

**Audit, Finance & Risk Committee  
4 October 2018**

**Report for Agenda Item: 4**

**Department: Corporate Services**

**QLDC Organisational Health Safety and Wellbeing Performance**

**Purpose**

- 1 To provide the Audit, Finance & Risk Committee with a regular update on the Health & Safety performance of the organisation.

**Recommendation**

That the Audit and Risk Committee:

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

Prepared by:



Glyn Roberts  
Health & Safety Officer

20/09/2018

Reviewed and Authorised by:



Meghan Pagey  
Director, People & Capability

30/05/2018

**Background**

- 2 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 best practice and designed to address operational risks and workforce behaviour.

**Comment**

Health and Safety Committee Chair: Quarterly Summary

- 3 The first quarter of 2018 focused on updating Council's workplace health & safety management system (WHSMS) and this has continued over the last quarter. This

work has helped QLDC to achieve 'Tertiary' status as a result of the recent external audit on Council's WHSMS.

- 4 Unfortunately, there have been several injuries to our staff reported over the past quarter. As of 31 August, the Total Recordable Injury Frequency Rate is well above the 9 point target, at 19.02. Measures have been implemented immediately after to ensure that the contributing factors to these incidents are appropriately managed moving forward. Reviews have been undertaken by Council's Health and Safety Officer and the Health and Safety Committee Chairperson on the areas where these incidents occur more frequently, to see if any other reasonable measures are required to reduce the likelihood of reoccurrence. These reviews resulted in several recommendations including replacing equipment, assessing competency for manual handling techniques and reviewing scheduling at the Queenstown Events Centre to reduce time pressures on staff. It also appears that we are seeing an increase in "early reporting" where staff are attending a doctor or physio as soon as an issue arises. This is consistent with the messaging we have been providing to managers and staff over the previous 12 months, in an effort to reduce the impact of Lost Time Injuries (LTI's).
- 5 LTI's over this period saw an increase from May to June, and a small decline since then. As at 31 August, the Lost Time Injury Frequency Rate (LTIFR) is above the 2 point target, at 4.39.
- 6 In addition to the work already completed to review high injury rate areas, the Health & Safety Committee will be reviewing all injury trends in October and identifying an action plan to address key risk areas.

#### 2018 Health & Safety Audit

- 7 A Health & Safety review was conducted by an external auditor for QLDC in July 2018. The methodology applied was consistent with the previous Accident Compensation Corporation's Workplace Safety Management Practices, and a good outcome was achieved with a "Tertiary" result. This indicates established practices, systems and compliance. A copy of the report summary, including corrective actions is available as Attachment A.

#### Reporting period

- 8 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 2018 through 31 August 2018.

#### **Key Risks:**

- 9 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:**

10 Steps Council employees have taken to prevent harm.

- a. Improvement Reports: Any pro-active reporting which generate a safety improvement action.

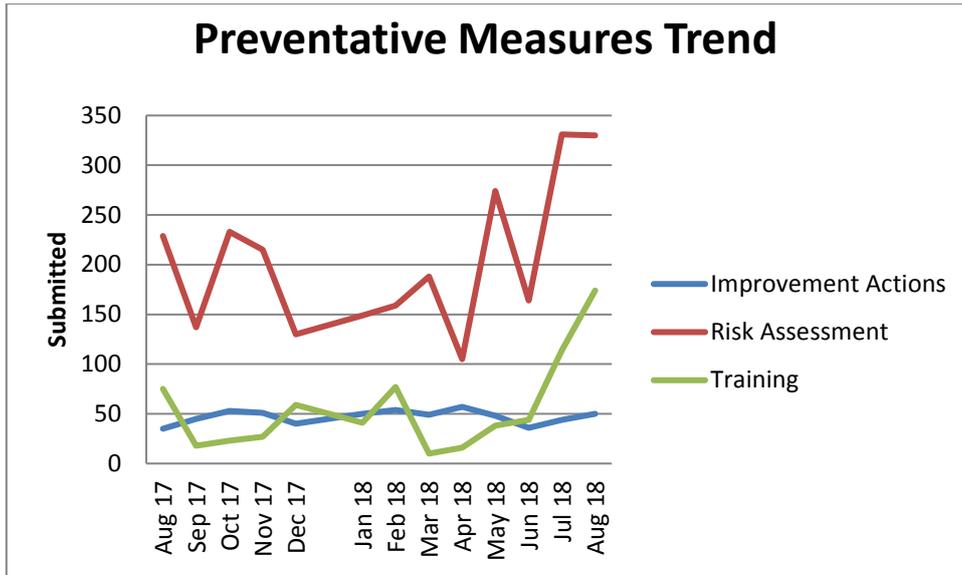
| Hazards | Audits | That Was Lucky |
|---------|--------|----------------|
| 97      | 38     | 43             |

