

Quarterly Health, Safety and Wellbeing Report

File No.: CP2017/24857

Item 15

Purpose

1. To provide a summary of health, safety and wellbeing performance as of end of October 2017 to support the committee's due diligence responsibilities.
2. To provide an update on priority actions since last reporting period to the Audit and Risk Committee.

Executive summary

3. Auckland Council is committed to being a high performance council, where our elected and appointed members, employees, contractors, volunteers and people who use our council facilities and services are safe and all major risks are reduced and managed effectively. Council is committed to being a 'best in class employer' in its approach to health and safety.
4. This report provides a snapshot summary of council's health and safety performance for the last quarter. It provides an update on the key work programmes for implementing a strong health, safety and wellbeing culture.
5. In October the executive lead team agreed a new Safety Management Framework and strategy for Health and Safety Management at council. The framework is focused towards supporting four main objectives: Safety Leadership, Worker Engagement, Sensible Risk Management and Continuous Improvement.
6. Council currently tracks various key performance indicators made up of lead and lag indicators. The Lost Time Injury Frequency Rate is the most well-known of these. Council is looking to balance this measure with better proactive lead indicators.

Recommendation/s

That the Audit and Risk Committee:

- a) receive the update report on health, safety and wellbeing
- b) refer this report to the governing body for its consideration
- c) note that this report will also be provided to all local boards for their information.

Comments

Council's Health and Safety strategy

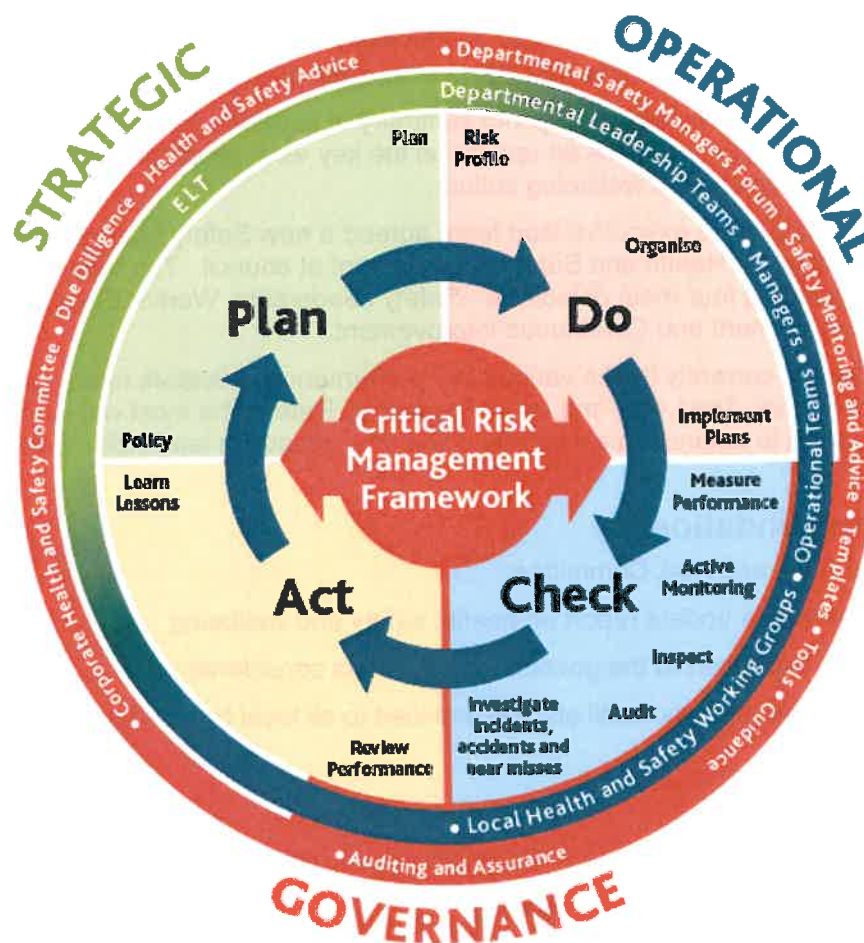
7. The Health and Safety Strategy for council is a three-year plan to move the organisation from being largely reactive to being proactive.
8. The strategy has the following six goals to achieve our vision of becoming a 'best in class' organisation for health and safety:
 - safety leadership: we will have strong and sustainable leadership in health and safety
 - competence: we will have the competence to carry out effective risk assessment, to identify hazards and to ensure that risks are controlled as far as is reasonably practicable
 - embracing safety: our people are fully engaged in health and safety.

