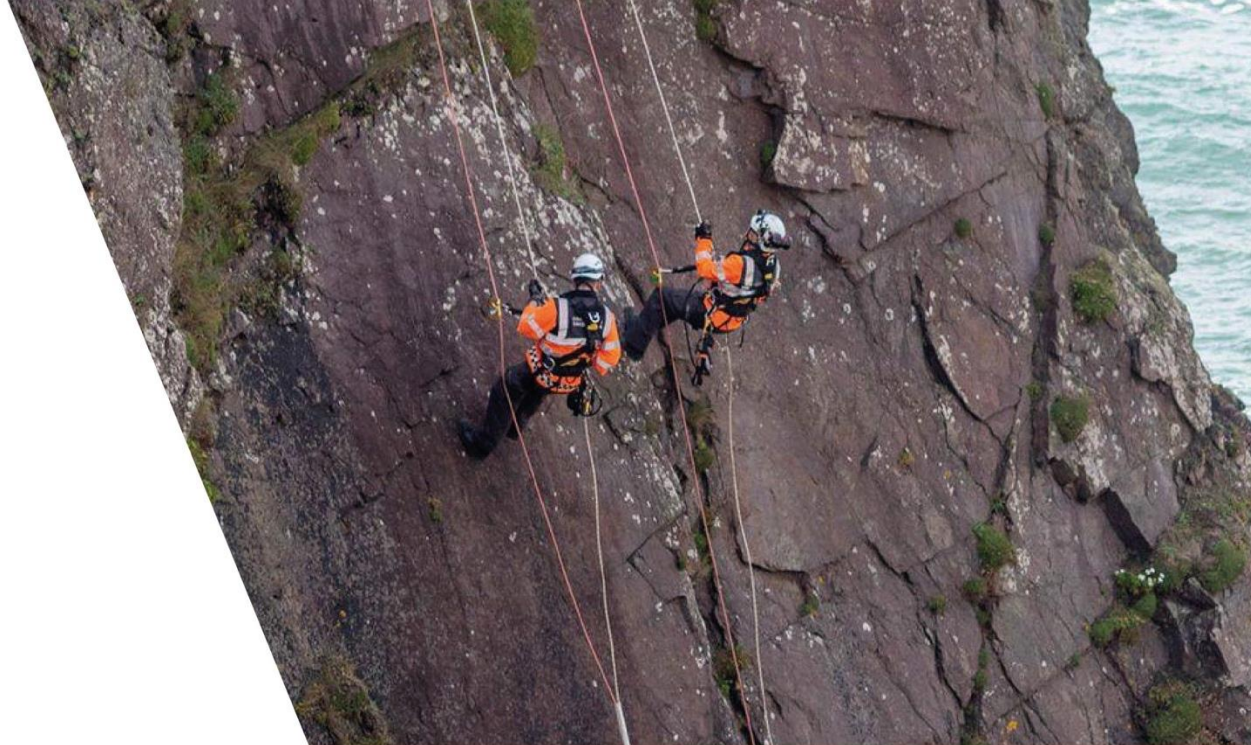



# Irish Coast Guard

## Safety Statement



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<b>IRCG Section:</b>	SQC	<b>Status</b>	Approved	



0

## Introduction





# 0 Introduction

## Opening Statement from the Director of the Irish Coast Guard

**An Roinn Iompair**  
Department of Transport



21<sup>st</sup> January 2021

Dear Colleagues

The publication of the Irish Coast Guard (IRCG) Safety Statement is an important development in managing the health and safety of our organisation. However, I also want to assure you of my personal commitment, and that of the organisation's leadership, to ensuring that safety is a priority for the IRCG, and that our coast guard units and facilities are considered safe places for all our members and visitors. Whether representing your units by attending incidents onshore or at sea, working in our rescue centres, in stores, at our numerous radio sites, or when working with our partners in other organisations, each of these activities is governed first by the necessity to maintain the health and safety of our members.

Acting always under the guidance and direction of the Department of Transport, the IRCG Division is subject to the requirements of the Department's Safety Management System (SMS) and Safety Statement, whereas its management are responsible for maintaining an occupational health and safety management system, only in so far as to address those matters identified as not being appropriately controlled by the department. This document therefore is designed to augment the Department's Safety Statement to cover areas pertaining to Coast Guard Units and many of the activities carried out by Coast Guard personnel.

This Safety Statement also sets out arrangements for the management and delivery of the Coast Guard's Safety Management System. It outlines how policies and procedures are implemented, operated and continuously improved thereafter. In addition to this publication, each unit shall have access to the risk assessments applicable to their facility and the operations in which they partake.

Safety is our foremost priority, is everyone's responsibility and each of us must always consider this responsibility when engaging in IRCG activities. For my part, I will ensure that the management and continuous improvement of the organisation's Safety Management System and in which each of us has a key role to play will always remain an organisational priority, and that safety performance will be regularly reviewed to identify opportunities to improve further.

The IRCG's values of Pride and Respect require us to look out for each other and those around us, but also to instil and operate a 'Just Culture' approach to the management of Safety. Accordingly, may I remind all members of their responsibility to actively partake in the processes for identifying and mitigating any risk to our personnel, and so that we can assure all return home safely following each activity.

By working together, we can demonstrate to all those who avail of our services, that all our operations are being managed safely and represent international best practice.

Yours sincerely

**Eugene Clonan**  
Director (Acting) Irish Coast Guard  
Irish Coast Guard

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## 0.1 Action in The Event of An Emergency

- 1  **Sound the Alarm**
- 2  **Call Emergency Number**
- 3  **Exit through nearest Emergency Exit**
- 4  **Find the nearest Assembly Point**
- 5  **Leave all personal belongings**
- 6  **Do not use Lift**

**Fire / An Garda Síochána / Ambulance**

**999 or 112**

## 0.2 Top Ten Safety Behaviours IRCG Asks of You

<b>1</b>	<b>Familiarise yourself with the Safety Statement</b>
<b>2</b>	<b>Report any incident, accident, near miss that you have witnessed or have been involved in</b>
<b>3</b>	<b>Be aware of and understand your safety responsibilities</b>
<b>4</b>	<b>Attend and put safety training into practice</b>
<b>5</b>	<b>Report all Hazards</b>
<b>6</b>	<b>Know the risks associated with your tasks</b>
<b>7</b>	<b>Lead by example and follow safe work practices</b>
<b>8</b>	<b>Become a Safety Ambassador for your area</b>
<b>9</b>	<b>Wear required Personal Protective Equipment (PPE)</b>
<b>10</b>	<b>Don't accept poor standards</b>

Figure 1 Top 10 Safety Behaviours

## 0.3 Contents

0.1	ACTION IN THE EVENT OF AN EMERGENCY .....	5
0.2	TOP TEN SAFETY BEHAVIOURS IRCG ASKS OF YOU .....	6
0.3	CONTENTS .....	7
0.4	INTRODUCTION .....	8
0.5	WHAT IS THE 'TOP DOWN AND BOTTOM UP APPROACH' .....	8
0.6	SCOPE.....	9
0.7	ORGANISATIONAL RISK / OPPORTUNITY .....	9
1.1	IRCG SAFETY POLICY .....	11
1.2	HOW DO WE MANAGE SAFETY IN IRCG? .....	12
1.3	TABLE OF SAFETY ACTIVITIES.....	13
1.4	OVERSIGHT AND ASSURANCE STRUCTURE .....	14
1.5	SAFETY DISCUSSIONS .....	15
1.6	HOW DO WE MEASURE SAFETY IN IRCG? .....	16
2.1	WHAT IS RISK ASSESSMENT? .....	18
2.2	HAZARD / RISK IDENTIFICATION.....	18
2.3	HOW IS RISK MANAGED AT IRCG? .....	20
2.4	MANAGEMENT OF CHANGE .....	28
2.5	INCIDENT MANAGEMENT.....	28
2.6	CONTRACTOR MANAGEMENT .....	31
2.7	PERMIT TO WORK .....	31
2.8	EMERGENCY PREPAREDNESS AND FIRE SAFETY .....	31
2.9	TOP TEN HAZARDS .....	32
3.1	WHAT IS SAFETY ASSURANCE? .....	36
3.2	SAFETY COMPLIANCE .....	37
3.3	DEVIATION MANAGEMENT .....	39
4.1	SAFETY TRAINING .....	41
4.2	SAFETY REPRESENTATIVE .....	41
4.3	SAFETY NOTICES .....	42
4.4	HR POLICIES.....	43
4.5	PERSONNEL WELLBEING.....	44

## 0.4 Introduction

The Safety Statement describes the safety management system we use to manage safety. It also outlines how the IRCG complies with the Safety, Health and Welfare at Work Act 2005 (the Act). There are four sections to this document:



Figure 2 Sections of this Safety Statement

## 0.5 What is the 'Top Down and Bottom Up Approach'

Safety is a key objective from the Department of Transport's (DoT) Management downwards, and all personnel upwards through the safety committee, IRCG management or through the appropriate safety department as needed. All personnel have a shared responsibility for safety and the communication of safety-related issues or suggestions for improvements.

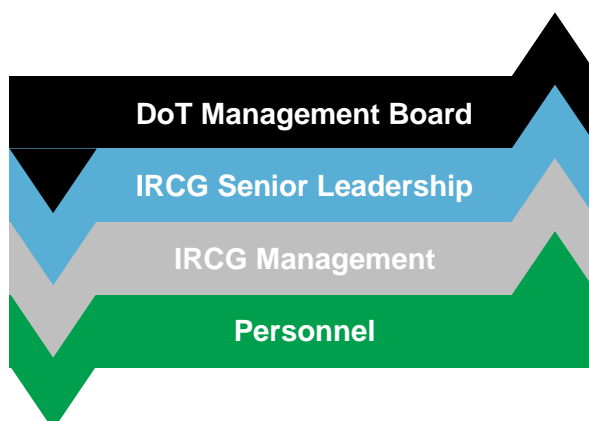




Figure 3 Top down and bottom up approach

## 0.6 Scope

This Safety Statement is applicable to all IRCG personnel operating at all locations.