- b. Training-Education: Any sessions conducted with employees that provide skills and knowledge to perform work safely.

| Inductions | Other |
|------------|-------|
| 30         | 340   |

- c. Risk Analysis. Any assessments that identify the risks and control measures associated with a work process or situation.

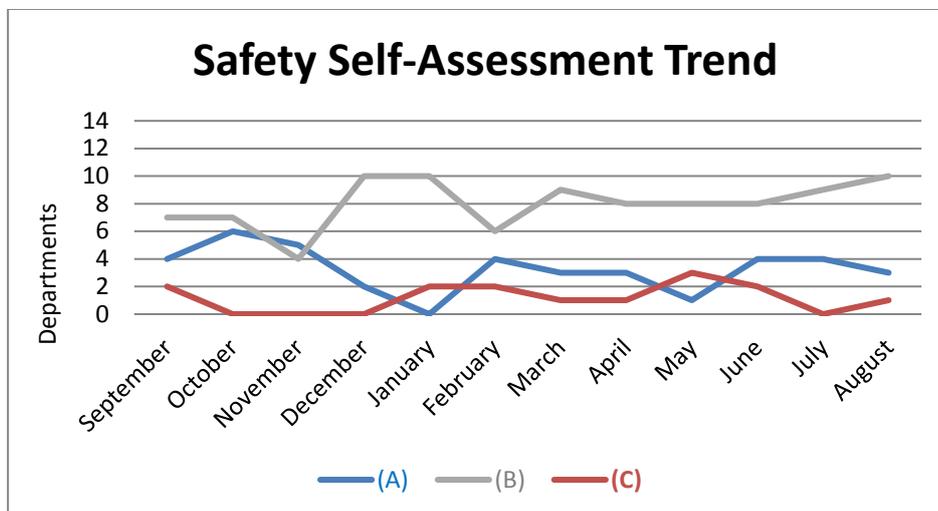
| Take 5 | Safe Work Plans | Other |
|--------|-----------------|-------|
| 1088   | 9               | 2     |



d. Department Safety Performances: 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.

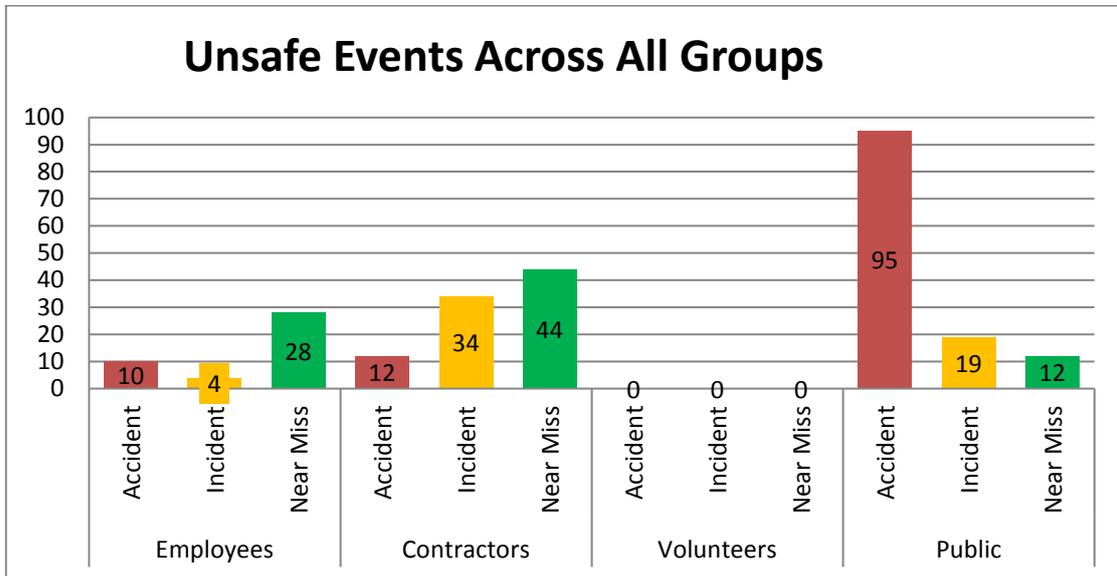
| A  | B  | C |
|----|----|---|
| 12 | 35 | 6 |

