effective in practice.

Investigations consider:

- Whether hazards and risks had been appropriately identified prior to the incident
- Whether controls were appropriate, implemented correctly and used as intended
- Whether higher-order controls (e.g. elimination, substitution, engineering) were reasonably practicable at the time
- Whether changes in environment, work demand work design, behaviour or context altered risk exposure
- Whether additional or improved controls are required

In determining what is reasonably practicable, investigators assess:

- The likelihood of the hazard or risk occurring
- The potential severity of harm

- What was known, or ought reasonably to have been known, about the hazard and control options
- The availability and suitability of alternative controls
- The cost of controls, only after the level of risk and potential harm have been considered

Findings are used to inform corrective and preventive actions and to strengthen NMIT's HSWSM.

Notifiable Events

NMIT will notify the relevant regulator(s) of notifiable events in accordance with the Health and Safety at Work Act 2015 and any other applicable legislation.

Notifiable events include:

- Death
- Notifiable injury or illness
- Notifiable incident (being an unplanned or uncontrolled incident that exposes a person to a serious risk to health or safety)

Depending on the nature of the activity, the relevant regulator may include WorkSafe New Zealand, Maritime New Zealand or the Civil Aviation Authority of New Zealand.

NMIT will preserve the site of a notifiable event as required by legislation, so far as is reasonably practicable, unless doing so would create further risk to health and safety or interfere with assisting an injured person.

7.3 Corrective Actions

Corrective actions are implemented to eliminate or minimise the causes of identified hazards, incidents, audit findings, non-conformances or other issues affecting health, safety and wellbeing.

Corrective actions must:

- Address the underlying cause rather than only the immediate issue
- Be proportionate to the level of risk
- Be assigned to an accountable person
- Include agreed completion timeframes
- Be monitored until completed
- Be verified to confirm they have been effective

Where corrective actions identify broader organisational issues, improvements may be incorporated into policies, procedures, safe systems of work, training programmes or risk controls.

Open corrective actions are monitored through NMIT's assurance and reporting processes until completed and verified.

7.4 Learning from Events

Every incident, near miss, audit, inspection, emergency exercise, complaint or identified hazard provides an opportunity to strengthen health, safety and wellbeing performance.

Learning may be shared through:

- Safety Alerts and Bulletins
- Team meetings and toolbox talks
- Health and Safety Committees
- Leadership forums
- Training and refresher programmes
- Updates to procedures, Safe Systems of Work and risk assessments

Where appropriate, lessons learned are communicated across multiple business areas to reduce the likelihood of similar events occurring elsewhere within NMIT.

The focus of learning is to improve systems, controls and organisational capability rather than assign blame.

7.5 System Improvement

Information gathered from monitoring, investigations, audits, inspections, consultation, emergency exercises, performance reporting and management review is used to strengthen the HSWSM.

- Updating policies, procedures and Safe Systems of Work
- Introducing new or improved risk controls
- Improving training and competency
- Strengthening emergency preparedness
- Improving communication and consultation
- Enhancing wellbeing initiatives
- Improving monitoring and assurance activities

System improvements are prioritised according to risk and incorporated into planning, resource allocation and future Health, Safety and Wellbeing objectives.

7.6 Integration with Wellbeing and the Pastoral Care Code

Improvement activities also consider:

- Trends in ākonga (learner) wellbeing and engagement
- Feedback from international ākonga (learners)
- Cultural safety and Te Tiriti o Waitangi obligations
- Accessibility, inclusion, and equity considerations
- Support service utilisation and effectiveness
- Critical incident reviews involving ākonga (learners)

This ensures improvement initiatives support both safety and holistic wellbeing.

7.7 Commitment to a Learning Culture

NMIT fosters a culture where:

- People feel safe to speak up and raise concerns
- Mistakes and near misses are treated as learning opportunities
- Improvement ideas are encouraged, welcomed and supported
- Leadership models openness, accountability, and continuous learning
- Everyone contributes to a safer, healthier and more supportive environment

Continuous improvement is a shared responsibility and a core part of how NMIT operates.

