

Audit, Finance & Risk Committee
2 July 2020

Report for Agenda Item | Rīpoata moto e Rāraki take 4

Department: Corporate Services

Title | Taitara QLDC Organisational Health, Safety and Wellbeing Performance

PURPOSE OF THE REPORT | TE TAKE MŌ TE PŪRONGO

- 1 The purpose of this report is to provide the Audit, Finance & Risk Committee with a regular update on the Health & Safety performance of the organisation.

RECOMMENDATION | NGĀ TŪTOHUNGA

- 2 That the Audit, Finance & Risk Committee:

1. **Note** the contents of this report.

Prepared by:



Alan Thomas
Health & Safety Manager

15/06/2020

Reviewed and Authorised by:



Meghan Pagey
People & Capability
Director

15/06/2020



Meaghan Miller
General Manager, Corporate
Services

15/06/2020

CONTEXT | HOROPAKI

- 3 Queenstown Lakes District Council (QLDC) has duties under the Health and Safety at Work Act and subsequent regulations to ensure the safety of employees, and all other persons, at, or in, the vicinity of work or subsequently affected by the work. This duty is upheld through QLDC's safety management system, which is guided by good practice and designed to address operational risks and workforce behaviour.

ANALYSIS AND ADVICE | TATĀRITANGA ME NGĀ TOHUTOHU

Health & Safety Committee Chair: Quarterly Summary

- 4 The focus for the reporting period from a Health & Safety perspective has been on the COVID-19 response. In particular, the in-house HR and Health & Safety teams focussed on the activation of the Business Continuity Plan (BCP), and overall response for the organisation. That included a clear focus on the health, safety and wellbeing of QLDC staff, contactors and visitors to any QLDC sites. Health & safety representatives provided support throughout the BCP response effort. This report therefore outlines the key actions and areas of focus for the BCP Response. By way of summary, throughout the various Alert Levels from 4 to 2, updates have been provided on how and when staff can return safely back to their workplace. This included a staged return to the office through each of the alert levels.
- 5 Safety protocols were in place throughout the response for staff, contractors, and visitors to QLDC sites. There was also a clear wellbeing focus for staff throughout, which will continue to be the case as the recovery continues. Due to the limited risk exposure for staff and contractors over this time, including the closure of facilities, there were very few safety events to report.
- 6 The People and Capability team, Health and Safety Manager and the Business Continuity Plan Response Team (BCP) team have done a fantastic job supporting staff in this difficult time and provided clear guidance, procedures and information to stay safe and well. If for any reason New Zealand is escalated back through the Alert Level system, QLDC is well placed to respond with our existing, and now well practiced procedures.

Health & Safety Manager

- 7 The focus for the reporting period was on the COVID-19 Business Continuity response for the QLDC organisation. We have therefore taken the opportunity in this quarter's Health & Safety Manager report to update the Committee on the key information relating to that response. The remainder of the report will then address the core, standard safety report for the period.

COVID-19

- 8 The Business Continuity Plan (BCP) Response Team was established in early March, and was responsible for responding to, managing and monitoring the impact of New Zealand's national COVID-19 response, to the QLDC organisation. This group had representation across the organisation, and met regularly to discuss and plan for key impacts of the

COVID-19 response to QLDC's business operations. Sub-groups were also established within the BCP response to focus on:

- Safety & wellbeing and staff movements
- Service levels
- Technology
- Communications – staff, councillors & public
- Office logistics and vehicle use

9 A timeline summary is available at Appendix One to this report for the Committee's reference.

10 Key areas of focus for the BCP response included:

Workplace Precautions

11 Prior to Alert Level 4 QLDC established protocols to minimise risk of infection which included; hygiene, distancing and minimising contact, vehicle and meeting room use and site visits.

12 A number of QLDC staff were redeployed to assist the welfare function of the Emergency Operations Centre (EOC). Staff safety during these activities was ensured by the use of protocols developed for essential workers, risk assessments and Ministry of Health Guidelines.

Working from Home

13 The majority of QLDC staff were able to work from home throughout Alert Levels 3 and 4. This process was well supported by the technology solutions in place, and as a temporary arrangement was relatively straightforward to achieve.