e. Reflects self reported department safety performances over the previous 12 months.

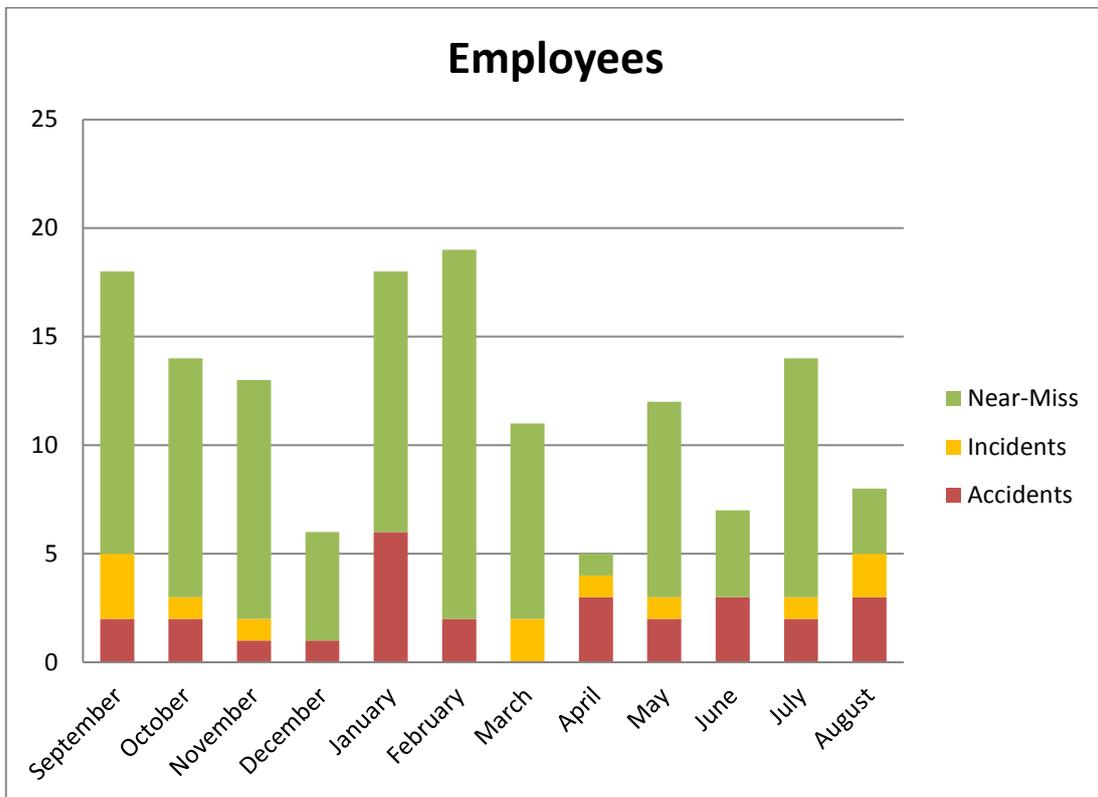


**11 Lag indicators; Unsafe Events:** Reflects unplanned work situations or occurrences that have (or could have) resulted in harm to the workforce or public.

