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## **Strategic Risk and Assurance Committee**

### ***Komiti Whakamauru Tuuraru***

### **OPEN MINUTES**

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**Minutes of a meeting of the Strategic Risk and Assurance Committee held in Committee Room 1, Municipal Building, Garden Place, Hamilton and Audio-visual Link on Friday 4 December 2020 at 9.33am.**

#### **PRESENT**

**Chairperson**                      Keiran Horne  
***Heamana***

**Deputy Chairperson**        Bruce Robertson  
***Heamana Tuarua***

**Membership:**                Mayor Paula Southgate  
                                        Cr Rob Pascoe  
                                        Cr Dave Macpherson  
                                        Cr Angela O’Leary (Audio-visual Link)  
                                        Cr Mark Bunting (Audio-visual Link)  
                                        Maangai Hemi Rau

**In Attendance:**              Cr Maxine van Oosten  
                                        Cr Ewan Wilson  
                                        Cr Martin Gallagher  
                                        Richard Briggs – Chief Executive  
                                        Eeva-Liisa Wright – General Manager Infrastructure Operations  
                                        Sean Murray – General Manager Venues, Tourism and Major Events  
                                        Blair Bowcott – Executive Director Special Projects  
                                        Kelvin Powell – City Safe Unit Manager  
                                        Tracey Musty – Financial Controller  
                                        Maire Porter – City Waters Manager  
                                        Michelle Hawthorne – Legal Services Manager  
                                        Nicholas Whittaker – Risk and Insurance Advisor  
                                        Morva Kaye – Internal Auditor  
                                        Heather Burden – Risk Manager  
                                        Dan Finn – People Safety and Wellness Manager  
                                        Mark Wagstaffe – Health and Safety Assurance Lead  
                                        Naude Kotze – Audit NZ (Audio-visual Link)  
                                        Clarence Susan – Audit NZ (Audio-visual Link)  
                                        Matt White – PricewaterhouseCoopers  
                                        Aaron Steele – PricewaterhouseCoopers

**Governance Staff:**        Amy Viggers – Governance Team Leader  
                                        Narelle Waite – Governance Advisor

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**1. Apologies – *Tono aroha***

**Resolved:** (Mr Robertson/Cr Pascoe)

That the apologies for lateness from Cr Macpherson and for early departure from Mayor Southgate are accepted.

**2. Confirmation of Agenda – *Whakatau raarangi take***

**Resolved:** (Ms Horne/Mr Robertson)

That the agenda is confirmed noting that item 7 (Safety and Wellness Report – 1 August 2020 to 31 October 2020) will be taken in the public excluded session and that item 15 (Waikato Regional Theatre – Risk Assessment Report) will be taken after Item 5 (Confirmation of the Strategic Risk and Assurance Committee Open Minutes - 13 October 2020) to accommodate speaker availability.

**3. Declarations of Interest – *Tauaakii whaipanga***

No Members declared a Conflict of Interest.

**4. Public Forum**

No members of the public wished to speak.

**5. Confirmation of the Strategic Risk and Assurance Committee Open Minutes - 13 October 2020**

**Resolved:** (Ms Horne/Cr Pascoe)

That the Strategic Risk and Assurance Committee confirm the Open Minutes of the Strategic Risk and Assurance Committee Meeting held on 13 October 2020 as a true and correct record.

*Cr Macpherson joined the meeting (9.36am) at the conclusion of the above item. He was not present when the matter was voted on.*

*Item 15 (Waikato Regional Theatre – Risk Assessment Report) was taken after Item 5 (Confirmation of the Strategic Risk and Assurance Committee Open Minutes - 13 October 2020) to accommodate speaker availability.*

**15. Waikato Regional Theatre - Risk Assessment Report – *Recommendation to Council***

The General Manager Venues, Tourism and Major Events introduced Kelvyn Eglinton (Momentum Waikato) who discussed the risk mitigation process in place for the Waikato Regional Theatre project. They responded to questions from Members concerning stakeholder relationship management, Crown funding, resource consent and project accountability.

