

**Audit, Finance & Risk Committee**  
**14 October 2021**

**Report for Agenda Item | Rīpoata mot 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**

---

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.

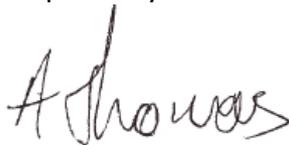
**RECOMMENDATION | NGĀ TŪTOHUNGA**

---

That the Audit, Finance & Risk Committee:

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

Prepared by:



Alan Thomas  
Health & Safety Manager

30/09/2021

Reviewed and Authorised by:



Meghan Pagey  
People & Capability Director

30/09/2021

## CONTEXT | HORPOAKI

---

- 1 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

---

### Reporting period

- 2 As health, safety and wellbeing information is captured at the end of each calendar month, the statistics captured in this report cover the period 1 May 2021 through 31 August 2021.

### Key Risks

- 3 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 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

### Health & Safety Committee Chair: Quarterly Summary

- 4 This reporting period has seen the conclusion of a programme of work on enhancing security across QLDC sites. The key project to complete this work has been the implementation of security ID cards for access to all buildings. There has been a lot of hard work put in to ensuring the on-going safety of QLDC staff, Councillors, and contractors.
- 5 There have been many wellbeing related highlights this last quarter. May was sign language week, which had a positive uptake by staff across the organisation. June was

‘Volunteer Week’, and an opportunity to showcase the great work our Volunteers do, including staff who volunteer their time to activities and charities in our community.

- 6 In July we had the departure of the former Health, Safety and Wellbeing (HSW) Chair Ulrich Glasner. We are grateful for the leadership Ulrich brought to this position. I, Nichola McKernan, have been voted as his successor and commenced the role in July. I am pleased to take on the role, and to be the first female Chair for this Committee.
- 7 There was one notifiable event and one serious occurrence this quarter. WorkSafe did not require to undertake an investigation for the notifiable event and released the scene. Both incidents have been investigated internally, and actions taken to minimise recurrence. See summary in section 15 of this report
- 8 New Zealand has seen our second nationwide lockdown. The response by QLDC staff has been commendable, including maintaining services to our communities. Of course, there is a need to remain vigilant, and to ensure that the mental health and wellbeing of our people is not forgotten. This remains a focus for the HSW Committee.

## Health and Safety Manager

### COVID-19

- 9 This reporting period covered moves to Alert Level 4, Alert Level 3, and Alert Level 2. At the time of writing, New Zealand outside of Auckland remains at Alert Level 2. Our established procedures for responding to Alert Levels ensured minimal disruption to QLDC services that could be undertaken at each level.
- 10 We have worked with one of our medical suppliers and the Southern District Health Board (SDHB) to provide Covid 19 vaccinations for staff and their families. This was run concurrently with a community vaccination programme from QLDC sites in Queenstown and Wanaka and has been well attended by staff and the community. It is noted that the current [vaccination order](#) in place does not specify mandatory vaccinations for any local government roles. It is therefore not intended that any roles within the QLDC organisation will require mandatory vaccination against COVID-19. This will be reviewed only if the vaccination order changes to include roles that may be within QLDC’s scope.
- 11 A number of medical centres have made use of QLDC facilities to conduct public vaccination clinics.
- 12 QLDC continue to keep staff updated on Covid-19 developments, in addition to reminding them of ongoing safety and hygiene protocols.

### General Safety

- 13 A key area of focus for this reporting period has been the introduction of security ID cards, for managed access to those areas of QLDC buildings that are not open to the public. ID cards have now been issued to staff, selected contractors, and Councillors. Additional security measures apply for access to buildings after hours. Access to buildings can be monitored, and the issuing and return of ID cards is actively managed by QLDC’s security

contractor in conjunction with key, authorised, QLDC officers. This move adds a layer of protection for staff and contractors using QLDC facilities in that access to back-office areas is now entirely restricted, and authorised personnel can be easily identified.

14 This project was introduced as part of the final stage of an organisation wide security enhancement program that was started in 2019 after an independent audit conducted by security professionals, Opsec.