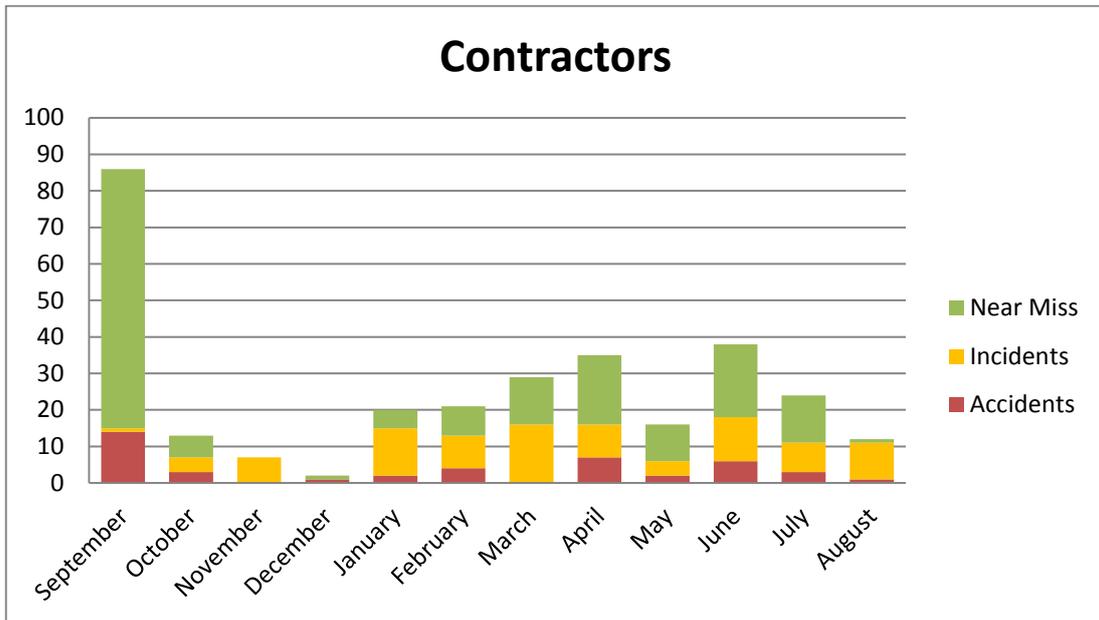
a. All Council related Accidents, Incidents and Near Miss events



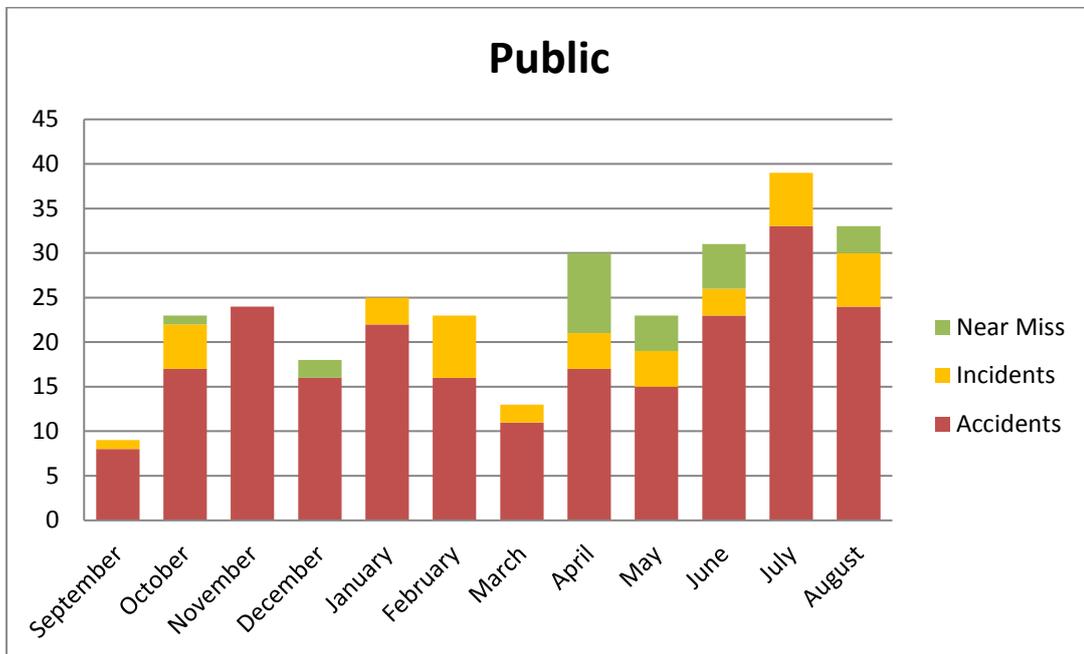
b. Employee Accidents, Incidents and Near Miss event trend