**Resolved:** (Ms Horne/Cr Macpherson)

That the Strategic Risk and Assurance Committee:

- a) receives the report;
- b) receives the risk assessment undertaken on Council's funding of the Waikato Regional Theatre project; and
- c) recommends the Council:
  - i. notes the Strategic Risk and Assurance Committee's endorsement of the risk assessment mitigations relating to the Council's contribution to the Waikato Regional Theatre as outlined in the proposed Funding Deed between Council and Waikato Regional Property Trust (**Attachment 2**), and
  - ii. notes that a report will come back to a future meeting of the Council for consideration and execution of the final funding deed.

**6. Chief Executive Report - Verbal Update**

The Chief Executive presented his verbal report particularly noting the Long Term Plan; risks, resourcing and the Five Priorities strategy. He responded to questions from Members concerning staff wellbeing and workload, Waka Kotahi partnership projects, and Government compliance requirements.

**Resolved:** (Mr Robertson/Cr Macpherson)

That the Strategic Risk and Assurance Committee receives the verbal report.

**8. Risk Management Report**

The Risk Manager introduced the report noting Climate Change as an emerging risk. She responded to questions from Members concerning cyber security, security, political change, and water extraction.

The Executive Director Special Projects gave a verbal update concerning political risk; the new Parliament and media interest in Local Government. He responded to questions from Members concerning Council's relationship with Central Government.

**Resolved:** (Ms Horne/Mr Robertson)

That the Strategic Risk and Assurance Committee receives the report.

**9. 2021 Internal Audit Update PwC**

Aaron Steele and Matt White (PricewaterhouseCoopers) introduced the report noting the technology solutions introduced this year, in particular, the Growth Model. They responded to questions from Members concerning the Growth Model and data collection.

**Resolved:** (Ms Horne/Cr Pascoe)

That the Strategic Risk and Assurance Committee:

- a) receives the report; and
- b) notes the Hamilton City Council PwC Internal Audit work undertaken.

**10. 2020/21 Internal Audit Update**

The Internal Auditor and the People Safety and Wellness Manager introduced the report noting outstanding recommendations from the 2017 PwC Internal Audit. They responded to questions from Members concerning human resources; the payroll system, the Holidays Act and employment contracts.

**Resolved:** (Mr Robertson/Cr Pascoe)

That the Strategic Risk and Assurance Committee:

- a) receives the report; and
- b) notes the progress against the Hamilton City Council Internal Audit Plan for internal Council staff.

**11. Standard and Poor Credit Rating**

The Financial Controller took the report as read and noted Council's credit rating and new credit rating agency. She responded to questions from Members concerning deficits.

**Resolved:** (Ms Horne/Cr Pascoe)

That the Strategic Risk and Assurance Committee receives the Standard and Poor Credit Ratings report.

*Item 13 (Organisational Improvement Register as at 30 November 2020) was taken after item 11 (Standard and Poor Credit Rating) to accommodate speaker availability.*

**13. Organisational Improvement Register as at 30 November 2020**

The Financial Controller outlined the report noting the Audit NZ Recommendation table was paragraph 8 of the staff report. She responded to questions from Members concerning the PwC payroll recommendations and the Ministry of Social Development Social Services Accreditation Review.

**Staff Action:** Staff undertook to include the PwC payroll recommendations in the Organisational Improvement Register.

**Resolved:** (Ms Horne/Mr Robertson)

That the Strategic Risk and Assurance Committee receives the report.

*Item 14 (Annual Insurance Report) was taken after item 13 (Organisational Improvement Register as at 30 November 2020) to accommodate speaker availability.*

**14. Annual Insurance Report**

The Financial Controller introduced Matthew Wilson (Aon) and they responded to questions from Members concerning the insurance market and insurance premiums.

**Resolved:** (Cr Pascoe/Mr Robertson)

That the Strategic Risk and Assurance Committee receives the report.

**12. Audit NZ Final Management Report June 2020**

Clarence Susan and Naude Kotze (Audit NZ) took the report as read noting the recommendations concerning Capitalisation of Work-in-Progress and vested assets. They responded to questions from Members concerning the Waikato Community Land Trust.

**Resolved:** (Ms Horne/Mr Robertson)

That the Strategic Risk and Assurance Committee receives the report.