8. LEARNER WELLBEING AND SAFETY

NMIT's [Pastoral Care Policy](#) describes how NMIT meets its obligations under the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021. This section describes how learner wellbeing and safety are embedded within the HSWSM.

8.1 Learner Wellbeing System

NMIT maintains a comprehensive learner wellbeing and pastoral care system that supports ākonga (learners) throughout their educational journey. The system is designed to meet the requirements of the Pastoral Care Code and includes early identification of ākonga (learners) at risk, access to wellbeing and counselling services, clear referral pathways, and coordinated responses to concerns.

Academic, pastoral, and support teams work collaboratively to ensure ākonga (learners) receive timely, appropriate, and proportionate assistance. Wellbeing is recognised as fundamental to ākonga (learner) safety, engagement, retention, and educational success, and is integrated into NMIT's HSWSM and HSWSM processes.

8.2 Cultural Safety and Te Tiriti o Waitangi

The [NMIT Te Tiriti o Waitangi Policy](#) reflects NMIT's legislative, regulatory, moral and ethical responsibility to give effect to Te Tiriti o Waitangi and its associated principles within its policies and practices.

NMIT is committed to ensuring culturally safe learning environments for Māori ākonga (learners) and their whānau. This includes recognising Māori as tangata whenua, engaging with iwi and Māori partners, reflecting tikanga and mātauranga Māori in learning environments, and providing culturally responsive pastoral and wellbeing support.

NMIT supports the success and wellbeing of Māori, Pasifika, international, and diverse ākonga (learners) through inclusive, equity-focused practices. Kaimahi (employees) receive appropriate training to build cultural competence and understanding of their responsibilities under Te Tiriti and the Pastoral Care Code.

8.3 Inclusive and Accessible Learning Environments

NMIT ensures learning environments are inclusive, accessible, and safe for ākonga (learners) with disabilities, mental health conditions, neurodiverse needs, temporary or long-term health conditions, and language or literacy challenges.

Support may include reasonable learning accommodations, assistive technologies, modified assessments, accessible facilities, flexible learning arrangements, and additional supervision during practical or higher-risk learning activities. Barriers to participation are actively identified and, where practicable, removed to support equitable ākonga (learner) outcomes.

8.4 International Ākonga (Learner) Support

International ākonga (learners) receive tailored pastoral care and wellbeing support to help them settle, succeed, and remain safe while studying at NMIT. Support includes comprehensive orientation, clear information about rights and responsibilities, access to safety and wellbeing services, accommodation support, and culturally responsive pastoral care.

Communication with international learners is clear, accessible, and sensitive to cultural and language needs. NMIT meets all specific requirements of the Pastoral Care Code relating to international learners, including welfare monitoring and appropriate escalation of concerns.

8.5 Safe Learning and Teaching Environments

The [NMIT Bullying, Discrimination and Harassment Policy](#) details our commitment to ensuring that all learning environments — on campus, online, and off site — are safe, respectful, and free from bullying, harassment, discrimination, racism, violence, and sexual harm.

Clear expectations for behaviour and conduct are communicated to learners. Processes exist for reporting concerns, incidents, or complaints, and ākonga (learners) are supported throughout any response, investigation, or follow-up. Safety and wellbeing risks are managed in accordance with the HSWSM and relevant policies.

8.6 Online and Remote Learning Wellbeing

NMIT recognises that online and remote learning environments present unique safety and wellbeing considerations. In these contexts, NMIT focuses on providing appropriate information, support, and pastoral care rather than direct control of physical environments.

Support for learners engaged in online or remote learning includes:

- Clear communication of wellbeing expectations and available support services
- Promotion of respectful, inclusive, and safe online behaviour
- Access to wellbeing, counselling, and pastoral care services
- Processes for raising and responding to safety or wellbeing concerns

Where risks or concerns are identified, NMIT responds in a manner proportionate to the issue, the level of influence reasonably able to be exercised, and the needs of the learner.