15 Examples of other key security enhancements have included:

- CCTV and staff alert systems (panic buttons) installed
- Armed hold up, conflict management and de-escalation training for front-facing staff
- Improvements to security measures in reception areas
- Identification of secure 'retreat' zones within buildings
- High-risk field teams provided with personal locators and alert fobs
- Improvements in lighting and security around buildings and parking areas

16 Nichola McKernan was voted in as the new Chair of the staff Health & Safety Committee in July 2021. Nichola has been a health and safety representative for many years, and we look forward to her enthusiastic leadership in this role.

17 It was agreed that the Audit Finance and Risk Committee would conduct site visits twice a year, due to rescheduling the next site visit will be held at the next Committee meeting (meeting date to be confirmed)

### **Performance results 2020:2021**

18 Health and Safety targets are set for the period 1 July through 30 June annually, in line with Council's financial year. This section of the report relates to performance results for the full year through to 30 June 2021, with the remainder of the report focussing on the reporting period identified at point 4.

### **Overall Performance**

19 Good progress was achieved on Key Performance Indicators (KPI) for the year ending 30 June 2021, see Attachment A. Eight out of ten objectives were achieved.

### **Key project: Contractor Management**

20 The key health and safety improvement focus for 2020:2021 was Contractor Management. It is noted that Contractor Activities are identified in this report as one of QLDC's key risk areas to manage.

21 As part of the Primary Duty of Care (section 36) of the Health & Safety at Work Act (HSWA), reviews of a contractor's internal health and safety system (prequalification) is

an expectation of 'Lead PCBU's'. QLDC is a Lead PCBU when contractors are engaged to deliver work on the organisation's behalf. WorkSafe has set out expectations for lead PCBU's engaging contractors, some of these being

- To choose the best contractors and site managers for the job using prequalification, not simply choosing them based on cost
- To be a health and safety leader
- To set clear health and safety expectations and incorporate these into contracts with contractors
- To check health and safety records of potential contractors

22 QLDC has for some time had in place a system for Contractor Health & Safety Management. Responding to feedback that efficiencies to this paper-based system could make it more accessible and user-friendly, a project was identified to review and update it. This was set as a project focus for the 2020:2021 financial year.

23 Despite delays, due to Covid 19 alert levels the project has progressed well. Procedures have been updated and a trial with the Project Management Office undertaken. This has already seen improvements in the way we engage contractors using third party prequalification as well as better oversight of contractor incidents, this is reflected in section 14 d of this report. The next stage for this improvement project is developing and rolling out the updated procedures to the rest of the organisation. This forms part of the 2021:2022 Key Performance Indicators (KPI's).

#### **Performance indicators 2021:2022**

24 The Health and Safety Committee reviewed and put forward the KPI's for the 2021:2022 financial year, which were approved by the Executive Leadership Team, see Attachment B.