## 16. Recommendations From the Environment Committee Meeting – 1 December 2020

**Resolved:** (Ms Horne/Mr Robertson)

That the Strategic Risk and Assurance Committee notes that the Environment Committee has approved that 'Climate Change' is classified as a strategic risk and is included on Council's Strategic Risk Register.

## 17. Resolution to Exclude the Public

**Resolved:** (Ms Horne/Cr Robertson)

### Section 48, Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

That the public be excluded from the following parts of the proceedings of this meeting, namely consideration of the public excluded agenda.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

General subject of each matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
C1. Confirmation of the Public Excluded Strategic Risk and Assurance Committee Minutes - 3 September 2020	) Good reason to withhold information exists under Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
C2. 2021 Internal Audit Update PwC - Public Excluded	)	
C3. Verbal update on any legal issues or risk		
C4. Fraud and Protected Disclosures Update		
C5. Cyber Risks / Issues - Verbal Report		
C6. Safety and Wellness Report - 1 August 2020 to 31 October 2020		

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item C1.	to prevent the disclosure or use of official information for improper gain or improper	Section 7 (2) (j)
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	advantage	
Item C2.	to enable Council to carry out commercial activities without disadvantage	Section 7 (2) (h)
Item C3.	to maintain legal professional privilege	Section 7 (2) (g)
Item C4.	to protect information which is subject to an obligation of confidence and disclosure would likely prejudice continual supply of similar information where it is in the public interest for that information to continue to be available	Section 7 (2) (c) (i) Section 7 (2) (c) (ii)
	to protect information which is subject to an obligation of confidence where disclosure would likely damage the public interest	
Item C5.	to prevent the disclosure or use of official information for improper gain or improper advantage	Section 7 (2) (j)
Item C6.	to protect the privacy of natural persons	Section 7 (2) (a)
	to maintain the effective conduct of public affairs through protecting persons from improper pressure or harassment	Section 7 (2) (f) (ii)
	to prevent the disclosure or use of official information for improper gain or improper advantage	Section 7 (2) (j)

**The meeting went into Public Excluded at 11.41am.**

*During the public excluded session **Appendix 1** was resolved to be released to the public via the Open Minutes.*

**The meeting was declared closed at 1.24pm.**

## Appendix 1

# Council Report

**Committee:** Strategic Risk and Assurance Committee  
**Date:** 04 December 2020  
**Author:** Dan Finn  
**Authoriser:** David Bryant  
**Position:** People, Safety & Wellness Manager  
**Position:** General Manager Corporate Manager  
**Report Name:** Safety and Wellness Report - 1 August 2020 to 31 October 2020

<b>Report Status</b>	<i>This report is taken as a publicly excluded item to protect the privacy of natural persons; AND to maintain the effective conduct of public affairs through protecting persons from improper pressure or harassment; AND to prevent the disclosure or use of official information for improper gain or improper advantage.</i>
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### Purpose - *Take*

1. To inform the Strategic Risk and Assurance Committee on safety and wellness performance and activities for the period covering 1 August 2020 to 31 October 2020
2. The Safety and Wellness report is attached (**Attachment 1**).

### Staff Recommendation - *Tuutohu-aa-kaimahi*

3. That the Strategic Risk and Assurance Committee receives the report

### Attachments - *Ngaa taapirihanga*

Attachment 1 - Safety and Wellness Report - Aug-Oct 2020 - Strategic Risk and Assurance .

**THINK SAFE**  
**WORK SAFE**  
HOME SAFE EVERYDAY

Safety and Wellness

# STRATEGIC RISK AND ASSURANCE REPORT

August – October 2020



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# 1.0 Executive Summary

## 1.1 Overview

It would be fair to say that 2020 has presented Council with many significant challenges that have impacted on our people's safety, health and wellbeing for a sustained period.

The People, Safety and Wellness Team have partnered with business units and have engaged with agencies, external support and many other organisations during this quarter to ensure that we are working towards a preventative approach to health and safety, adopting learnings and benchmarking against performance standards to dial up our focus and efforts.