Item 15

- know what to do: our people understand our vision and objectives; know their responsibilities; and can easily locate, understand and apply safety tools to mitigate risks.
- continual improvement: we will raise the standard, and continually improve our health and safety performance
- communicate - we will effectively communicate health and safety issues and performance.

9. Figure 1 below presents the new 'Plan Do Check Act' model for safety management adopted by council. The implementation phase is due for completion by end of February. The next steps will be to embed the practices and progress the strategy by continually improving our performance and culture.

Figure 1 –Council’s ‘Plan Do Check Act’ Model



10. The 'Plan Do Check Act' model achieves a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.

Performance Report

11. A key performance metric for council is the Lost Time Injury Frequency Rate. This is a lag measure¹.
12. We now want to introduce lead measures e.g. near misses and unsafe conditions².

¹ A lag measure is a retrospective measure of accidents..

13. See Attachment A for detailed graphs supporting the following performance report sections.

Lost Time Injury Frequency rate

14. In 2015, council set an aspirational Lost Time Injury Frequency Rate of 2.25^3 target.

15. Table 1 below summarises the downward lost time injury trend.

Table 1 Summary of lost injury trends

Trend		Oct 17	Sep 17	Aug17
Rolling Lost Time Injury Frequency Rate (indicative)	↓	2.46	2.63	2.7
Number of LTI	↓	0	2	1
Number of all injuries inclusive of first aid, medical treatment and lost time	↓	23	27	28

Incidents, near misses and unsafe conditions

16. A new risk management system has recently been implemented, known as Risk Manager System. This system enables improved reporting on near misses and unsafe conditions/actions. This is significant as unsafe conditions/actions are a precursor to near misses.

17. In the period to October 2017, results for unsafe conditions, incidents and near misses were:

- an increase of 25 per cent in the number of reported unsafe conditions compared to September. This result, which is the highest since April, is a positive indicator and shows people are engaged in reporting potential hazards
- A higher number of reported incidents than the previous month. This is also a positive indicator
- A decrease of five per cent in the number of reported near misses compared to the previous month.

Corrective actions and critical risks

18. The Risk Manager System also allows us to identify and categorise our critical risks, and track corrective actions. This is vital to drive improvement and reduce risk.

19. The number of completed corrective actions was on an upward trend until September 2017. However there was an 11 per cent drop in the number of recorded corrective actions in October. Completing these actions is essential to mitigate risks and learn from incidents.

Critical Risks

20. Health and safety hazards that could occur, would likely have a critical outcome: e.g. fatality, permanent disability or significant loss of plant/equipment. These can now be identified through the Risk Manager System.

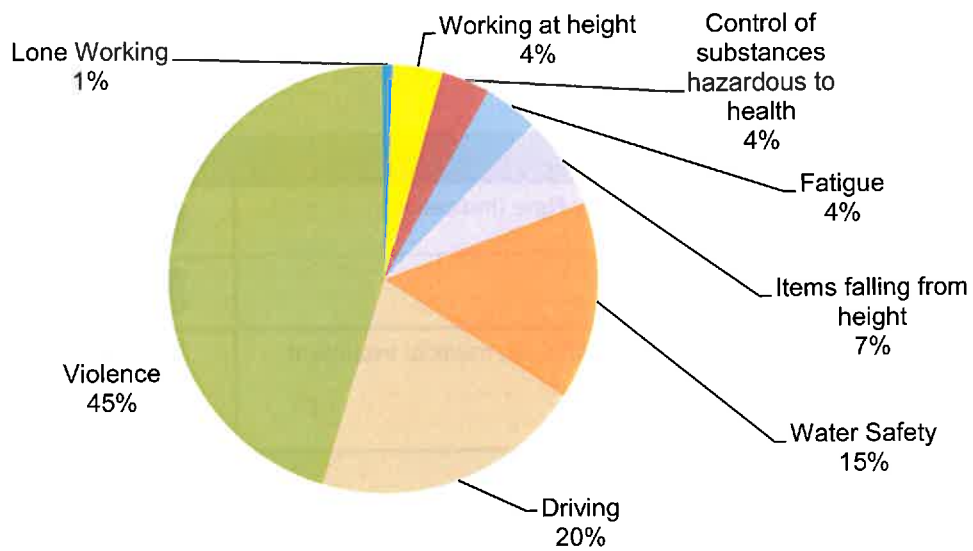
21. As these significant hazards are now visible they can be assessed for risk and control measures put in place and tracked. This helps minimise the likelihood of these risks.