14 The safety & wellbeing of staff remained a focus throughout the lockdown period, with a range of initiatives implemented over this period:

- Online guidance via QLDC intranet site created for home office setups, safety and ergonomics, working from home wellbeing/welfare.
- Regular communications to staff and managers on key information related to the progress of the BCP response
- EAP Services remained available to all staff through online options including virtual calls.
- Online training was offered with subjects ranging from How Local Government Works modules (induction programme), Te Reo and other business related skills such as data analysis, communication and conflict resolution.
- A series of audio toolkits on Foundations of Wellbeing focussing on wellness and wellbeing practices.
- Sport & rec teams provided online fitness programmes to the community and staff.

Returning to the Workplace

Preparation for Alert Level 3

15 The default position for Alert Level 3 was for staff to continue to work from home where possible. Essential services were the exception, in addition to the limited number of staff who were unable to work due to the closure of facilities. The Gorge Rd office was made available for staff identified as essential services, who could not perform their duties from home. Operational maintenance at the parks depots and some public facilities was undertaken from 28 April. A task list of requirements to be completed was drawn up. These included:

- A 'deep clean' of the buildings, checking that building infrastructure and security and safety items were functional
- Hygiene products and PPE available
- Systems to sign in for contact tracing purposes, physical as well as electronic
- Protocols for the return to the office established and posters to help remind staff about hygiene and distancing
- Safety plans developed for staff that were returning. These were reviewed by the HS manager and once approved staff were placed on an 'authorisation register'
- PPE and thorough cleaning regimes were also implemented for QLDC staff requiring vehicle access for site visits
- 'Drive-through' flu shots organised and staff returning to the workplace encouraged to take advantage of this
- Knowledge Management (KM) assessed the office for workstations and equipment availability, during Alert Level 4 some items had been allowed to be taken home to provide staff with better home office solutions. KM were also on hand to troubleshoot any problems on return to the office
- A 50% capacity of the building as a maximum occupancy, with workstation seating to comply with distancing protocols
- Perspex screens and physical distancing guides installed in customer facing areas

16 This allowed a relatively seamless transition to start back to the workplace and provided the basis to open further offices and facilities on a staged basis across QLDC.

17 QLDC contractors also commenced some limited work (again, essential services only) following reviews of their return to work plans under Alert Level 3 by the HS manager.

Preparation for Alert Level 2

18 Under Alert Level 2, public facilities including libraries were able to re-open; and QLDC in the first instance enabled up to 50% of office-based staff to return to the office. In preparation for this, managers worked with their teams to develop a Level 2 team plan. The plan in the first instance identified those who were a priority to return to the office, and those who could continue to work from home.

19 Priority was assessed on the following:

- Leadership/management requirements
- Operational requirements
- IT network requirements
- Home office effectiveness

20 QLDC Health and Safety Representatives played a part in answering any questions returning staff had, promoting hygiene and distancing and, as always, leading the way by setting an example.

Returning under Alert Level 1

21 With restrictions relating to public facilities and workplaces generally lifted under Alert Level 1, business operations have returned to a 'new normal', which includes consideration of alternate/flexible ways of working for office based-staff. Workplace trials are underway to test options in this regard. Contact tracing options via the NZ Tracer App remain available for staff and members of the public to use.

Staff Feedback

22 Between 16 and 21 April, QLDC conducted a 'pulse survey' to check in with the organisation to help guide our future wellbeing and communication strategies. The results show us that on the whole, staff felt well informed and supported through the COVID-19 response, and their confidence in leadership to respond to the crisis remained strong.

General Safety Report

23 This quarter the main focus on safety has been on the response to the Coronavirus and Lockdown. Incident reports have obviously decreased not because of 'non-reporting' of incidents but the fact that the vast majority of QLDC staff were working from home and most contractors were not in the workplace. We have still had incident reports during the Lockdown which demonstrates our continuing good safety culture.

Reporting period

24 As health, safety and wellbeing information is captured at the end of each calendar month, the statistics captured in this report cover the period 1st February 2020 through 31st May 2020.