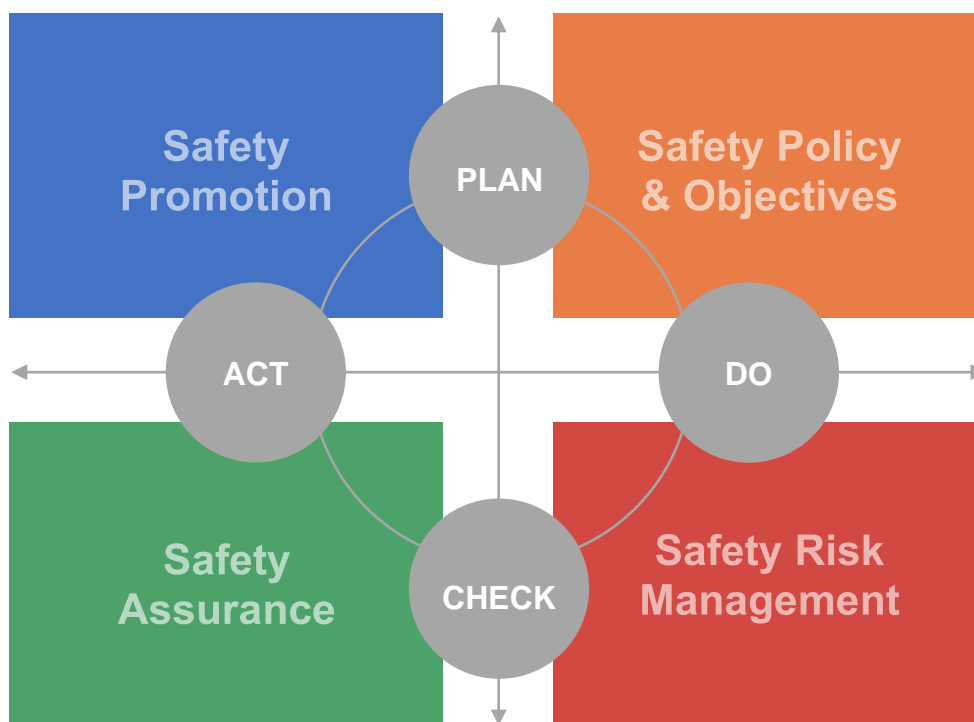


Figure 4 PDCA Cycle applied to the Safety Management System (SMS)

## 0.7 Organisational Risk / Opportunity

High level enterprise or organisational risk includes risk to the Safety Management System (SMS) and its resources. The internal and external factors which may impact on the SMS are reviewed at the Management Review meetings and communicated as applicable. These may include factors impacting liaison with other agencies or jurisdictions, changes to legislation, implementation of standards (e.g. ISO 45001:2018).



# 1

## Safety Policy & Objectives

# 1 Safety Policy and Objectives

## 1.1 IRCG Safety Policy

Irish Coast Guard (IRCG) Management acting within the Department of Transport's, organisation structure and accountability framework, are responsible for maintaining an IRCG occupational health and safety management system, in so far as to address those matters identified as not being appropriately controlled by the Department's Safety Statement and/or Safety Management System (SMS).

Accordingly, the IRCG has established a Safety and Quality Compliance (SQC) Section, and within which appointed a dedicated Health and Safety Officer to provide oversight of the SMS, and work in conjunction with the Department's safety officer(s) in pursuit of Health and Safety Policy, Procedures, Goals and Objectives.

Further, the Irish Coast Guard is also committed to providing a safe operating environment and safe facilities for all Coast Guard members acting to deliver upon its Mission Statement. And the organisation will continuously work to ensure that all IRCG activities are managed to uphold the highest levels of safety performance, adhere to our legislative and regulatory obligations, and represent international best practice.

### Safety Objectives

1. Develop and embed a safety culture throughout the organisation and pertaining to all operational activities.
2. Implement the IRCG's deviation management system to promote both a 'Just Culture' and open reporting of safety incidents.
3. Provide consistency in the way hazards are identified and risk assessment is applied across each IRCG section, their respective operations and supporting activities.
4. Comply with and, wherever possible exceed our legislative and regulatory obligations, and the provisions of any applicable safety standard(s).
5. Ensure the responsibilities of IRCG personnel are clearly defined.
6. Constantly enhance our safety processes to ensure they always represent best practice, and in support of the Continuous Improvement (CI) of the SAR system.
7. Prevent injuries and ill health.
8. Implement the Safety and Risk Work Programme (SWRP) and Safety Management System Revision and Accreditation (SRA) project.
9. Ensure that any equipment, systems and/or services procured on your behalf meet relevant safety standards.
10. Make certain appropriate member communication, consultation and participation takes place, including ensuring that all members are provided adequate safety information and training in order to implement this safety policy.
11. Establish meaningful and sustainable safety objectives and continuously measure our safety performance against appropriate benchmarks.



## 1.2 How Do We Manage Safety In IRCG?

Safety is of vital importance and is the top priority for IRCG. A Safety Management Structure and System have been implemented to ensure the implementation of the Policies and Commitments of the organisation. All personnel in the IRCG have a key role and responsibilities to play in the assurance of safety and this is summarised in the Ten Safety Behaviours.

The Irish Coast Guard (IRCG) as a Division of the Department of Transport (DoT) is subject to the Department's Safety Statement. Accordingly, IRCG acting always under the guidance and direction of the Department is required to implement the Department's Safety Statement and adhere to the provisions of the Department's Safety Management System.

Irish Coast Guard (IRCG) Management acting within the DoT's organisation structure and accountability framework, are responsible for maintaining an IRCG occupational health and safety management system, in so far as to address those matters identified as not being appropriately controlled by the Department's Safety Statement and/or Safety Management System (SMS).

In support of that responsibility, IRCG Management has established a Safety and Quality Compliance (SQC) Section, and within which appointed a dedicated Health and Safety Officer to provide oversight of the SMS, and work in conjunction with the Department's safety officer(s) in pursuit of Health and Safety Policy, Procedures, Goals and Objectives.

Further, the IRCG has also committed to the development and implementation of an effective and functioning Safety Management System, applicable to the specific needs of the IRCG and in adherence with the mandatory requirements of ISO 45001:2018 -Occupational Health and Safety Management Systems.



### 1.3 Table of Safety Activities

Roles and Responsibilities for the Occupational Health and Safety Management system (SMS) are further described in the RACI (Responsibilities, Accountabilities, Consultation and Information) chart for the organisation.

<b>R</b>	<b>Who is Responsible</b>	The person assigned to do the work
<b>D</b>	<b>Who has been Delegated Responsibility</b>	The person who is delegated partial or full responsibility
<b>A</b>	<b>Who is Accountable</b>	The person who makes the final decision and who has ultimate ownership
<b>C</b>	<b>Who is Consulted</b>	The person who must be consulted with before a decision is taken
<b>I</b>	<b>Who is Informed</b>	The person who must be informed that a decision/action has been taken

Figure 5 R(D)ACI Legend

	IRCG Director	Deputy Director - Operations	Operations Manager	Preparedness Response Planning (PRP) Mgr.	Assistant Dir. Engineering and Logistics	Head of Safety, Quality, Compliance	Head of Section CGU&S
1 Safety Policy Promotion incorporating 'Just Culture' principles	A	R	R	R	R	R	R
2 Review of IRCG Safety Statement, Policy and SMS Manual	A	R	D	D	R	R	R
3 Provision of resources	A	R	R	D	R	R	R
4 Appoint and specify safety roles and responsibilities	A	R	R	R	R	R	R
5 Communications and reporting between IRCG and DoT	R	R	D	D	R	R	R
6 Safety programme delivery and continuous improvement	A	R	D	D	R	R	R
7 Planning of SMS implementation, maintenance and improvement	A	R	R	R	R	R	R
8 Personnel Learning and Development	R	R	R	R	R	R	R
9 Major Emergency and SAR Operational Plans (Development and Implementation)	C	A	R	R	C	C	C
10 Strategic management, interaction and/or oversight of all Volunteer CGUs (SBC)	A	R	R	D	R	R	R