#### **Performance indicators – Reporting Period May 2021 to August 2021**

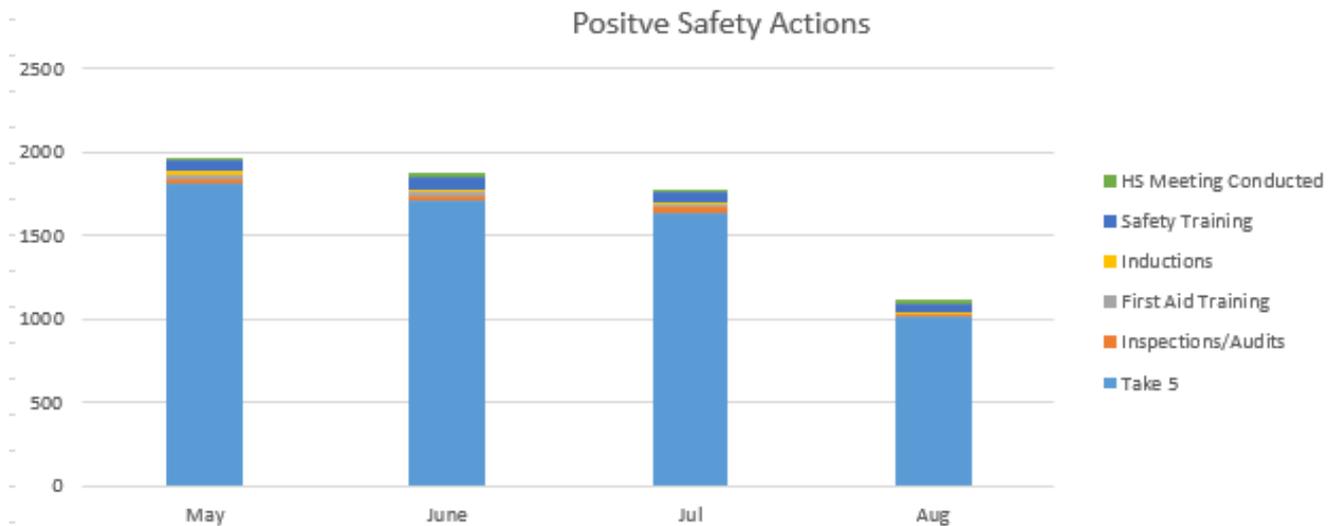
25 Note that results that follow from this point relate specifically to the reporting period 1 May 2021 to 31 August 2021. This addresses detailed safety performance results since the last Audit, Finance and Risk Committee meeting.

#### **Lead Indicators**

26 Positive Safety Actions

- a. Health and Safety Meetings conducted within departments or with contractors. (Total 74)
- b. Safety Training-Education: Any sessions conducted with employees that provide skills and knowledge to perform work safely. (Total 263)
- c. Inductions. The first step in engaging our employees in working safely at QLDC. (Total 71)

- d. First Aid Training. (Total 64)
- e. Inspections/Audits. Opportunities for improvement and to ensure that our workplace or our contractor’s workplaces are compliant. (Total 97)
- f. Take 5. Any assessments that identify the risks and control measures associated with a work process or situation. (Total 6159)



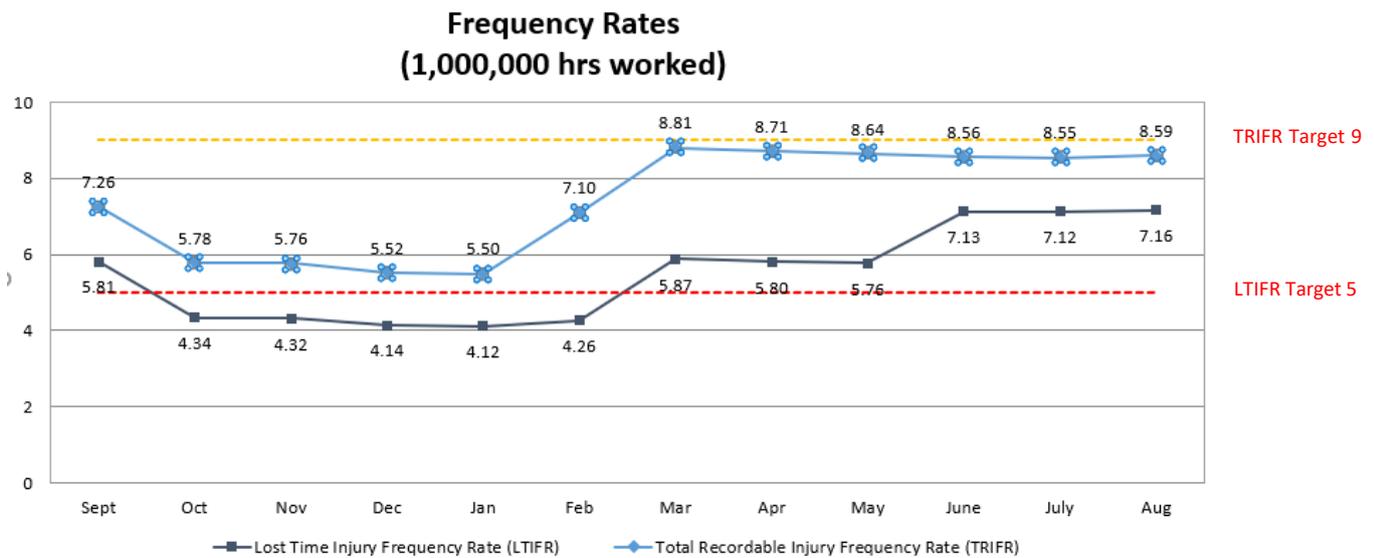
- g. **Department Safety Behaviours** Council departments are required to rate their monthly safety performance based on a simple question; Have they improved safety (A score), or has it been business as usual (B score)? A department is usually expected to rate themselves a C in response to a significant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