Key Risks

25 Key organisational health and safety risk themes that require continuous or improved management, are outlined below:

a. Contractor Activities

Refers to contract workers and work, engaged by or on behalf of QLDC

b. Fleet Operations

Refers to all QLDC work related vehicle and mobile plant use

c. Public Interaction

Refers to all direct engagement with the general public for work purposes

d. Fitness for Work

Refers to workers physical & mental capacity to perform work safely

e. Isolated Workers

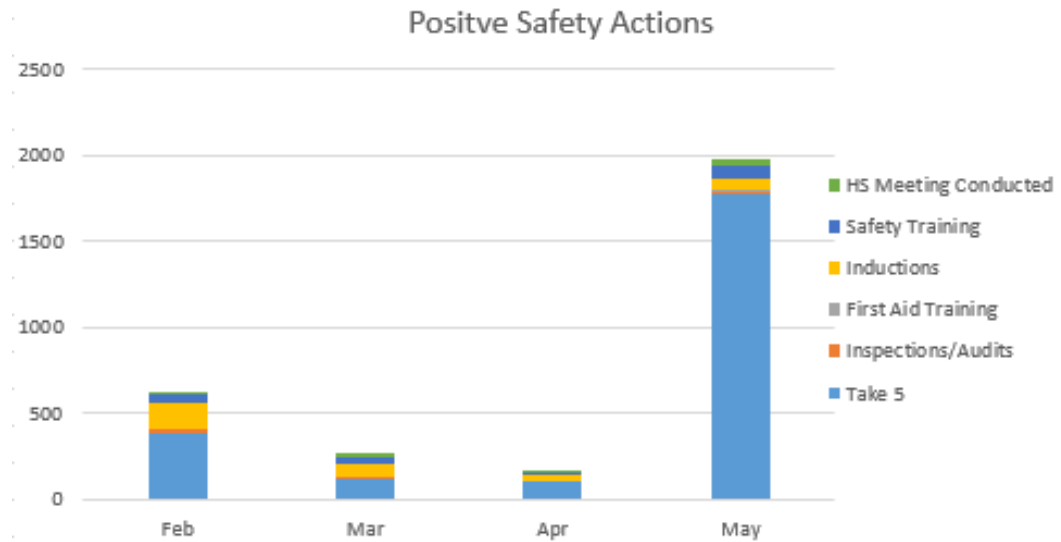
Refers to workers operating alone or from remote locations

f. Volunteer Activities Refers to volunteer workers and work, engaged by or on behalf of QLDC