Figure 6 R(D)ACI Matrix for OHSMS

## 1.4 Oversight and Assurance Structure

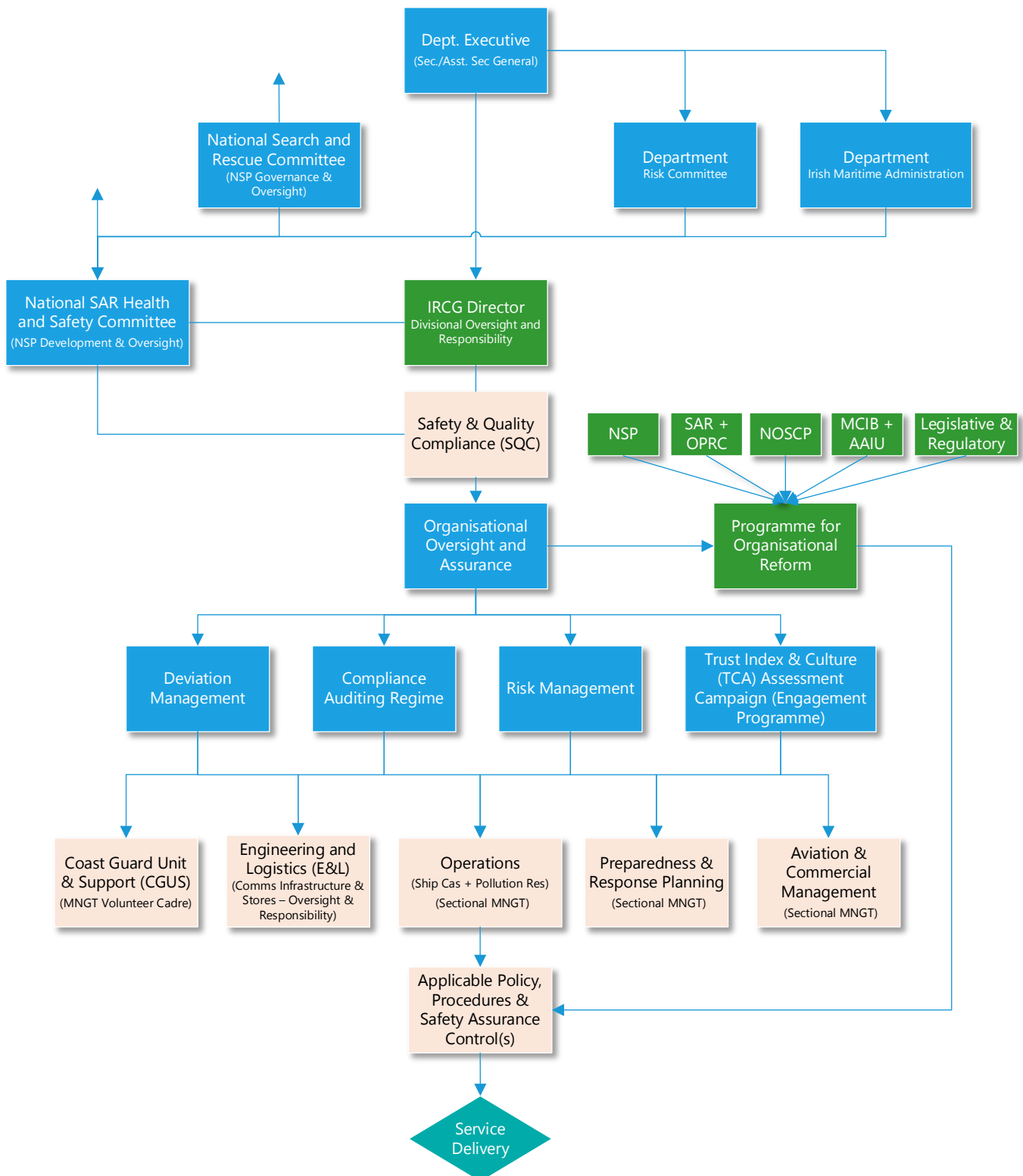


Figure 7 Oversight and Assurance Structure



## 1.5 Safety Discussions

IRCG uses a series of meeting and committees to facilitate safety communications at all levels of the organisation. Issues are raised or escalated to the next level of the management meetings if a suitable close out cannot be decided or the level of risk or complexity of the issues requires further management input.

The meetings and committees to facilitate safety communications are depicted below:



Figure 8 Safety Communications Fora at the IRCG

### Purpose of Safety Discussions and Meetings:

**DoT Risk Committee:** Completes a quarterly review of all current/emerging risks, and determines any strategic decisions/support that may be required and applicable to those risks brought to the attention of the department.

**IRCG Management Review:** Annual review by IRCG senior management of the Safety Management System in accordance with the requirements of ISO 45001:2018, Clause 9.3: Management Review.

**Safety Performance Review:** Quarterly evaluation of safety performance by senior management and informed by an analysis of each section's Safety Performance Indicators (SPIs). Note: the frequency of meetings can be increased as necessary following analysis of SPI data.

**Section Meeting:** Completed bi-monthly and to determine/deliver upon those strategic decisions necessary to support any requirements identified during quarterly unit/section safety meetings, and for implementation at an operational level. The meeting provides an opportunity to review any operational issues encountered, specific safety issues identified, determine training requirements/delivery status and discuss the necessity for new/amended procedures. Attendance shall include the respective head of section, health and safety officer and all other management grades pertaining to that section (e.g., CGUS = CGUS Head of Section, OTOs, CUSMs and HSO all in attendance). Note: With regard to SAR Ops and/or Engineering & Logistics, an invitation to attend the bi-monthly section meeting must also be provided to the department's HSO.

**Quarterly Safety Meeting:** To be conducted at unit or facility level (where relevant) and to review any health and safety issue applicable to the unit, facility, or those raised by individual personnel. Each meeting shall be attended by OiC/DOiC, Safety Representative, Unit Members and CUSM (optional). Meeting minutes shall also be printed & displayed on the unit/facility notice board. Note: SOP-SQC-003, IRCG OHS Communication and Consultation procedure provides further guidance to volunteer members regarding Quarterly Safety Meetings.

## 1.6 How Do We Measure Safety In IRCG?

Safety objectives are reviewed on an annual basis. IRCG utilizes monthly Safety Performance Indicators (SPIs) to monitor the achievement of safety objectives and to pursue ongoing continual improvement. Safety Performance Indicators are specific and measurable and are approved by the Director on an annual basis. SPIs are documented and communicated via the SMS.



# 2

## Safety Risk Management





## 2 Safety Risk Management

### 2.1 What is risk assessment?

Risk assessment is something we all do every day. We teach our children how to cross the road safely by identifying the applicable hazards, assessing the risk and eliminating/minimising any risk by adopting safe behaviours. Similarly, in the Irish Coast Guard we use risk assessment to analyse our operational environment and identify how we can minimise risk to ourselves and to others. Being an emergency service, we conduct tasks in a highly complex and dynamic environment. Accordingly, our activities can often result in our personnel encountering significant risk(s). The purpose of a risk assessment process is to identify and evaluate the potential impact of any hazards, and remove/minimise such hazards by implementing sufficient control measures, and ultimately to create a safer operating environment.

### 2.2 Hazard / Risk Identification

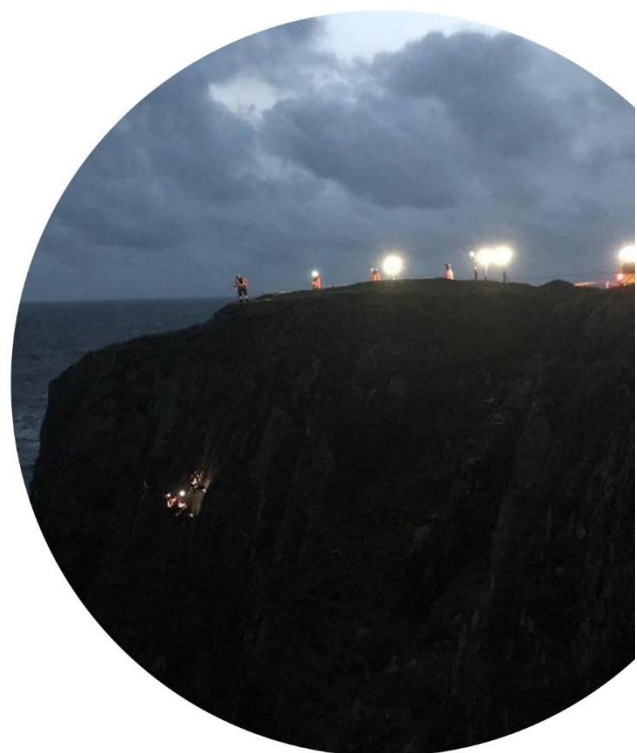
Our overall approach to managing safety is a proactive one. We actively look to prevent accidents through risk management. The identification of hazards, assessment of risk and implementation of appropriate controls are key steps in IRCG's safety risk management.

IRCG requests that you understand and can explain the following key terms associated with safety risk management and the completion of risk assessments within the organisation.



<b>Identify Hazards</b>	<ul style="list-style-type: none"> <li>• A hazard is a potential source of harm or adverse health effect on a person or persons</li> </ul>
<b>Identify Persons at Risk</b>	<ul style="list-style-type: none"> <li>• A risk is the likelihood that a person may be harmed or suffers adverse health effects if exposed to a hazard.</li> </ul>
<b>Determine Risk &amp; Tolerability</b>	<ul style="list-style-type: none"> <li>• The likelihood (chance) of an accident or illness occurring.</li> <li>• The severity of harm which could occur as a result of an accident.</li> <li>• The level of priority required for the risk controls.</li> </ul>
<b>Implement Controls/Determine Residual Risk</b>	<ul style="list-style-type: none"> <li>• These are actions taken in response to a risk factor that has the potential to cause accident or harm in the workplace. These can either be designed to reduce the risks or eliminate them completely.</li> </ul>
<b>Record, Monitor and Review</b>	<ul style="list-style-type: none"> <li>• Audits and Inspections</li> <li>• Health and Safety Meetings</li> <li>• Incident reviews</li> <li>• Risk assessments reviewed periodically</li> </ul>

Figure 9 Key Risk Assessment Components



## 2.3 How is risk managed at IRCG?

IRCG is guided by recognised risk management processes and the requirements pertaining to the provision of search and rescue (SAR) services (e.g. the IAMSAR manual, National SAR Plan (2019), ISO 31000, ISO 45001).

IRCG has a standard approach to risk assessment as per the IRCG OHS Risk Assessment Procedure (SOP-SQC-007):

1. An easy to use assessment process that helps to promote risk identification and determine ways in which risk can be minimised.
2. Guidance to encourage consistency in the way risk assessment is applied across the organisation.
3. A greater understanding of risk assessment and to encourage more use of the tool to improve your own safety and that of your colleagues. Accordingly, IRCG personnel may also use the procedure to assess any risk and not just confined to OH&S issues.