22. The chart below shows the critical risks that have currently been identified within council through reporting.

² A lead measure indicates the potential for an accident (i.e. before it happens).

³ This measure the number of lost time injuries per 1 million man hours worked.

Chart 1 Rolling critical risks



23. Work programmes are in place to address these critical risks. This report focuses on the highest recurring risk-violence.

Workplace violence

24. In recognition of the high violence statistic, the following programme of activity is underway:

- a project to review the risks to our front facing service staff. This included two staff workshops to identify the effectiveness of current controls and make recommendations for improvement particularly through design
- an audit programme of sites to test the effectiveness of their controls. The project will review and identify learnings from incidents of note such as at the Ministry of Social Development in Ashburton, the Department of Corrections and the Accident Compensation Corporation as well as working with other organisations in the CBD exposed to similar risks
- a senior manager-led action group is directing and reviewing the work of the project group.

Wellbeing initiatives

25. A summary of council's key health and wellbeing initiatives includes:

- Mental Health Awareness week: to support and raise awareness of mental health, staff were encouraged to join the Workplace Lockout on the 10 October. The 'nature is key' theme encouraged staff to 'lock' themselves outside for an hour to experience how the outdoors can lift wellbeing and encourage people to work this into their day
- Ready steady quit: a programme to help staff stop smoking was introduced and will run from October through to December. Twelve volunteers have already signed up to the programme
- A wellbeing strategy: In response to the outcomes of the wellbeing 360 survey, a new wellbeing strategy has been developed. The focus for 2018 is to implement an integrated wellbeing programme to improve our performance in key areas (e.g. mental health).

Due Diligence Duties

Information on the six aspects of the due diligence duty

26. Officers of council (i.e. those in a governance role including elected members, the chief executive and potentially other members of the executive leadership team) must exercise a duty of due diligence. There are six aspects to that duty, listed and discussed below. All officers have equal and personal responsibility.
27. To assist elected members in their role as officers, systems to enable councillors and local board members to have access to relevant information to fulfil their due diligence responsibilities, are being developed. The systems will include:
 - developing new quality advice guidance to assist staff preparing advice on projects where a health and safety assessment is necessary for decision-making
 - providing quarterly performance reports to this committee, the governing body and local boards
 - including health and safety information and training in the elected member induction programme.
28. Staff are also working with the Independent Māori Statutory Board and council's co-governance entities such as the Maunga Authority, the Parakai Recreation Reserve Board and the Ngāti Whātua Ōrākei Reserves Board to ensure they have information and support to assist them with complying with their Person or organization Conducting a Business or Undertaking duties collectively and individually. A presentation was given to Te Motu a Hiaroa on 11 October in this respect.

Duty 1: acquire and keep up to date with health and safety knowledge and health and safety matters

29. To comply with the officer's due diligence duty, it is critical that council's elected members, chief executive and Executive Leadership Team understand the key elements of the new legislation and regulations.
30. To ensure elected members and senior management are well informed and up to date on health and safety matters, training has been ongoing.
31. To date, 10 local board specific sessions were delivered to 61 elected members. The remaining 10 will be delivered in 2018 through the elected member development programme, Kura Kawana. The mayor also received his training on 20 July 2017.

Duty 2: understand the council's operations and the associated hazards and risks

32. To ensure that officers have a sufficient visibility of the breadth and variety of council operations to comply with their due diligence duties, we will highlight key activity on council's operations related to health and safety as part of our regular reporting.
33. A health and safety site visit plan for the chief executive, executive lead team members and elected members will be developed.
34. The new Safety Management Framework will set lead key performance indicators for all people leaders, including the Executive Leadership Team. This will enable them to carry out safety observations at their locations. This will be tracked by the Health Safety and Wellbeing Committee This will create better visibility and understanding of council operations and the health and safety risks in their parts of the organisation.

Duty 3: ensure the council has appropriate resourcing and processes to eliminate or minimise risks to health and safety

35. As part of the organisational strategy for transition into the new health and safety legislation, a business case highlighted the need for the council to move from the previous hazard assessment approach to the more proactive risk-based approach. This business case also considered the level of resourcing for health and safety within the organisation. A substantial funding gap was closed until financial year 2018-2019.