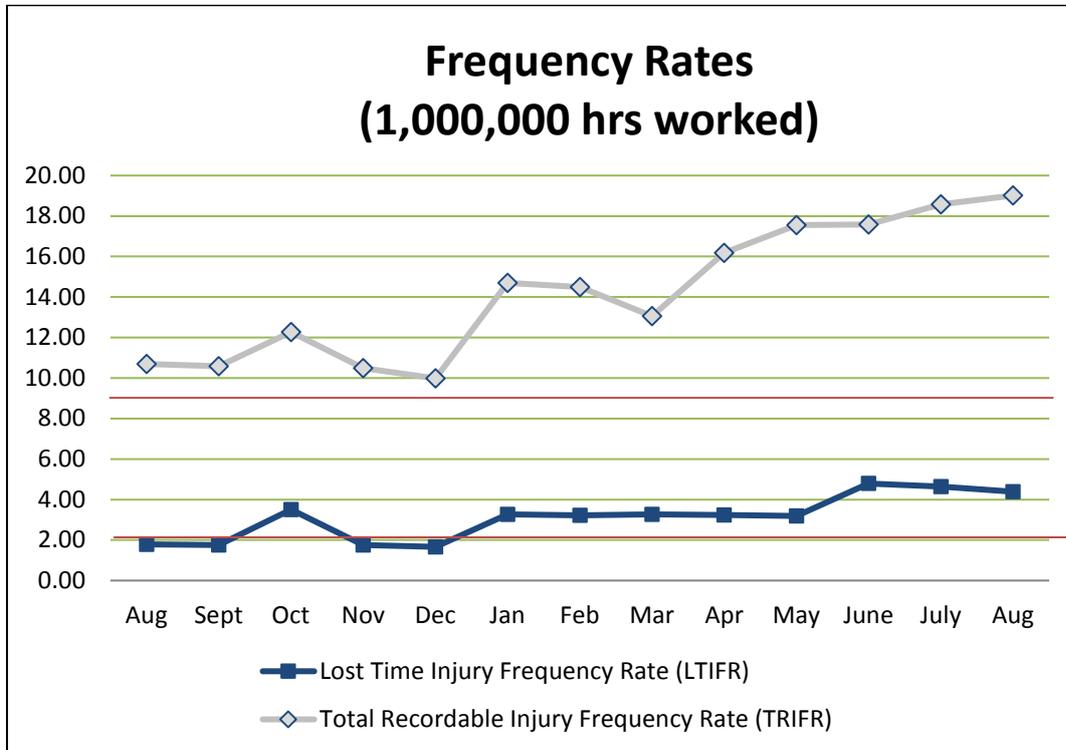
c. Contractor Accidents, Incidents and Near Miss event trend