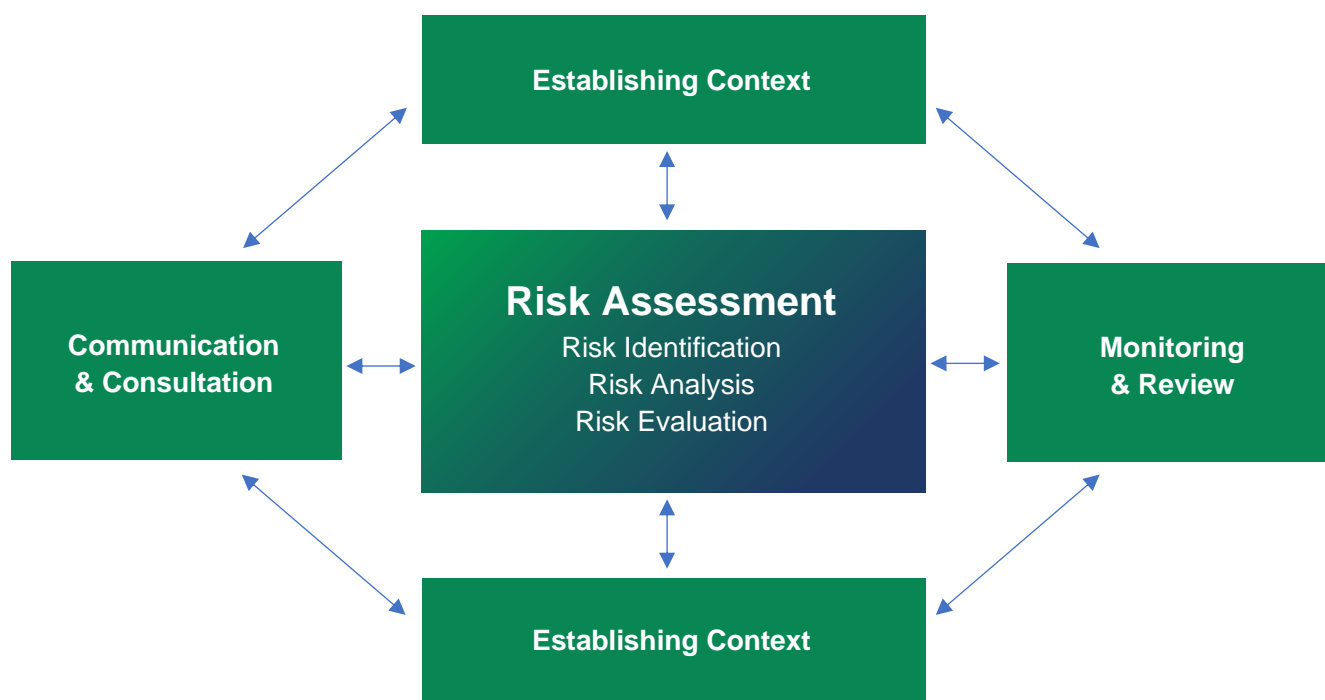


Figure 10 OHS Risk Framework

Risk management requires assessing risks and then determining what needs to be done, if anything, to mitigate the risk.

If, following assessment, the residual risk exceeds the maximum value as detailed in the Risk Assessment Procedure (SOP-SQC-007), the Risk Author is required to also complete a Risk Assessment using the provisions of Risk Management SOP (SOP-SQC-002) (i.e., a Failure Mode and Effect Analysis), and with the support of the wider organisation.



## Six Easy Steps to Risk Assessment

<b>Step 1</b>	Identification and classification of hazards – identify <b>what</b> can go wrong and <b>how</b>
<b>Step 2</b>	Identification of persons at risk – identify <b>who</b> can be harmed
<b>Step 3</b>	Determination of risk, and decision on tolerability of risk – <b>likelihood</b> , <b>severity</b> and <b>risk</b>
<b>Step 4</b>	Identify Controls and Residual Risk – what <b>controls</b> are required?
<b>Step 5</b>	Record findings – <b>document</b> the risk assessment on the Risk Assessment template
<b>Step 6</b>	Monitor and review – <b>review</b> controls and effectiveness



Figure 11 Risk Assessment Steps



## Risk Assessment Procedure

### Step 1

Identify what can go wrong and seek information and evidence. Consider the environment, the activity and the emotional circumstances, the culture of the organisation and the personnel who perform the activity.

Consider past experiences, near misses, accidents or hazards. Look around the area where the activity is conducted and speak with those directly involved.

Describe the activity to be assessed. Use a process map if available. The risk assessment may require a multi-disciplinary team. Discuss with the Risk Author.

### Health and Safety Likelihood Matrix

Frequency	1	Extremely Improbable	Practically impossible
	2	Improbable	Not likely to occur
	3	Remote	Could occur / Aware of it occurring
	4	Occasional	Is known to occur or has happened
	5	Frequent	Common / Frequent Occurrence

Figure 12 Risk Likelihood Levels

## Step 2

Identify persons at risk. Who could be impacted by the hazard? Consider those directly involved, those in the immediate vicinity, those that could be affected in abnormal or emergency situations.

### Health And Safety Impact Matrix

Impact	1	Negligible	No adverse health effects
	2	Minor	Minor injury / First-aid injury
	3	Moderate	Medical treatment injury
	4	Major	Lost time injury
	5	Extreme	Permanent injury, disability, fatality

Figure 13 Risk Severity Levels







Figure 14 Risk Matrix

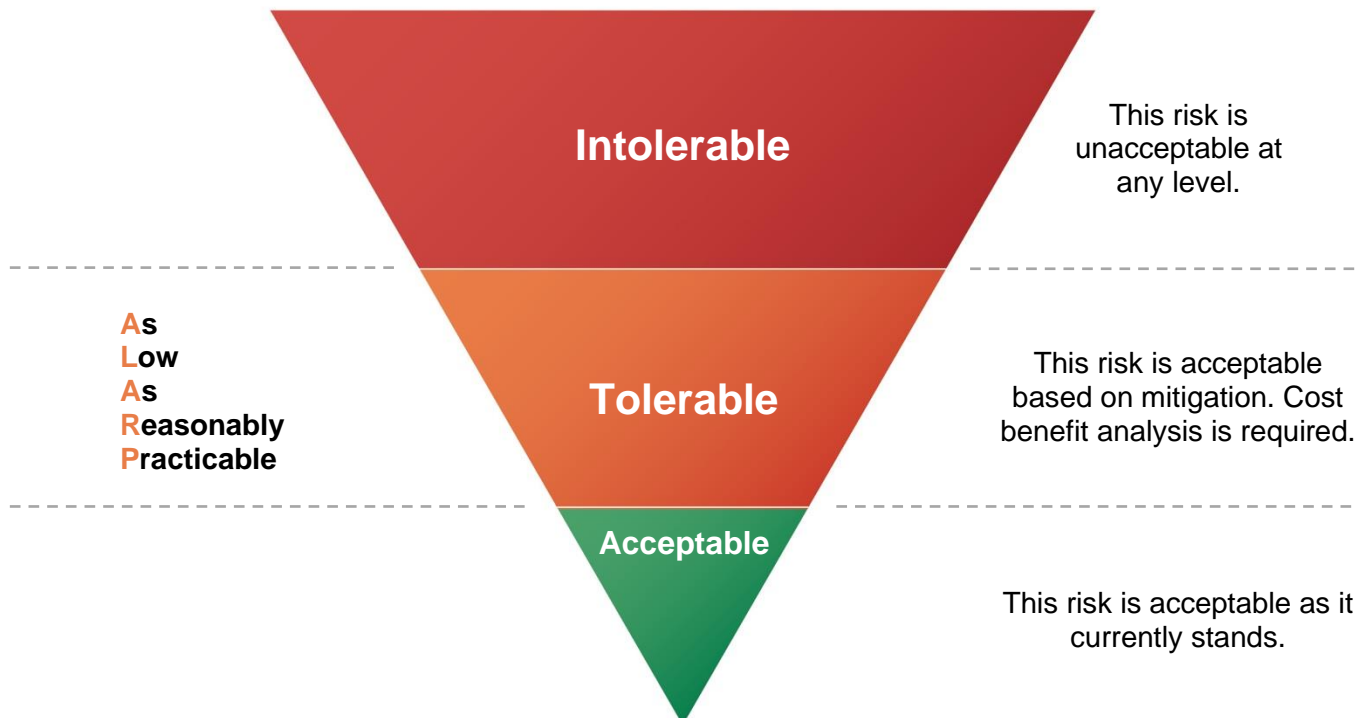


Figure 15 Risk Acceptance

### Step 3

Determine risk and tolerability of risk. Complete a Risk Assessment Form using the IRCG OHS Risk Assessment Procedure (SOP-SQC-007) as guidance. The procedure provides a step by step process for completing the form and arriving at a risk assessment rating. Contact the Safety and Quality Compliance Unit for further information.

### Step 4

Identify controls and residual risk - determine the Root Cause(s) and agree what action, if any, needs to be taken to control or mitigate the risk. You need to show that:

- A thorough check has been made to identify and assess the root causes of the risk.
- The precautions to be taken are reasonable and the residual risk is acceptable
- The proposed solutions are realistic, sustainable, and cost effective

### Step 5

Record findings on the Risk Assessment Form as part of IRCG OHS Risk Assessment Procedure (SOP-SQC-007).

### Step 6

Monitor and Review - The effectiveness of risk assessments is monitored through:

- Inspections and internal audits / ORAs;
- CGU Health & Safety Meetings;
- Number of incidents and near misses;
- External Audit Findings;
- Risk Assessments reviewed periodically according to level of risk.

Trends are reviewed and reported to management to request resources for action on any adverse trends, when required. Objectives may be reviewed and established, if required.