36. As we look now to continually improve risk awareness through education and the shift towards proactive safety, a further resourcing review will be required to ensure it can be maintained beyond 2019. This evaluation, set against our new framework, will include an assessment of gaps, needs and demands based on risk.
37. A key focus of the current strategy is to build capability within the organisation and prioritise high risk business areas.
38. A corporate training programme has now been agreed mandating all people leaders to complete a one day managing safely course. This course has been developed from the Institute of Occupational Safety and Health's own Managing Safely course, a well-respected and known standard throughout the world.
39. Two further courses, risk assessment and incident investigation training, will become available in the new year.

40. Various members of the Health and Safety team have recently become accredited trainers. We can now deliver appropriate training across the organisation as needed. This approach brings benefits such as having good knowledge of the organisation and the risks it faces. It also means we can deliver bespoke courses. We estimate it will save Council \$280,000 in the delivery of the managing safely course alone.

Duty 4: ensure the council has appropriate processes for receiving and considering information regarding incidents, hazards and risks and for responding in a timely way to that information

41. Health, safety and wellbeing performance reporting has been improved enabling better access to information on incidents, hazards and risks.
42. There is ongoing work to revise the incident management and notifiable event plans. This work ensures council has processes in place to respond to incidents, hazards and risks. The plans provide clear, step by step guidance for staff in various situations, including in an emergency situation.
43. A fit for purpose safety management system and timely reporting is crucial to enable the council to identify, act on, receive and consider information on incidents, hazards and risks. This area has been revitalised and improved through the Risk Manager System.
44. The new safety management framework will complement the system. It will be designed ensure robust safety governance, processes, guidance and positive behaviours around health and safety.
45. Confirmation was received on 15 November 2017 from WorkSafe NZ that no enforcement action will be taken against Council in relation to a sauna death at Moana Nui a Kiwa Leisure Centre on 27 August 2016.
46. Confirmation was received on 28 November 2017 from WorkSafe NZ that no enforcement action will be taken against Council in relation to an incident at the Botanical Gardens in November last year. Council as a response to that investigation has reviewed the safety of all its powered gates in the asset register to ensure lessons are learnt and risk mitigated in this area.

Duty 5: ensure the council has, and implements, processes for complying with any duty or obligation

47. A crucial aspect of ensuring that council has systems in place for complying with its obligations is the setting of high level policy and strategic direction.
48. The chief executive and mayor have recently reviewed the organisational Policy Statement and it will be implemented alongside the new framework. It will focus on developing the right behaviours within the organisation: in short being open, honest, working with others, embracing safety, communicating clearly and trusting your instincts.

49. Effective and supported health and safety representatives also contribute to council complying with its health and safety obligations. A health and safety representative training plan has been developed, and is in place. Safety representatives have also been better aligned to the operations as the new framework advocates a more collaborative approach by aligning health and safety representative meetings to operational meetings, making safety an agenda item for all teams in council.

Duty 6: take reasonable steps to verify the provision and use of resources and processes through reviews and audits

50. At regular intervals the Audit and Risk Committee will consider council's compliance with its Person or organisation Conducting a Business or Undertaking obligations and council officers' compliance with their due diligence duty.
51. The organisation's auditing framework is currently being reviewed. The new framework takes a 'layers of defence approach' as per the Enterprise Risk Management Framework as follows:
- local assurance (first line of defence)
 - departmental assurance (second line of defence)
 - corporate assurance (third line of defence).

Consideration

Local board views and implications

52. Briefings for elected members, including local boards, have been provided since February this year. To date 10 Local Board specific sessions were delivered to 61 elected members with the remaining 10 to be delivered in 2018 through the elected member development programme, Kura Kawana. The Great Barrier Local Board have declined health and safety training.
53. This report and a briefing will be made available to all local boards.

Māori impact statement

54. The health, safety and wellbeing of Māori staff, elected and appointed members, volunteers and members of the public is a priority as are the Māori wellbeing priorities identified in the council's Māori responsiveness framework, Te Toa Takitini work programmes, and other relevant documents.
55. The Health, Safety and Wellbeing team are working with the Independent Māori Statutory Board and other entities, such as:
- the Tūpuna o Tāmaki Makaurau Maunga Authority
 - Te Poari o Kaipātiki ki Kaipara (formerly known as Parakai Recreation Reserve Board)
 - the Ngāti Whātua Ōrākei Reserves Board
 - Te Motu a Hiaroa (Puketutu Island) Governance Trust

This support was provided so that these entities have information and support to comply with their 'Person or organisation Conducting a Business or Undertaking' duties (as a board) and their officer duties (as individual members).