d. Public Accidents, Incidents and Near Miss event trend



e. Identifies the rate of serious employee injuries over the last 12 months



**12 Key Unsafe Events:** Details about significant Accidents, Incidents and Near-Misses.

| Unsafe Event Type | Details  | Corrective actions   |
|-------------------|--|--|
| Accidents         | <p><b>Employee Restricted Work Injury (RWI).</b> Worker strained elbow and forearm moving sporting equipment.</p>                          | <ul style="list-style-type: none"> <li>• Employee has seen a physio</li> <li>• Return to Work (RTW) Plan developed in line with physio recommendations.</li> <li>• Accidents investigated and corrective action identified</li> <li>• H&amp;S Officer, H&amp;S Chairperson &amp; Department GM conducted a site visit to discuss manual handling injury trend with workers.</li> </ul> |
|                   | <p><b>Employee Lost Time Injury (LTI)</b> Worker experienced a soft tissue injury to their hip when conducting a manual handling task.</p> | <ul style="list-style-type: none"> <li>• Employee has seen a physio</li> <li>• Return to Work (RTW) Plan developed in line with physio recommendations.</li> <li>• Accident investigated. H&amp;S Officer, HSC Chairperson &amp; Site Manager conducted a site visit to discuss manual handling injury trend with workers.</li> </ul>  |
|                   | <p><b>Employee Restricted Work Injury (RWI)</b> Shoulder Injury whilst working on the climbing wall @ QEC</p>                              | <ul style="list-style-type: none"> <li>• Return to Work (RTW) Plan developed.</li> </ul>   |
|                   | <p><b>Contractor Lost Time Injury (LTI)</b> Worker Pulled muscle in their back whilst moving scrap metal</p>                               | <ul style="list-style-type: none"> <li>• 14 days off work</li> <li>• Incident investigated</li> <li>• Workers have been reminded to assess whether it is safe to carry out work prior to commencing.</li> </ul>  |
|                   | <p><b>Medical Treatment Injury (MTI):</b> Worker tripped over tree root twisted right knee</p>   | <ul style="list-style-type: none"> <li>• Accident being investigated</li> </ul>  |
| Incidents         | <p>Employees experienced conflict from a customer during a meeting at a council workplace.</p>   | <ul style="list-style-type: none"> <li>• Meeting aborted</li> <li>• Member of the public escorted from building.</li> <li>• Incident investigated</li> <li>• Letter issued to member of the public related to this incident</li> </ul>   |

|  |  |   |
|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>Follow up meeting with member of the public to close off event, at which they apologised.</li> </ul>     |
|  | Wet Rescue: 'Shallow water black out' incident. Member of the public fell unconscious whilst attempting to swim lengths under water. | <ul style="list-style-type: none"> <li>Incident Investigated and corrective actions being developed to prevent any future incidents.</li> </ul> |
|  | QLDC Fleet vehicle removed without permission  | <ul style="list-style-type: none"> <li>ICAM Investigation report being finalised.</li> </ul>  |
|  | Contractor Near Miss Event: Wheel fell off vehicle trailer.  | <ul style="list-style-type: none"> <li>Contractor considering using wheel nut alignment caps</li> </ul>   |
|  | Contractor incident: Controls of digger tampered with over night   | <ul style="list-style-type: none"> <li>Police Informed</li> <li>CCTV to be installed at worksite</li> </ul>                                     |

### 13 WorkSafe Notification: Unsafe events/tasks that required notification to regulator.

|  |   |             |
|---|---|-------------|
| Notifiable Event Type   | # | Description |
| N/A   | 0 | N/A         |
| Work  | 0 | N/A         |

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

|  Safety Alerts |  |
|---|--|
| Driving Conditions Treacherous<br><br>6.6.2018  | Two emails<br><br>Warning of treacherous driving conditions and Crown Range road closed<br><br>Reminder to take extreme care on the roads and consider a safe time to head home given that roads are likely to freeze again. |

|  |   |
|--|---|
| Severe Wind Warning for Southern Lakes | 'AllStaff' email warning teams who could be affected (e.g. teams operating in the QT gardens, near other trees in the district or responsible for equipment that may need to be anchored securely). |
| Confirmed Case of Chickenpox           | 'AllStaff' email advising people that a member of staff had been diagnosed with Chickenpox and to be vigilant.  |