## Risk Reduction Methods

The illustration below outlines the IRCG strategy in relation to reducing risk; from the top down i.e. Elimination - PPE.

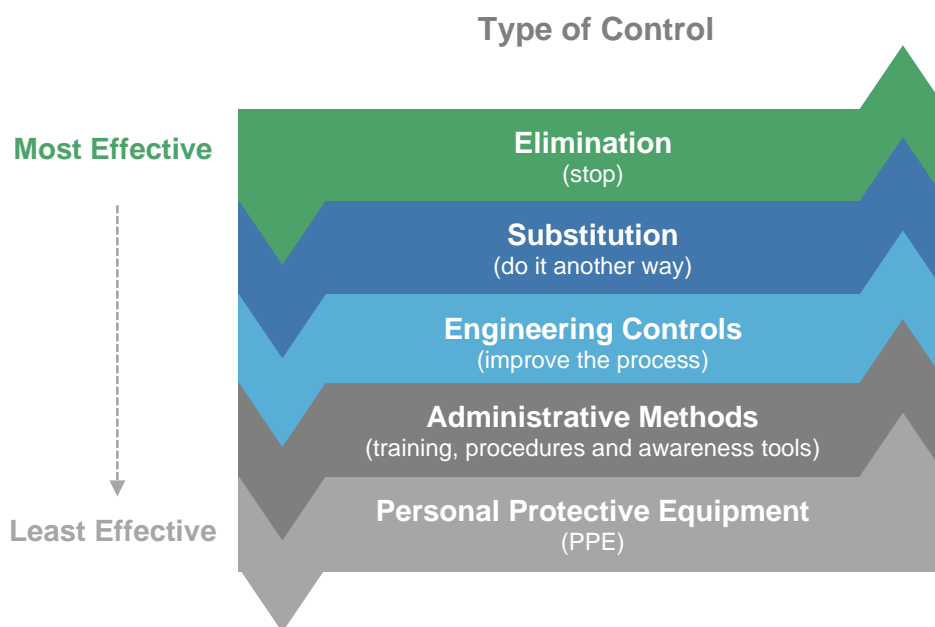


Figure 16 Risk Reduction Methods

## Safe Operating Procedures

If an activity risk assessment constitutes a high or medium risk, the completion of a Standard Operating Procedure (SOP) may reduce the risk to a tolerable level. An SOP is an integral part of the risk management process as it outlines the hazards, risks, and associated measures to be applied to ensure the task/activity is conducted in a way that reduces the risk of injury. These measures are specific to the task and are designed to support the risk assessment.

## Risk / Hazard Identification and Reporting

We recognise that we often operate in challenging environments that are constantly changing. IRCG aims to be vigilant and minimise risks on an ongoing basis, but this can only be achieved by the involvement of all.

All personnel therefore have a role to play in maintaining a safe environment.

Personnel have an obligation to inform their manager immediately when they become aware of any hazard that poses a risk to personnel or the public.



If you see something that is unsafe and poses a risk, take action:



Figure 17 Remove and Report

**Contact:** (as applicable)

- Your OiC / DOiC / AOiC
- Your Safety Representative
- Your CUSM
- OTO (Search, Marine or Cliff)
- Area Owner
- Safety and Quality Compliance (SQC)

Managers are obliged to investigate all accidents and incidents, and to investigate and assess all hazards. High risk hazards and risk assessments will be supported by SQC and a cross functional team as outlined in the Risk Management SOP (SOP-SQC-002) and OHS Risk Assessment (SOP-SQC-007).

**Signs identifying potential hazards and their associated risks are outlined below:**

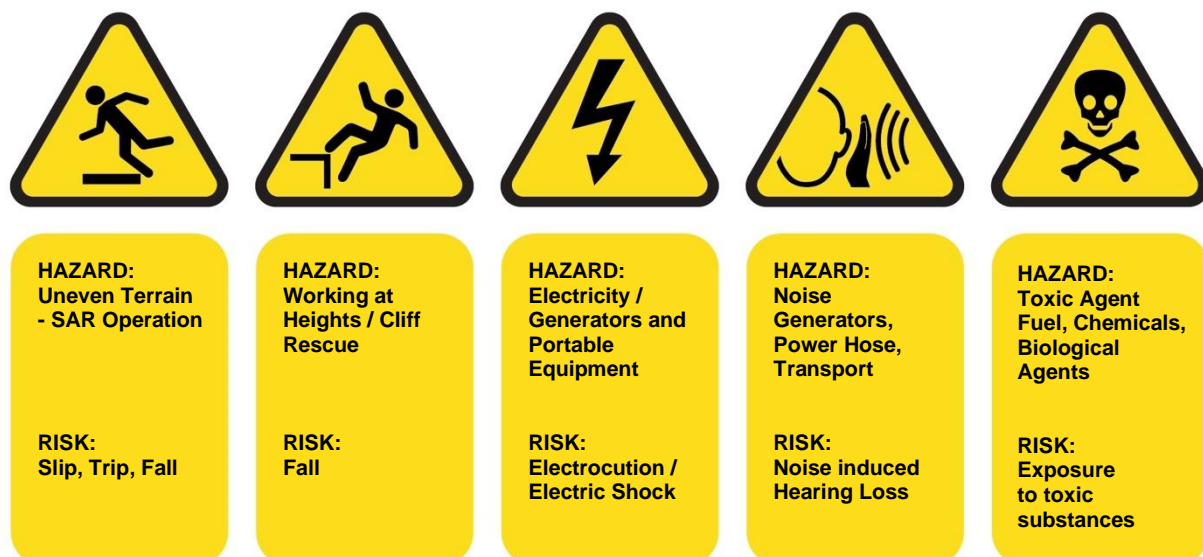


Figure 18 Risks and Hazards

## 2.4 Management of Change

The Change Management process developed by the IRCG is a constituent component of the Safety Management System, and specifically designed to adhere to the requirements of Clause 8.1.3 regarding the 'Management of Change' and namely that,

The organisation establishes a process for the implementation and control of planned temporary and permanent changes that impact OH&S performance.

Accordingly, the Change Management Procedure (SOP-SQC-004) now details how change is identified and assessed to ensure a proposed change does not negatively impact upon the health and safety of our personnel.

<b>1</b>	<b>Change Initiation &amp; Planning</b>
<b>2</b>	<b>Change Consultation</b>
<b>3</b>	<b>Change Approval</b>
<b>4</b>	<b>Change Implementation &amp; Monitoring</b>
<b>5</b>	<b>Review of Change</b>
<b>6</b>	<b>Change Completed</b>

Figure 19 Change Management Process

## 2.5 Incident Management

All personnel have a responsibility to report incidents as per the Incident Reporting & Investigation Procedure (SOP-SQC-006). The following steps will help to explain what you are required to do in the event that you are involved in, witness or respond to an incident or near miss.

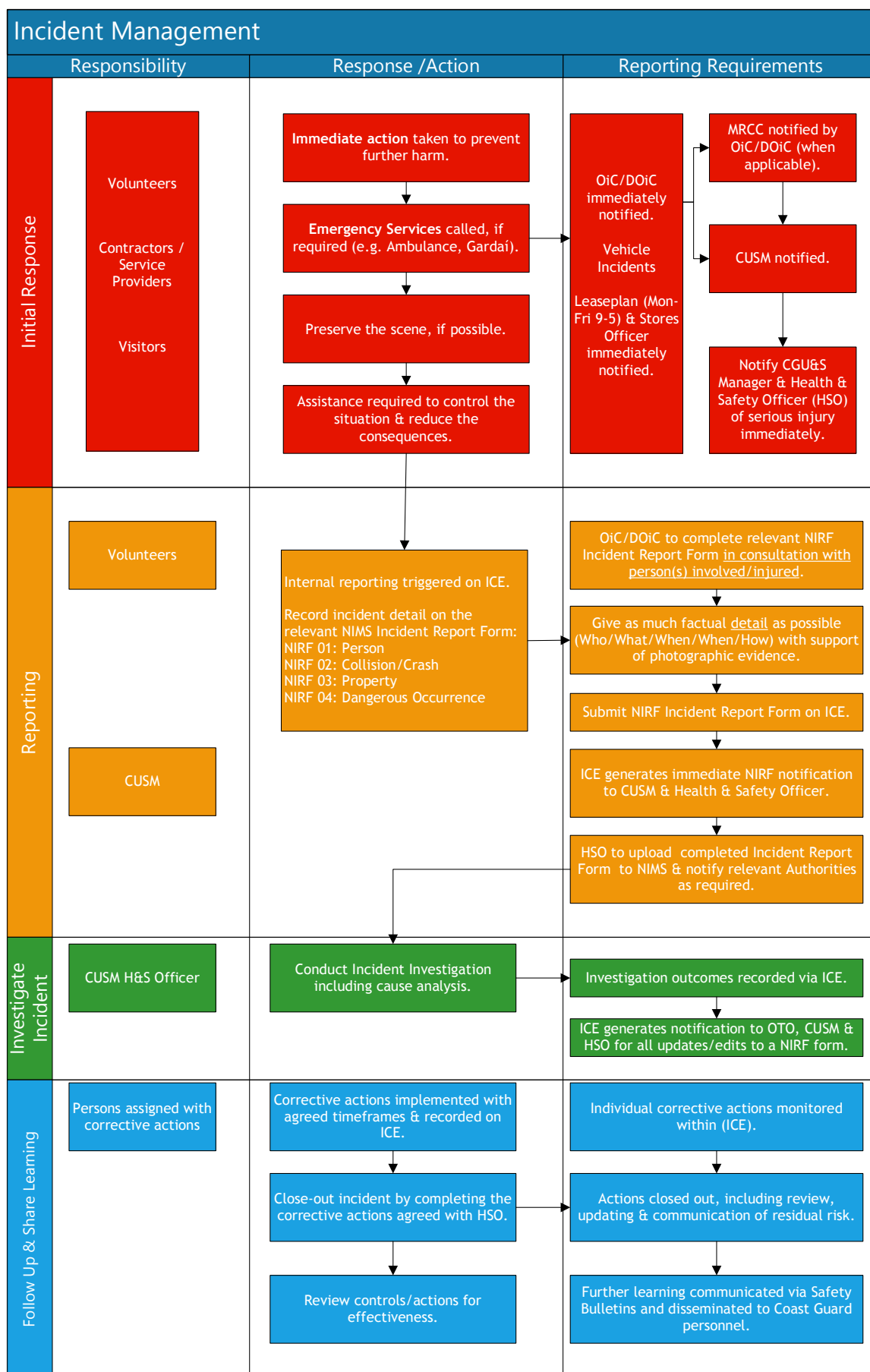


Figure 20 Incident Management Process



IRCG investigate incidents to identify causes and ensure that they are addressed to prevent repeat events. This is implemented through a consultative approach with those involved and by the application of root cause analysis as appropriate. Risk assessments are reviewed where applicable and the lessons from incidents applied to the required controls.