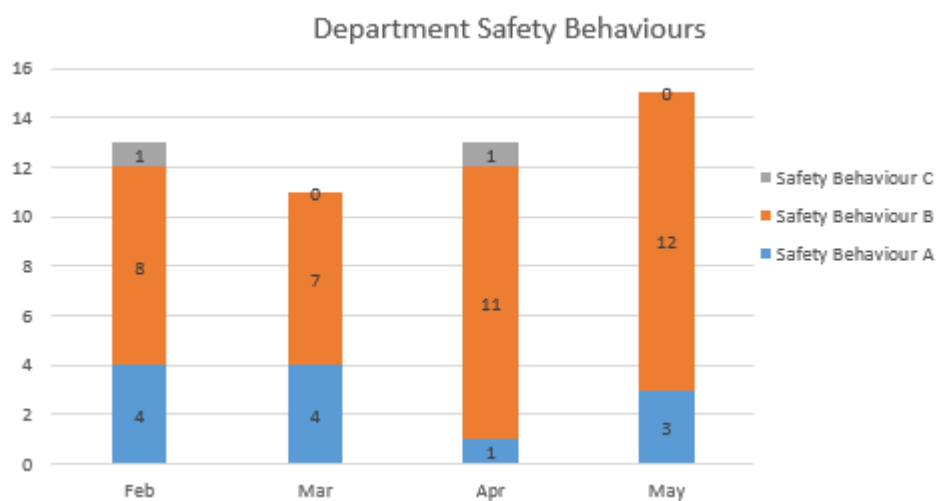
Lead Indicators

26 Positive Safety Actions.

- a. Health and Safety Meetings conducted within departments or with contractors. (Total 76)
- b. Safety Training-Education: Any sessions conducted with employees that provide skills and knowledge to perform work safely. (Total 176)
- c. Inductions. The first step in engaging our employees in working safely at QLDC. (Total 316). Note this figure contains re-inductions for staff coming back into the workplace as Alert Levels dropped.
- d. First Aid Training. (Total 26)
- e. Inspections/Audits. Opportunities for improvement and to ensure that our workplace or our contractor's workplaces are compliant. (52)
- f. Take 5. Any assessments that identify the risks and control measures associated with a work process or situation. (Total 2368)



- g. **Department Safety Behaviours** Council departments are required to rate their monthly safety performance based on a simple question; Have they improved safety (A score) or has it been business as usual (B score)? A department is usually expected to rate themselves a C in response to a significant accident or incident or where they consider their performance is in need of improvement.

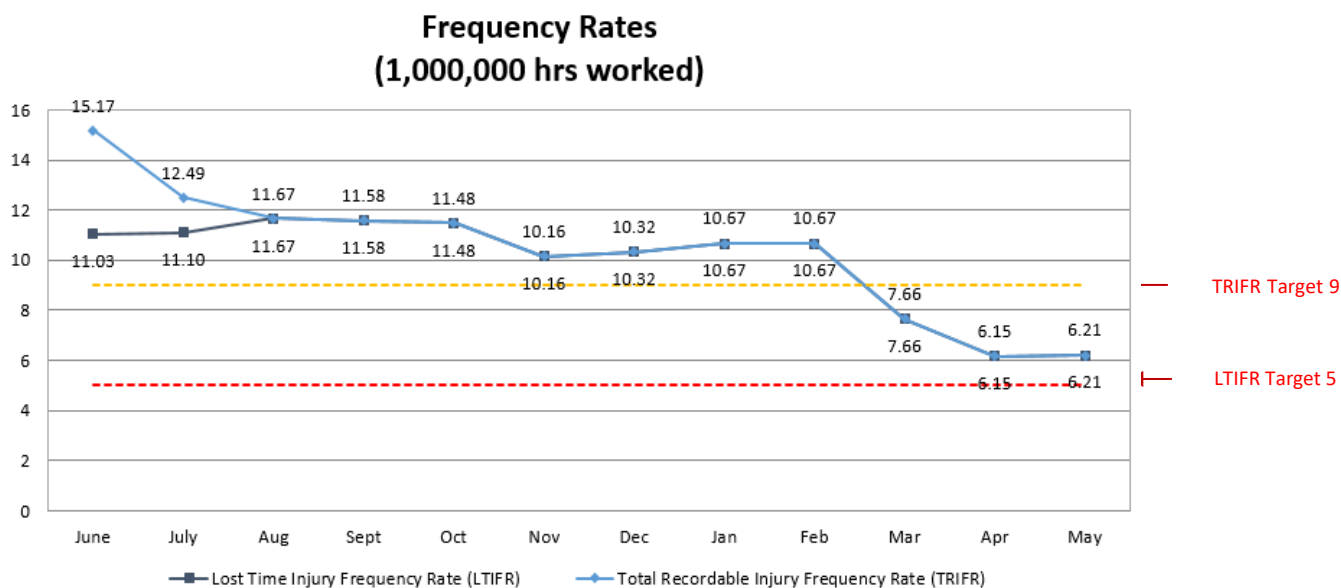


Safety Statistics

a. **TRIFR** (Total Recordable Incident Frequency Rate, these include all Recordable incidents: MTC, Medical Treatment Case. RWC, Restricted Work Case, LTI, Lost Time Injury). Target for TRIFR is below 9.

LTIFR (Lost Time Injury Frequency Rate this only covers LTI, Lost Time Injury). Target for LTIFR is below 5.

The number of recordable cases, multiplied by 1,000,000, then divided by the total number of exposure hours worked.



b. **Employee Significant Incidents** These are Recordable Incidents plus any Notifiable Events. Notifiable Events are notifiable to WorkSafe New Zealand.