|   |     |
|---|-----|
|  <b>Procedure Alerts</b> |     |
| None  | N/A |

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

| Month  | Type  |
|--------|---|
| May    | <ul style="list-style-type: none"> <li>• Online Emergency Warden Training</li> <li>• First Aid</li> <li>• Snow Chain Fitting Workshops</li> <li>• Workstation set up workshops</li> </ul>   |
| June   | <ul style="list-style-type: none"> <li>• Online Emergency Warden Training</li> <li>• First Aid</li> <li>• Snow Chain Fitting Workshops</li> <li>• Workstation set up workshops</li> <li>• Winter Driving</li> </ul>   |
| July   | <ul style="list-style-type: none"> <li>• Online Emergency Warden Training</li> <li>• Managing Hazardous Substances Training</li> <li>• MICAM Accident Incident Investigation Training</li> <li>• First Aid</li> <li>• Winter Driving</li> </ul>   |
| August | <ul style="list-style-type: none"> <li>• Online Emergency Warden Training</li> <li>• Site Safe Passport (Civil)</li> <li>• Site Safe Passport (Construction)</li> <li>• First Aid</li> <li>• Winter Driving Training</li> <li>• Workstation Set-Up Workshops</li> <li>• Health &amp; Safety Rep – Stage One</li> <li>• Health &amp; Safety Rep – Stage Two</li> </ul> |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• AED/CPR/O2 training at QEC</li> <li>• AED refresher briefings at Church Street, Gorge Rd and Shotover Street Offices.</li> </ul> <p>Stress management – Butterfly Effect breathing techniques workshop</p> |
|--|---|

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

| Month  | Initiative                                |
|--------|---|
| May    | Winter Safety                             |
| June   | Junk Free June                            |
| July   | DryJuly                                   |
| August | Cancer Society – Daffodil Awareness Month |

### ***Significance and Engagement***

17 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.

### ***Risk***

18 Some matters connected with this report are (or could be), with varying degrees of classification (from low to moderate) related to strategic risk items listed below.

- a. SR3 Management Practise - Working within legislation,
- b. SR7 Planning, training and capacity for Emergency Response.

19 Some matters connected with this report are (or could be), with varying degrees of classification (from low to high) related to operational risk items listed below.

- a. OR004 Serious Injury to members of the community,
- b. OR005 Death to members of the community,
- c. OR006 Child missing from Council holiday program,
- d. OR010 Damage or loss to third party property or asset,
- e. OR015 Staff not fit for work,

- f. OR016 Staff not adequately resourced,
- g. OR017 Sufficient , qualified or capable staff,
- h. OR018 Serious injury to member of staff,
- i. OR019 Serious injury to a contractor,
- j. OR020 Serious injury to a volunteer.

### **Consultation: Community Views and Preferences**

20 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.

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

22 This matter is of low significance and does not require community consultation

### **Legal Considerations and Statutory Responsibilities**

23 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**

A Audit Summary – September 2018

# Appendix A: Health & Safety Audit Outcome 2018



|              |  |
|--------------|--|
| <b>To:</b>   | <b>Audit, Finance &amp; Risk Committee</b> |
| <b>From:</b> | Meghan Pagey, People & Capability Director |
| <b>Date:</b> | Wednesday, 26 September 2018               |

## **Background**

Queenstown Lakes District Council (QLDC) is committed to ensuring our ongoing compliance with Health & Safety legislation, regulations and practice in New Zealand. This is achieved through a regular audit programme, which has historically been completed through the Accident Compensation Corporation's (ACC) Workplace Safety Management Practices (WSMP) programme.

The WSMP programme has now been discontinued, and it was confirmed in February 2018 that QLDC would consider alternate options for a long-term solution for health and safety auditing, which could include Worksafe and ACC's [SafePlus](#) programme. As that programme is currently in its initial pilot stage, we undertook to consider the programme within the next 12 – 18 months (from February 2018) once the pilot was completed, and suitable feedback had been obtained. In the interim, a separate, independent audit was to be completed within the 2018 calendar year to ensure ongoing compliance.

## **2018 Audit structure**

As QLDC's workplace health and safety management system (WHSMS) model is based on ACC's WSMP framework, it was agreed that the interim audit would be undertaken on the same basis. That audit was completed by Kevin Haskins of BWARE Safety on 26 July 2018.