Occurrence Type	5	4	3	2	1
H&S Occurrence	Incident resulting in Permanent, Disability, Fatality(s)	Incident resulting in lost time	Incident requiring medical treatment	Incident resulting in a Minor Injury / First Aid Injury	Very minor incident – no adverse health effects

Figure 21 H&S Occurrence Types

- **Category 5 Fatality / Permanent Disability:** A fatal work accident is defined as any accident leading to death within one year of the accident. Permanent Disability is any work injury which incapacitates a coast guard member permanently and results in termination of service on medical grounds (e.g., loss of limb(s) permanent brain damage, loss of sight) and precludes the individual from volunteering.
- **Category 4 Lost Time Injury:** : An occupational injury which prevents a coast guard member from reporting to their work on the next regularly scheduled workday following the incident.
- **Category 3 Medical Treatment:** Incident requiring treatment of occupational injury administered by a physician or a qualified nurse providing the injured coast guard member is able to perform all assigned duties on the next regularly scheduled workday, and all scheduled workdays thereafter.
- **Category 2 First Aid Treatment:** Incident requiring one-time treatment and subsequent observation of minor scratches, cuts, burns, and so forth which do not ordinary require medical care.
- **Category 1: Near Miss Incident:** An event or sequence of events which did not result in an injury but which, under slightly different conditions, could have done so.

**Note:** all incidents involving full-time personnel must be reported to the department's HSO.

## First Aid

Regarding the volunteer cadre, the IRCG ensures that all CGU members are trained in First Aid Response (FAR). FAR training is provided by an Instructor associated with a Recognised Institution as required by PHECC. The CUSM/OiC identifies and implements the required FAR training and Refresher Training (Every 2 years) for the Irish Coast Guard members.

The OiC ensures the location of the nearest First Aid Box is prominent and personnel are aware of its location. All First Aid administered is recorded and reported.

The OiC ensures that adequate stocks of First Aid supplies (including any Automatic Emergency Deliberators (AEDs)) are maintained at CGU locations and in each vehicle. Each First Aid box contains the recommended quantities under HSA Guidelines.

## 2.6 Contractor Management

IRCG will ensure, as far as is reasonably practicable, the safety of contractors on CGU premises, as described in the Contractor Management Procedure (SOP-SQC-012).

## 2.7 Permit to Work

A permit to work process grants 'permission' to certain personnel to carry out specific high-risk work, at a certain time/location and which sets out the main precautions needed to complete the job safely, as described in the Permits to Work Procedure (SOP-SQC-010).

## 2.8 Emergency Preparedness and Fire Safety

The IRCG has a comprehensive Emergency Preparedness and Response Procedure (SOP-SQC-013) in place governing fire safety. IRCG ensures, so far as is reasonably practicable, that the risk from fire is managed in compliance with the Fire Services Act (1981 and 2003) and the approved fire safety certificates for all facilities. The management of all fire risks are undertaken in such a way so as to protect IRCG personnel, visitors and others who are lawfully in its buildings or who may be affected by its activities.

All occupants have a shared responsibility in relation to the management of fire safety in IRCG facilities.



## 2.9 Top Ten Hazards

IRCG has implemented systems and processes to address hazards and risk, for example:

- **Voluntary Services and Training Coast Guard Code**, which includes procedures for bullying and harassment, safety consultation, roles and responsibilities, including those of the Safety Representative, and general codes of conduct.

Risk assessments have been conducted for IRCG activities and working conditions. The risk assessments have identified activities and hazards in the operational areas as the highest risk to IRCG personnel. The highest residual risks have been identified and the top ten hazards in terms of risk have been identified and are listed below:

### 1. CGUs – All Operations: Slips, Trips, Falls

Operating on uneven or slippery terrain while handling tools, equipment or rescuing/recovering people may cause physical injury due to slips, trips, falls, and striking the ground or other objects. Uneven terrain or holes in the ground may also cause straining or fractures to limbs strains. Training, safe systems of work, equipment and PPE are provided to address these hazards but the nature of operations leaves a residual risk.

### 2. CGUs – All Operations: Manual Handling

All operational personnel are involved in lifting, carrying, pushing and pulling during training and in active operations. This includes physically assisting casualties, handling generators, boats, trailers and other equipment, and carrying various loads. Mechanical aids, (for example, All Terrain Vehicles, trolleys), safe systems of work, Training and PPE are provided to minimise the risk to personnel.

### 3. Boat Operations

The Boat Operations Manual and Boat Unit certification and training programme provide comprehensive operational direction, safe systems of work and competence for all boat activities. Boats, ancillary equipment and PPE are selected and maintained to provide the best available resources.

### 4. Cliff Operations – training and rescue activities

Cliff Units are trained and certified. The Cliff Equipment User Guides provide safe systems of work and describe the maintenance and inspection processes for the cliff equipment and PPE.

### 5. Use of pyrotechnics

Pyrotechnics may be used by IRCG Units and are stored and periodically inspected at the Coast Guard stations. Users are trained and competent.



## 6. Driving IRCG vehicles

Driving vehicles, particularly during an operation, entails a risk of a serious collision and potential fatality. All-Terrain Vehicles (ATVs) also provide an excellent resource for moving equipment to the corresponding point of use, but can introduce additional hazards to IRCG personnel. ATV drivers are trained and competent and provided with appropriate PPE. Vehicles are well maintained, and safety checks are conducted prior to use. Personnel have been trained in Enhanced Driving and must have the appropriate licence for the vehicle and any towed trailer. An IRCG Vehicle Management Handbook (SOP-SQC-019) will provide further guidance regarding the use of IRCG vehicles.

## 7. Exposure to extreme environment and trauma / PTSD

Extreme operating environments include those involving serious injuries or fatality to multiple victims at a rescue location. Personnel are informed in advance where there is awareness of the potential casualties, and personnel may decide not to mobilise for the operation. The OiC will conduct a debriefing and contact the CUSM to arrange Critical Incident Stress Management (CISM), where appropriate. Inspire Workplaces provide confidential counselling and guidance. IRCG personnel can contact Inspire Workplaces confidential service 24/7.

## 8. Fire

IRCG units may store and use petrol for refuelling vehicles and/or boats. Diesel is less flammable and is used where practicable. Petrol is stored in compliance with legal requirements and the Fuel Storage Procedure (SOP-SQC-020). Boats and vehicles are refuelled, where practicable, at service stations. Electrical safety is assured through competent maintenance and inspection of electrical installations and equipment. An Emergency Preparedness and Response Procedure (SOP-SQC-013) has been documented and implemented.

## 9. Exposure to hazardous substances (chemical or biological)

Hazardous substances include chemicals and biological agents (viruses, including novel coronavirus, bacteria, fungi, insects and other flora and fauna). Chemicals are stored and used in accordance with the relevant Safety Data Sheet (SDS), chemical risk assessments and Hazardous Substances Procedure (SOP-SQC-021). Biological agents are managed in accordance with risk assessments, Biological Agents Procedure (SOP-SQC-022) and COVID-19 specific risk assessments, training and procedures.

## 10. Interaction with members of the public (MOP)

Volunteers may be required to interact with members of the public (MOP) during CGU operations and/or training activities. A risk assessment may be required in such instances and assistance should also be requested from An Garda Síochána where applicable. Lone Working by volunteers is prohibited, and appropriate supervision should always be provided to volunteers, particularly when working with members of the public. Strong communication should also be maintained with the relevant RCC and/or other persons engaged in the operational/training activity.

In the event of any residual mental or emotional impact following a deployment/incident, IRCG volunteer personnel can contact Inspire Workplaces' confidential service 24/7 and/or liaise with their immediate line manager to arrange additional support. For IRCG full-time personnel and in addition to any support requested from an immediate line manager, the Employee Assistance Service (EAS) also provides a confidential support and referral service to staff and management on a wide variety of problems and difficulties arising both inside and outside the workplace.





# 3

## Safety Assurance





## 3 Safety Assurance

### 3.1 What is Safety Assurance?

Safety assurance is how IRCG ensures that safety is managed in accordance with the Safety Management System, its legislative/regulatory obligations and also, the provisions of National SAR Plan (2019) which require that a range of measures be implemented along the principles of continuous system improvement, risk assessment and safety management.