8.7 Ākonga (Learner) Voice and Participation

Ākonga (learner) voice is central to improving wellbeing and safety. NMIT maintains multiple mechanisms to enable meaningful ākonga (learner) participation, including ākonga (learner) representatives, programme and governance committees, surveys, feedback channels, focus groups, and involvement in Health, Safety and Wellbeing Committees.

Ākonga (learner) feedback is reviewed, considered, and used to inform continuous improvement, as detailed in the [NMIT Learner Voice Policy](#) and procedures. Outcomes and actions are communicated back to ākonga (learners) to support transparency and trust.

8.8 Responding to Wellbeing Concerns

NMIT responds promptly, respectfully, and appropriately to wellbeing concerns raised by ākonga (learners), kaimahi (employees), or whānau. Responses may include immediate safety checks, referral to wellbeing or counselling services, engagement with external agencies, communication with whānau (where appropriate and with consent), study or workload adjustments, and ongoing monitoring.

All responses are managed in a confidential, culturally appropriate, and trauma-informed manner and are aligned with HSWSM processes and the requirements of the Pastoral Care Code.

8.9 Critical Incidents Involving Ākonga (Learners)

Critical incidents involving learners require a coordinated and compassionate response. These may include serious injury or illness, significant mental health crises, missing learners, traumatic events, death, or incidents occurring during placements or off-site activities.

NMIT follows its Critical Incident Response Plan, which outlines immediate actions, liaison with emergency services, notification of whānau, cultural considerations, internal and external communication, media management, and post-incident review and support for affected ākonga (learners) and kaimahi (staff).

8.10 Privacy, Dignity and Respect

NMIT's [Privacy Policy](#) and [Procedure](#) detail our commitment to protecting learner privacy, dignity, and rights by handling personal information lawfully and sensitively, ensuring confidentiality in wellbeing and safety matters, and treating all learners with fairness and respect. Cultural, personal, and professional boundaries are acknowledged and upheld in all pastoral care interactions.

8.11 Continuous Improvement of Ākonga (Learner) Wellbeing

NMIT is committed to the continuous improvement of ākonga (learner) wellbeing and pastoral care in line with the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021. Continuous improvement is embedded within the HSWSM and achieved through planned and systematic self-review.

NMIT regularly evaluates the effectiveness of wellbeing and pastoral care systems using ākonga (learner) feedback, wellbeing and incident data, complaints and concerns, internal audits, critical incident reviews, and engagement with iwi, community, and sector partners. Review findings inform improvements to policies, procedures, training, support services, and risk management controls within the HSWSM.

Actions arising from self-review are prioritised based on risk, assigned to responsible roles, monitored for effectiveness, and reported through governance and management processes. Changes and improvements are communicated to ākonga (learners) and kaimahi (employees) in clear and culturally appropriate ways, supporting transparency, accountability, and a strong wellbeing and safety culture.

Ngā Hononga ki Tuhinga kē | Links to other documents

NGĀ KAUPAPA-HERE E HANGAI ANA | RELATED POLICIES

[NMIT Health, Safety and Wellbeing Policy](#)

[NMIT Te Tiriti o Waitangi Policy](#)

[NMIT Pastoral Care Policy](#)

[NMIT Risk Management Framework](#)

[NMIT Procurement Policy](#)

[NMIT Information and Records Management Policy](#)

[NMIT Privacy Policy](#)

[NMIT Learner Voice Policy](#)

NGĀ TUKANGA ME NGĀ HĀTEPE | RELATED PROCESSES, PROCEDURES

[Health, Safety and Wellbeing Sharepoint workspace](#)

TURE WHAI TAKE | RELEVANT LEGISLATION

[Health and Safety at Work Act 2015](#)

[Education \(Pastoral Care of Tertiary and International Learners\) Code-of-Practice 2021](#)

[Education and Training Act 2020](#)

NGĀ TAPIRITANGA | APPENDICES