The audit framework is set out across 10 assessment factors. This includes paper-based information gathering, a site visit (which this year was held at Queenstown Events Centre) and focus group interviews with managers and staff.

## **Audit outcome**

QLDC achieved tertiary status as final result for this audit. This is the highest available rating, indicating established systems and processes.

The summary comments from the audit stated:

*“Overall, the health and safety system is robust and well used within the company, with employees and management giving detailed knowledge of communication processes, procedures and outcomes from health and safety management when questioned.”*

A summary of the results across each section (referred to as a “critical element”) is outlined below. Please note that the highest possible mark for items 9 and 10 is the “**Primary**” result that was achieved.

### Summary of results

|      |   |                 |
|------|---|-----------------|
| 1.   | Employer commitment to safety management practices  | <b>Tertiary</b> |
| 2.   | Planning, review and evaluation   | <b>Tertiary</b> |
| 3.   | Hazard identification, assessment and management  | <b>Tertiary</b> |
| 4.   | Information, training and supervision   | <b>Tertiary</b> |
| 5.   | Incident and injury reporting, recording and investigation  | <b>Tertiary</b> |
| 6.   | Employee participation in health and safety management  | <b>Tertiary</b> |
| 7.   | Emergency planning and readiness  | <b>Tertiary</b> |
| 8.   | Protection of employees from on-site work undertaken by contractors and sub-contractors                                 | <b>Tertiary</b> |
| 9.   | Workplace observation confirmation of safe systems in action (please note primary is the only level for this element)   | <b>Primary</b>  |
| 10.  | Focus group interview - confirmation of safe systems in action (please note primary is the only level for this element) | <b>Primary</b>  |
| 10a. | Number of focus groups  | <b>Two</b>      |

### Improvement recommendations

The audit process is focussed on ensuring compliance, in addition to supporting a culture of continuous improvement. To that extent, improvement recommendations are identified as part of the audit process, and confirmed in the report. A consolidated list of improvement recommendations is outlined below.

| <b>Element</b> | <b>Improvement recommendation</b>  |
|----------------|--|
| 1.9.2          | Consider identifying relevant health and safety training that would be beneficial for members of the Executive Leadership Team to attend on a more regular basis i.e. At least annually.                 |
| 1.10.2         | Continue to discuss the idea of including an introduction to the return to work policy and rehabilitation process as part of the online induction programme.   |
| 2.1.2          | Considering establishing a change management procedure that outlines the requirement to initiate a review of systems following a change in the workplace or critical event.                              |
| 2.4.2          | Continue to involve worker representatives in the ongoing assessment of compliance through monthly walk throughs.  |
| 3.3.3          | Consider centralising the registration of PPE issue to provide a Council wide view of PPE issue and the ability to track frequency of item issue and other important factors.                            |
| 7.5.1          | Continue to encourage the review of performance following evacuation and emergency drills scheduled across the organisation.   |
| 8.4.1          | Continue to monitor and review the health and safety performance of contractors when they are working on Council contracts.  |
| 8.5.2          | Continue to assess contractor’s performance at the completion of contracts to check whether health and safety standards were achieved, and to determine whether they will be considered for future work. |

**Next steps****Improvement actions**

It is our intention that all improvement recommendations are actioned, with responsibility for this sitting with the Health & Safety Officer role. That may include some delegation to the Health & Safety Committee. To that extent, the current incumbent to this role has resigned, and therefore this memo and the improvement recommendations outlined herein will form part of the induction process for their replacement. Advertising for this role will commence shortly.

**Future audits**

Over the course of the next 12 months, further investigation will be made in to SafePlus as an audit tool. Feedback will be provided to the ELT as it comes to hand.

Our Workplace Health and Safety Management System document outlines a commitment to conduct external audits every two years, with a self assessment at least every 12 months. Therefore, the next audit will be conducted internally, by 30 September 2019.

**End**

**Meghan Pagey**

**Director, People and Capability**