### 3.2 Safety Compliance

Safety Compliance means compliance with the requirements of the Safety Management System, Irish and European legislation, applicable standards and commitments and this Safety Statement. This is achieved by conducting the following activities:

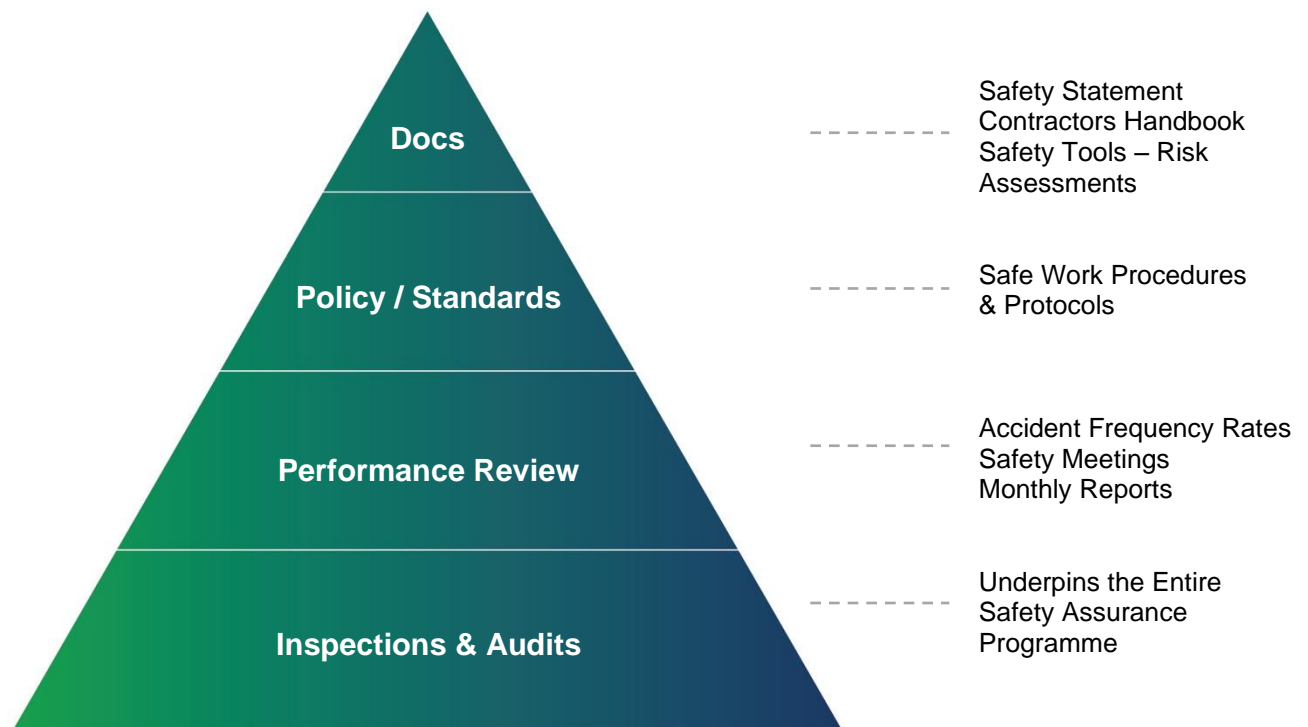


Figure 22 Safety Compliance Activities

The safety compliance programme consists of the following:

- **Completion of Safety Audits**

The safety compliance programme is developed using a risk based approach. Where high risk safety issues are brought to the attention of OHS Management, a safety review is conducted to document the scope of the issue and identify appropriate actions. The safety review will identify and record all outstanding matters and if necessary escalate serious issues.

- **Review/Updating of Safety Statement to ensure it is accurate and relevant**

The Safety Statement is now published as a controlled document where changes can be made quickly by version updates. A review is carried out every year or when significant business changes occur, and updated if and when required. We encourage all staff to read the document and get involved in the existing safety culture.

- **Review of SOPs**

For all activities, the IRCG requires a Standard Operating Procedures (SOPs) be drafted per the provisions of the IRCG Document Control Procedure (SOP-SQC-001). SOPs provide a comprehensive step-by-step guide to performing a work activity safely, and the IRCG's SQC section Management will provide assistance to all those drafting SOPs.

- **Service Quality Measures**

The IRCG SQC section may carry out regular audits in relation to defined service quality measures. These measures may relate to fire safety, and health and safety. Reports are issued on a regular basis and actions identified to progress issues. Where issues are not being resolved in a timely manner they will be escalated.

- **Safety Inspections**

Safety inspections/safety tours are carried out by the health and safety officer(s) in partnership with the operational units and third parties. Any issues that are found are to be communicated and actioned.

- **Incident Reporting**

Personnel can report any H&S hazard in confidence to the SQC section as outlined in the Communication and Consultation Procedure (SOP-SQC-003), and using the resources accessible via the ICE platform.

- **Operational Management**

All Managers are encouraged to facilitate Safety Leadership Inspections in their areas. This promotes a positive safety culture in the IRCG and aligns with the principles of 'Top Down Bottom Up Approach' outlined in Section 0.5.

## **Document Control**

IRCG has established a process for the control of documentation, their generation and management of any content change. The availability of documentation required by relevant personnel is available on the central document platform.

### 3.3 Deviation Management

The IRCG define a 'deviation' as the suspicion and/or confirmation of a measurable divergence from a regulatory requirement, documented standard, procedure, code of practice and/or operational guideline. Notification of Deviation Occurrence can originate from sources as diverse as CUSM and/or Coastal Unit personnel reports, regulatory inspection observations and stakeholder (e.g. Public, Other PRAs, Local and National bodies) feedback on their satisfaction with IRCG delivered services etc.

IRCG Deviation Management Procedure (SOP-SQC-005) provides personnel the guidance and tools with which to formally acknowledge a deviation event occurrence, notify stakeholders, provide initial containment and investigate root cause within a defined period.

Doing so also ensures any learning(s) derived from the use of these tools progress to inform future IRCG policy, procedure, goals and objectives, and supporting the concept of Continuous Improvement (CI).





# 4

## Safety Promotion





## 4 Safety Promotion

### 4.1 Safety Training

IRCG recognises the importance of training as part of its safety management system. Training partners have been reviewed prior to inclusion on the IRCG Training Provider's framework. A suite of safety training courses are available. Please contact your line manager or HR for further details.

Line managers ensure that personnel have the appropriate competencies for assigned tasks/duties. The competence of existing personnel is maintained through training and awareness as required. Basic competency requirements for volunteers are set out in the training matrix on ICE.

Personnel who manage volunteers complete a designated safety management training course in addition to their previous education and experience.

Coast Guard Unit Personnel receive On-the-job training, Internal Training Courses and Accredited Training.

Appropriate training is provided to volunteers, as appropriate to their CGU and the activities conducted:

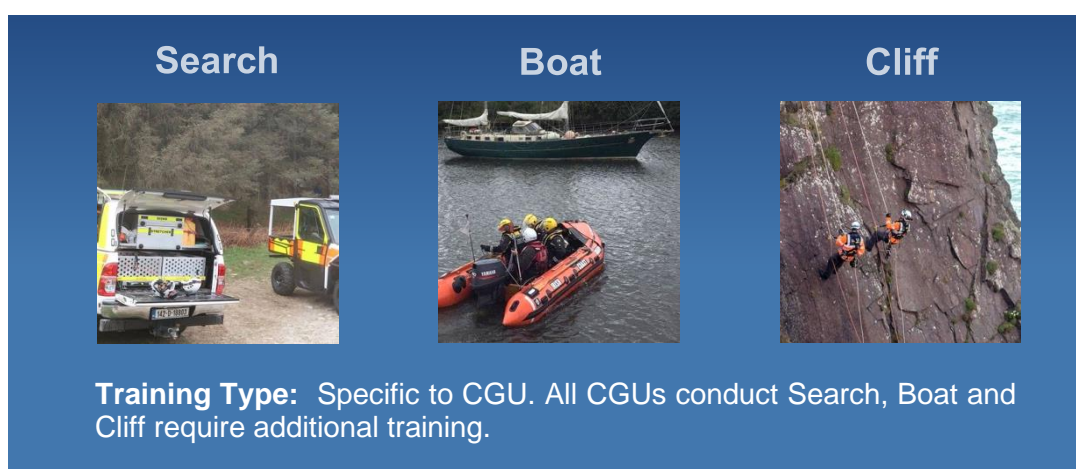


Figure 23 Training Types

Training records for volunteers are maintained on ICE.

### 4.2 Safety Representative

In accordance with the 2005 Act, Safety Representatives have been appointed across all areas of the IRCG to represent their colleagues in consultations with IRCG management on matters of safety, health and welfare. SOP-SQC-003, IRCG OHS Communication and Consultation procedure provides further guidance regarding the function of the safety representative.

## 4.3 Safety Notices

Safety bulletins are issued on a regular basis to remind personnel of key safety topics. Please check ICE or your local notice board. A sample of these posters is included:

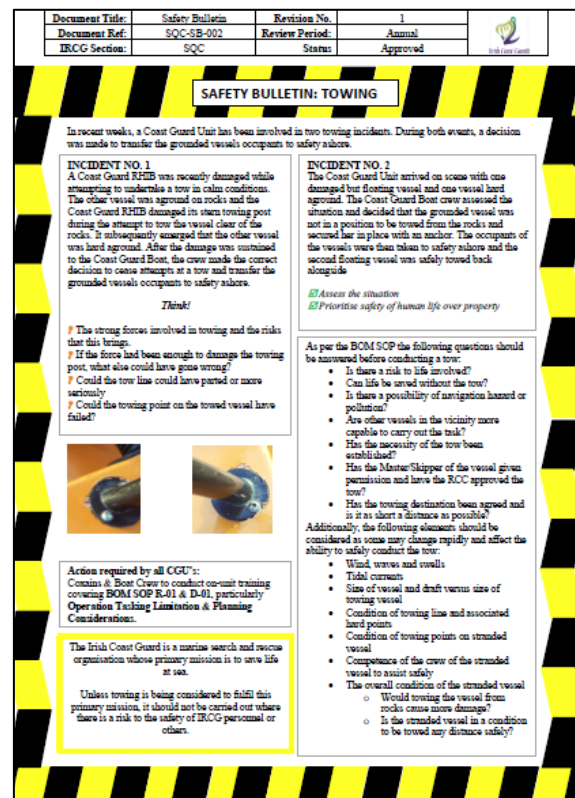


Figure 24 Safety Notice Examples

IRCG maintains open communication channels and promotes health and safety through emails, notices, safety alerts, direct conversations and consultation, and through formal minuted meetings. Further details are outlined in the Communication and Consultation Procedure (SOP-SQC-003).