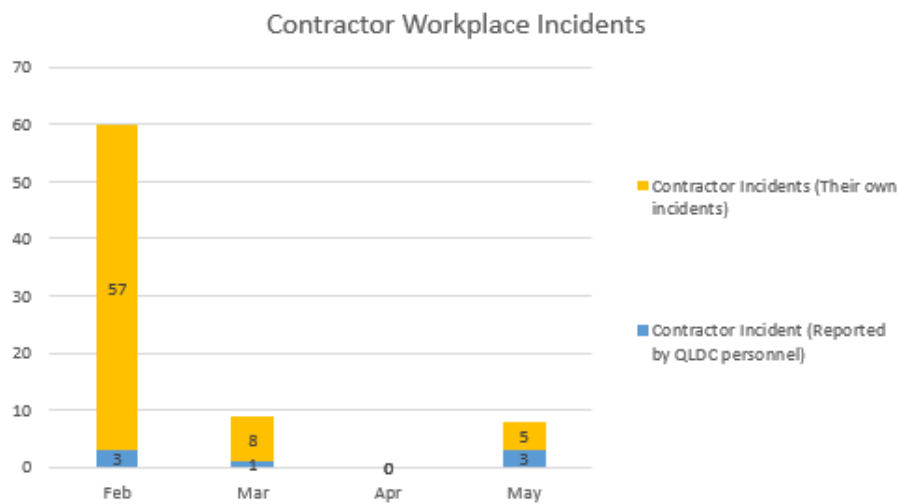


NB: The event above relate to a Lost Time Injury and is summarised at item 11 in this report. There were no Notifiable employee events during the reporting period.

c. Employee Incidents



d. Contractor Incidents




e. Public and Volunteer Incidents These are incidents involving a QLDC workplace as defined in the Health and Safety at Work Act.




27 Significant Incidents (February – May 2020).

Incident	Findings and Action taken
<p><u>Lost Time Injury</u></p> <p>QLDC worker failed to close hatchway on a proprietary scaffold and whilst conducting inspection fell part way through sustaining a cracked rib, bruising and strain to wrist</p>	<ul style="list-style-type: none"> • Incident investigated. Neither the inspector nor the builder closed or checked that the hatch was closed prior to starting the work. There is a duty of care to others and your own safety. • Scaffold supplier failed to provide instructions to the builder on the safe operation of the scaffold. There is a duty of care for a PCBU who supplies equipment to the workplace that they must ensure that the safe operation is understood. The supplier did not provide any instructions on closing the hatch when platform in use
<p><u>Serious Occurrence</u></p> <p>A sub-contractor of a Council contractor was observed by QLDC staff entering a site where work was occurring and did not observe the requirements of the hazard board. Specifically, to call the site supervisor before entering the site before progressing due to rock fall hazard.</p> <p>The size of the rocks presented a significant risk which was why the road had been closed and the requirement to contact the site supervisor.</p>	<ul style="list-style-type: none"> • Incident investigated. QLDC staff informed contractor on site who stopped work. • Sub-contractor involved was new to the Queenstown team. They had visited the site on two previous occasions with trained staff and been made aware of the requirement to notify the site supervisor. On this occasion they visited the site on their own and did not contact the supervisor as there appeared to be no one present. • Corrective actions are as follows: • Sub-contractor to include H&S procedures for entering sites. • Site entry instructions updated so that onsite contact will be phoned regardless if the site appears not be occupied. • Contractor to replace the generic signage and install more specific signage on the road when they are undertaking works to notify any site visitors that they are working onsite. Sign and cones be place in the road way to make this apparent.

28 WorkSafe Notification Unsafe events/tasks that required notification to regulator.

		
Notifiable Event Type	#	Description
	0	

29 Communications: Critical safety warnings or information that is broadcast across the organisation.

 Safety Alerts	
COVID-19	<ul style="list-style-type: none"> Information provided on YODA (internal intranet) of procedure to follow. As detailed in section 5 of this report. Update emails from the BCP team to all staff on relevant developments and Government media releases.