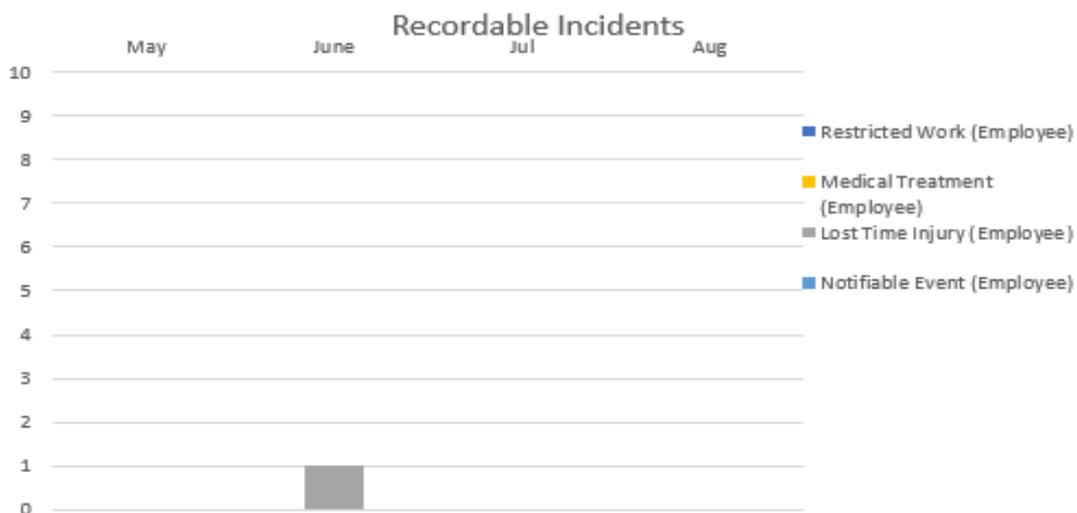
27 Safety Statistics

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.

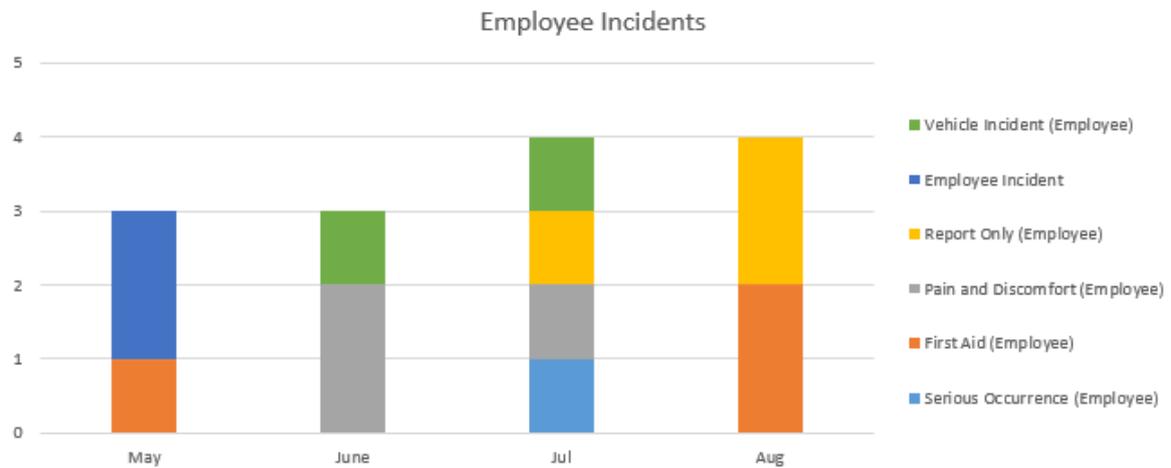


b. **Employee Significant Incidents** These are Recordable Incidents plus any Notifiable Events. Notifiable Events are notifiable to WorkSafe New Zealand.