Attachments

No.	Title	Page
 	Graphs and Charts	183

Signatories

Author	Oliver Sanandres – Head of Health, Safety and Well-Being
Authorisers	Patricia Reade - Transformation Director Phil Wilson - Governance Director

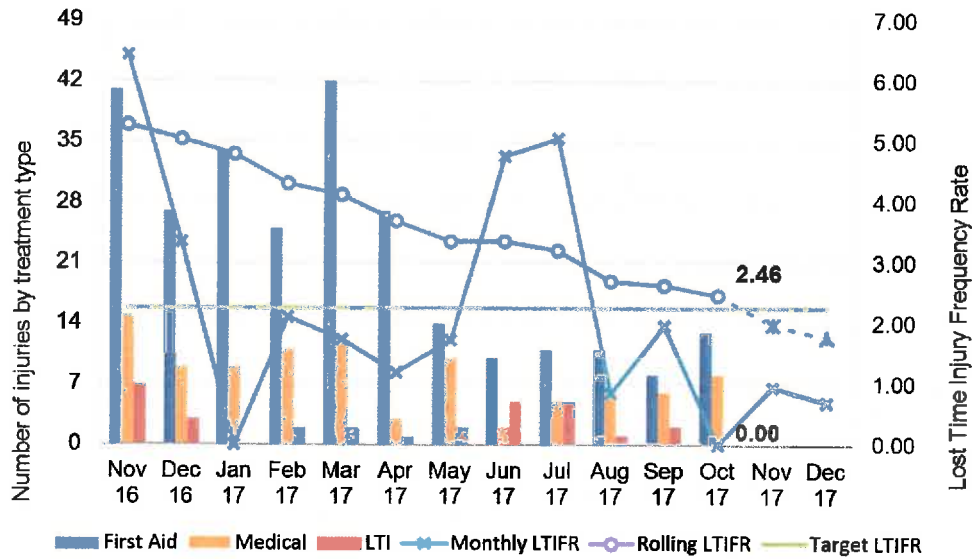
Item 15

Attachment A – Graphs and Charts

Quarterly Health & Safety Report

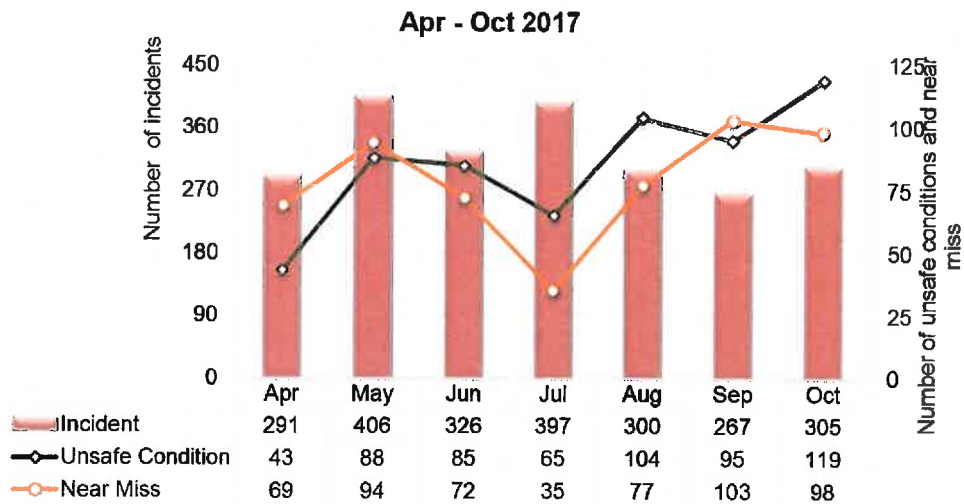
Item 15

Graph 1 – Showing trend information for LTIFR (Lost Time Injury Frequency Rate)



Note: Downward trend in injury rate.

Bar Chart 1 – Number of reported incidents: Incidents, Unsafe Conditions and Near Misses.



Attachment A

Bar Chart 2 – Status of Actions