30 Training: Courses that have been prepared to ensure employees perform work safely.

Month	Type
February	<ul style="list-style-type: none"> Strength and Resilience Workshop
March	<ul style="list-style-type: none"> Wellbeing sessions with Adam Chalmers Online training was offered with subjects ranging from How Local Government Works modules, different ways of learning Te Reo to other business related skills such as data analysis, communication and conflict resolution.
April	<ul style="list-style-type: none"> Online training as per March
May	<ul style="list-style-type: none"> Objection Handling – techniques to deal with stressed and emotional customers Foundations of Wellbeing Audio Series – Available to all staff through YODA

31 Wellbeing: Steps the organisation is taking to ensure the physical and mental health of the workforce.

Month	Initiative
February	<ul style="list-style-type: none"> Introduction to Mindfulness Mental Health Awareness
March	<ul style="list-style-type: none"> Healthy Heart Checks
April	<ul style="list-style-type: none"> Flu shots
May	<ul style="list-style-type: none"> Flu shots

CONSULTATION PROCESS | HĀTEPE MATAPAKI:

> SIGNIFICANCE AND ENGAGEMENT | TE WHAKAMAHI I KĀ WHAKAARO HIRAKA

- 32 This matter is of low significance, as determined by reference to the Council's Significance and Engagement Policy because it is purely operational in matter and does not directly affect Council's level of service to the community.
- 33 This matter is of low significance and therefore does not require community consultation.
- 34 The persons who are affected by or interested in this matter are: Employees, contractors, volunteers and public persons engaged with council for the purposes of work or directly influenced by the councils work process
- 35 The Council has not consulted directly on this matter in the past.

> MĀORI CONSULTATION | IWI RŪNANGA

- 36 Community consultation is not required for this matter.

RISK AND MITIGATIONS | NGĀ RARU TŪPONO ME NGĀ WHAKAMAURUTANGA

- 37 This matter relates to the management and governance framework for all Health and Safety risks that are documented within the My Safety Register.
- 38 This Health and Safety framework helps to support the development of a more engaged and capable Health & Safety culture across the Council; leading to more effective hazard identification and mitigation outcomes.

FINANCIAL IMPLICATIONS | NGĀ RITENGA Ā-PŪTEA

- 39 None

LEGAL CONSIDERATIONS AND STATUTORY RESPONSIBILITIES | KA TURE WHAIWHAKAARO, ME KĀ TAKOHAKA WAETURE

- 40 Queenstown Lakes District Council has legal duties owed under the Health and Safety at Work Act, and associated regulations, which must be considered in all Council health, safety and wellbeing matters.

ATTACHMENTS | NGĀ TĀPIRIHANGA

A	Appendix One – Timeline of key dates Business Continuity Response QLDC
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Appendix One

Timeline of key dates

Business Continuity Response QLDC

- 19 March – Trial working at home undertaken with 50% of staff participating
- 23 March - Otago Anniversary - All QLDC sport and recreational facilities and libraries closed.
- 24 March – NZ Government implement Alert Level 3. All QLDC office-based staff start working from home
- 25 March – NZ Government implement Alert Level 4.
 - Public facilities remain closed
 - Office buildings closed to public and majority of staff
 - Essential workers identified & provided clearance to enter office space on an exceptional basis, and carry out essential work as required
 - Staff unable to work from home redeployed to other work where possible, primarily Welfare Assistance to Emergency Operations Centre. Health & safety requirements considered for all redeployment activities.
- 27 April – NZ Government move down to Alert Level 3
- 28 April - Queenstown Parks depot, Queenstown Event Centre, Wānaka Recreation Centre opened to staff and contractors only, so that some essential services can be undertaken as well as maintenance work.
- 13 May – NZ Government move down to Alert Level 2
- 14 May to 25 May – Office buildings and QLDC facilities reopened in stages. Up to 50% of staff return to workplace with the rest continuing to work from home. Gradual increase of number of staff in the office through to 9 June.
- 9 June – NZ Government drop Alert Level to Level 1. Maximum office and meeting capacity removed as well as the requirement for distancing at desks. Contact tracing to continue until further notice from the Government.