NB: The event above relates to a Lost Time Injury (LTI); this is summarised at item 15 in this report. There were no Notifiable employee events during the reporting period.

**c. Employee Incidents**



NB: The Serious Occurrence above is summarised at item 15 in this report. There were no Notifiable employee events during the reporting period.

**d. Contractor Incidents**



NB: The key health and safety improvement focus for 2020:2021 was Contractor Management. Although statistics appear to be increasing this is due to the improvements providing better data collection. There was one Notifiable Event and one Serious Occurrence during this reporting period, these are summarised above.

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



NB: All the incidents above are of a minor nature.

**28 Significant Incidents (May 2021 - August 2021)**

Incident	Findings and Action taken
<p><b><u>Lost Time Injury</u></b></p> <p>QLDC worker accidentally kicked in head by child in swim class</p>	<ul style="list-style-type: none"> <li>• Taken to preferred medical supplier. Suspected concussion</li> <li>• Back to work plan in place</li> <li>• Although the incident resulted in an LTI the follow up was handled well</li> </ul>
<p><b><u>Serious Occurrence</u></b></p> <p>QLDC worker was struck in the neck by a golf ball that managed to penetrate the protective netting on the golf cart</p>	<ul style="list-style-type: none"> <li>• Treated at medical centre. Minor bruising</li> <li>• Investigation found that the netting had been inspected by the club manager the previous day, no damage apparent</li> <li>• Safety management plan updated, including new equipment (caged golf cart) are on order. NB: delivery delayed due to COVID-19.</li> </ul>

**Notifiable Event**

Gas main strike. Contractors’ sub-contractor was installing steel kerb alignment pegs. The gas main was struck in three separate places

- Area cordoned off and pipe isolated and repaired
- WorkSafe notified. WorkSafe did not require to undertake an investigation, and released the scene
- Internal investigation found no task analysis in place, no safety briefing, permit to work did not cover this sort of task
- Location service had been used to identify services, but the pipe had not been exposed sufficiently when placing the pegs
- Procedures rectified and new safety plan in place
- QLDC’s ELT has identified a trend from previous events and requested investigation into potential mitigations that may apply across the board where works risk striking underground services. Report back will be provided to AFRC at next meeting.

**Serious Occurrence**

Contractor worker was conducting a site walk with a visitor and entered a non-designated walkway area. They tripped and landed on a joist causing injury

- Worker taken to hospital for x-rays. Worker was discharged and allowed to return home that night
- WorkSafe notified by contractor as a precaution but the incident did not meet the criteria of a Notifiable Event
- Investigation found that no physical barrier and signage at the interface of the completed and uncompleted works. No noted or communicated information regarding access on to the area
- These points have been rectified, barrier and signage installed, morning pre starts now shared between workgroups

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

		
Notifiable Event Type	#	Description
Notifiable Incident	1	Contractor notified WorkSafe of gas service strike

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

 <b>Safety Alerts</b>	
Covid 19	<ul style="list-style-type: none"> <li>Information provided on YODA (internal intranet) of procedures to follow</li> <li>Update emails from the BCP team to all staff on relevant developments and Government media releases</li> </ul>

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

Month	Type
May	<ul style="list-style-type: none"> <li>Resilience Training</li> <li>GoodYarn Facilitators workshop</li> </ul>
June	<ul style="list-style-type: none"> <li>GoodYarn Pilot sessions x 2</li> <li>Resilience Training</li> </ul>
July	<ul style="list-style-type: none"> <li>Winter Driving</li> <li>Wellbeing workshops</li> <li>Asbestos Awareness</li> </ul>
August	<ul style="list-style-type: none"> <li>Incident investigation and risk management</li> <li>Resilience Sessions that were to be held have been postponed due to Lockdown</li> </ul>