## 4.4 HR Policies

IRCG personnel have access to a range of policies related to their health, safety and wellbeing. Please refer to relevant information using ICE or by liaising your direct line-manager (OiC, DOiC and/or CUSM) for further information. The Voluntary Services & Training Coast Guard Code provides information on specific HR policies, and includes information on creating a Positive Volunteering Environment and the Grievance and Complaints Procedure (SOP-SQC-025). Coast Guard policy is that every volunteer has a right to volunteer in an environment free of any form of bullying, harassment or sexual harassment.



## 4.5 Personnel Wellbeing

### Pregnant, post-natal and breast feeding personnel:

Pregnant personnel must inform management when they become aware of their pregnancy. This may prompt a risk assessment to identify hazards that may present a risk during pregnancy.

### Night-Time Duty:

Long duration searches have night-time hours restricted, when necessary.

### Fatigue:

Fatigue is a recognised hazard and managed as per activity risk assessment.

### Bullying and Harassment:

Bullying and harassment is recognised as a hazard in all workplaces. With regard to IRCG volunteer personnel; this hazard is specifically addressed within the CGU&S Code, whereas for IRCG full-time personnel; the Dignity at Work document and Circular are accessible via the HUB provides the anti-bullying, harassment and sexual harassment policy for the Irish Civil Service.





## Appendix 1: Correlation Matrix

Applicable Clause of ISO 45001	Safety Statement Section
4.1 Understanding the Organisation and its Context	Section 1 1.1 IRCG Safety Policy 1.3 Table of Safety Activities 1.4 Oversight and Assurance
4.2 Understanding the Needs and Expectations of Workers and Other Interested Parties	1.5 Safety Discussions 0.5 What is top down and bottom up approach 4.2 Safety Representative
4.3 Determining the Scope of the OH&S Management System	1.1 IRCG Safety Policy
4.4 OH&S Management System	Safety Statement
5.1 Leadership and Commitment	Section 1 Safety Policy and Objectives
5.2 Leadership and Worker Participation - OH&S Policy	Section 1 Safety Policy and Objectives
5.3 Organisational Roles, Responsibilities and Authorities	1.3 Table of Safety Activities (RACI Matrix)
5.4 Consultation and Participation of Workers	1.5 Safety Discussions 0.5 What is top down and bottom up approach 4.2 Safety Representative
6.1.1 Planning - Actions to Address Risks and Opportunities	Section 2 Risk Management
6.1.2 Planning – Risk Assessment and Identification of Opportunities	Section 2 Risk Management 0.7 Organisational Risk/Opportunity
6.1.3 Planning - Determination of Legal Requirements and Other Requirements	3.2 Safety Compliance
6.1.4 Planning - Planning Action	Section 2 Risk Management
6.2.1 Planning - OH&S Objectives	Section 1 Policy and Objectives
6.2.2 Planning - Planning to Achieve OH&S Objectives	Section 1 Policy and Objectives
7.1 Support - Resources	Section 2 Risk Management
7.2 Support - Competence	4.1 Safety Training
7.3 Support - Awareness	4.2 Safety Notices
7.4 Support - Communication	4.2 Safety Notices
7.5 Documented Information	3.1 What is Safety Assurance?
8.1.1 Operation - General	Section 2 Risk Management 4.2 HR Policies 4.3 Personnel Wellbeing
8.1.2 Operation - Eliminating Hazards and Reducing OH&S Risks	Section 2 Risk Management 4.4 HR Policies 4.5 Personnel Wellbeing
8.1.3 Operation - Management of Change	2.3 Change Management 3.3 Deviation Management
8.1.4.1 Operation - Procurement - General	2.6 Contractor Management
8.1.4.2 Operation - Procurement - Contractors	2.6 Contractor Management
8.1.4.3 Operation - Procurement - Outsourcing	2.6 Contractor Management
8.2 Operation - Emergency Preparedness and Response	2.8 Emergency Preparedness and Fire Safety
9.1.1 Performance Evaluation - Monitoring, Measurement, Analysis and Performance Evaluation	1.6 How Do We Measure Safety in IRCG?
9.1.2 Performance Evaluation - Evaluation of Compliance	3.2 Safety Compliance
9.2.1 Performance Evaluation - Internal Audit	3.2 Safety Compliance
9.2.2 Performance Evaluation - Internal Audit Programme	3.2 Safety Compliance
9.3 Performance Evaluation - Management Review	1.1 IRCG Safety Policy 1.4 Oversight and Assurance Structure 1.5 Safety Discussions

Applicable Clause of ISO 45001	Safety Statement Section
10.1 Improvement - General	1.1 Safety Policy and Objectives Section 2 Risk Management 4.5 Organisational Risk and Opportunity
10.2 Improvement - Incident, Nonconformity and Corrective Action	Section 2 Risk Management 2.5 Incident Management
10.3 Improvement - Continual Improvement	1.1 IRCG Safety Policy Section 2 Risk Management 0.7 Organisational Risk/Opportunity

Safety Statement Section	Applicable Clause of ISO 45001
INTRODUCTION	
0.1 Action in The Event of An Emergency	
0.2 Top Ten Safety Behaviours IRCG Asks of You	
0.3 Table of Contents	
0.4 Introduction	
0.5 What is top down and bottom up approach	5.4 Consultation and Participation of Workers
0.6 Scope	4.3 Scope of OHSMS
0.7 Organisational Risk/Opportunity	6.1 Actions to Address Risks and Opportunities
SECTION 1 SAFETY POLICY AND OBJECTIVES	5.1 Leadership and Commitment 6.2.1 Planning - OH&S Objectives 6.2.2 Planning - Planning to Achieve OH&S Objectives 9.3 Performance Evaluation - Management Review 10.1 Improvement – General 10.3 Improvement - Continual Improvement
1.1 IRCG Safety Policy	4.1 Understanding the Organisation and its Context 4.3 Determining the Scope of the OH&S Management System 5.2 Leadership and Worker Participation - OH&S Policy
1.2 How Do We Manage Safety In IRCG?	4.1 Understanding the Organisation and its Context
1.3 Table of Safety Activities	5.3 Organisational Roles, Responsibilities and Authorities
1.4 Oversight and Assurance Structure	9.3 Performance Evaluation - Management Review
1.5 Safety Discussions	4.2 Understanding the Needs and Expectations of Workers and Other Interested Parties 5.4 Consultation and Participation of Workers
1.6 How Do We Measure Safety In IRCG?	9.1.1 Performance Evaluation - Monitoring, Measurement, Analysis and Performance Evaluation
SECTION 2. SAFETY RISK MANAGEMENT	6.1.1 Planning - Actions to Address Risks and Opportunities 6.1.2 Planning – Risk Assessment and Identification of Opportunities 6.1.4 Planning - Planning Action 7.1 Support – Resources 8.1.1 Operation – General 8.1.2 Operation - Eliminating Hazards and Reducing OH&S Risks 10.1 Improvement – General 10.2 Improvement - Incident, Nonconformity and Corrective Action 10.3 Improvement - Continual Improvement
2.1 What is risk assessment?	
2.2 Hazard / Risk Identification	
2.3 How is risk managed at IRCG?	

Safety Statement Section	Applicable Clause of ISO 45001
2.4 Management of Change	8.1.3 Operation - Management of Change
2.5 Incident Management	10.2 Improvement - Incident, Nonconformity and Corrective Action
2.6 Contractor Management	8.1.4.1 Operation - Procurement - General 8.1.4.2 Operation - Procurement - Contractors 8.1.4.3 Operation - Procurement - Outsourcing
2.7 Permit to Work	
2.8 Emergency Preparedness and Fire Safety	8.2 Operation - Emergency Preparedness and Response
2.9 Top Ten Hazards	
SECTION 3. SAFETY ASSURANCE	
3.1 What is Safety Assurance?	7.5 Documented Information
3.2 Safety Compliance	6.1.3 Planning - Determination of Legal Requirements and Other Requirements 9.1.2 Performance Evaluation - Evaluation of Compliance 9.2.1 Performance Evaluation - Internal Audit 9.2.2 Performance Evaluation - Internal Audit Programme
3.3 Deviation Management	
SECTION 4. SAFETY PROMOTION	
4.1 Safety Training	7.2 Support - Competence
4.2 Safety Representatives	5.4 Consultation and Participation of Workers 7.3 Support – Awareness 7.4 Support – Communication 9.3 Performance Evaluation - Management Review
4.3 Safety Notices	7.3 Support – Awareness 7.4 Support – Communication
4.4 HR Policies	8.1.1 Operation – General 8.1.2 Operation - Eliminating Hazards and Reducing OH&S Risks
4.5 Personnel Wellbeing	8.1.1 Operation – General 8.1.2 Operation - Eliminating Hazards and Reducing OH&S Risks

Revision	Date	Detail
0	12/02/2021	New Safety Statement/Handbook developed in accordance with ISO 45001:2018.
1	02/03/2021	Pg. 32 language pertaining to Boat Ops and Pg. 41, Safety Representative amended.



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