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

Month	Initiative
May	<ul style="list-style-type: none"> <li>• Sign Language week</li> </ul>
June	<ul style="list-style-type: none"> <li>• National Volunteer week</li> </ul>
July	<ul style="list-style-type: none"> <li>• Plastic Free July</li> </ul>
August	<ul style="list-style-type: none"> <li>• Covid 19 Vaccinations</li> <li>• Daffodil Day</li> </ul>

**CONSULTATION PROCESS | HĀTEPE MATAPAKI:**

**> SIGNIFICANCE AND ENGAGEMENT | TE WHAKAMAHI I KĀ WHAKAARO HIRAKA**

33 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.

34 This matter is of low significance and therefore does not require community consultation.

35 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

36 The Council has not consulted directly on this matter in the past.

**> MĀORI CONSULTATION | IWI RŪNANGA**

37 Community consultation is not required for this matter.

**RISK AND MITIGATIONS | NGĀ RARU TŪPONO ME NGĀ WHAKAMAURUTANGA**

38 This matter relates to the management and governance framework for all Health and Safety risks that are documented within the My Safety Register.

39 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**

40 None

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

---

- 41 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**

---

Attachment A 2020 – 2021 safety key performance indicators

Attachment B 2021 – 2022 safety key performance indicators

**Attachment A**

**2020 – 2021 Key Performance Indicators – Health, Safety and Wellbeing**

Result Area	Objective	Comment	Status
Compliance	Health & Safety internal audit by each department to be conducted utilising the ACC WSMP as audit tool.	Due December 2020	Attained
Incidents	Total Recordable Injury Frequency Rate 9 or below	TRIFR 8.61	Attained
	Lost Time Injury Frequency Rate 5 or below	LTIFR 7.13	Not Attained
Prevention	90% of all incidents reported each month closed within allocated timeframe	85% incidents closed in timeframe	Not Attained
	100% of all Positive Actions Safety Statistics reported each month		Attained
	100% reporting of safety statistics for all volunteers involved in high-risk work as defined in the QLDC Induction Pack for Volunteers.		Attained
Improvement:	90% of Health & Safety Committee actions completed on time		Attained
	H&S Improvement focus for 2021: Contractor management	Procedures updated, trial and feedback workshops undertaken	Attained
Behaviour	Behavioural self-assessment: 2 times more A's are reported monthly than C's.	83% of our self-assessments met the criteria	Attained
Wellbeing	At least 60% participation across wellbeing activities		Attained

**Attachment B****2021 – 2022 Key Performance Indicators – Health, Safety and Wellbeing**

Result Area	Objective	Comment
Compliance	No breaches of the Health and Safety at Work act 2015	Due 30 June 2022
Incidents	Total Recordable Injury Frequency Rate 9 or below	Due 30 June 2022
	Lost Time Injury Frequency Rate 5 or below	Due 30 June 2022
Prevention	90% of all incidents reported each month closed within allocated timeframe	Due 30 June 2022
	100% reporting of safety statistics for all volunteers involved in high-risk work as defined in the QLDC Induction Pack for Volunteers.	Due 30 June 2022
	100% of all Positive Actions Safety Statistics reported each month	Due 30 June 2022
Improvement	90% of Health & Safety Committee actions completed on time	Due 30 June 2022
	Each ELT member to perform at least 4 inspections/visits per year "Safety Walks". These can be made up of external contractor sites or internal assets i.e., office, depot Safety Walk	Due 30 June 2022
	H&S Improvement focus for 2022: Contractor management	Due 30 June 2022
Behaviour	Behavioural self-assessment: 2 times more A's are reported monthly than C's.	Due 30 June 2022
Wellbeing	At least 60% of departments participating across wellbeing activities	Due 30 June 2022