Our incident data and analysis tell us that the frequency of injuries causing time away from work or requiring medical/first aid intervention is trending downwards, which is positive. There is however much more we can be doing to better prevent reoccurrence and shift performance to where we are seen as 'leading' and 'world-class', which is where we aspire to be. During this quarter we have implemented a number of assurance activities designed to provide insight and identify opportunities to help lift our game.

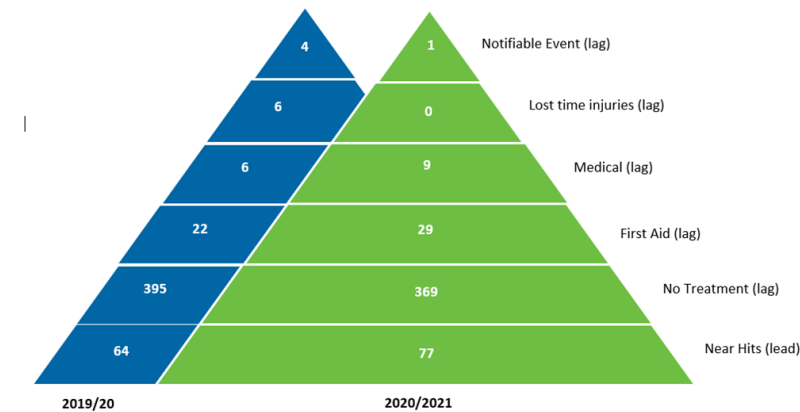
Our staff have a critical role to play in identifying solutions that help make their work and work environment safer. The voice of our people sits at the heart of good health and safety performance, supported by engaged and proactive leaders. The importance of safety leadership has been reflected in our most recent employee engagement survey, with Health and Safety featuring as our most highly rated factor.

The Health and Safety Team continue to develop and refine our Safety Management System (SMS). This will enable us to optimise our processes and procedures through system improvement and will provide important foundational blocks to support better safety performance and practice.

Our approach to health and wellbeing provides Council with many opportunities to prevent harm (physical and psychological) and to support our high-performance culture. In many ways these 'lead' type initiatives are designed to raise awareness, improve mind set and help focus our people to think safe, work safe and go home safe every day.

## 2.0 Safety Performance

### 2.1 Graphs



Financial Year  
Figure 1: Performance Indicators for events for the reporting period 1 August to 31 October 2020

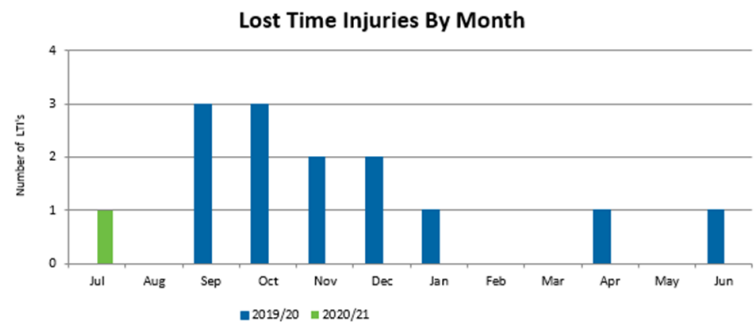


Figure 2: Lost time injuries by month for previous two performance/financial years

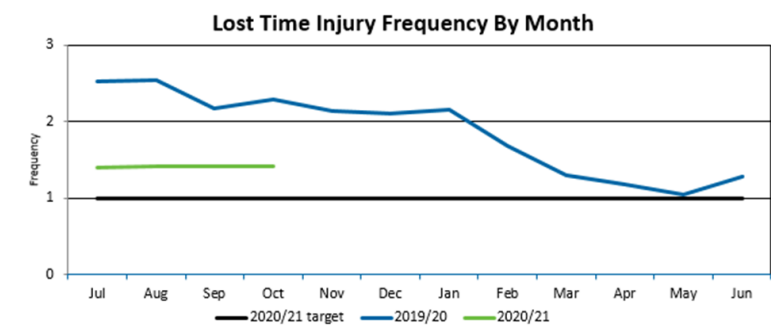


Figure 3: Lost time injury frequency rate per 200,000 work hours for FY19/20 and FY20/21

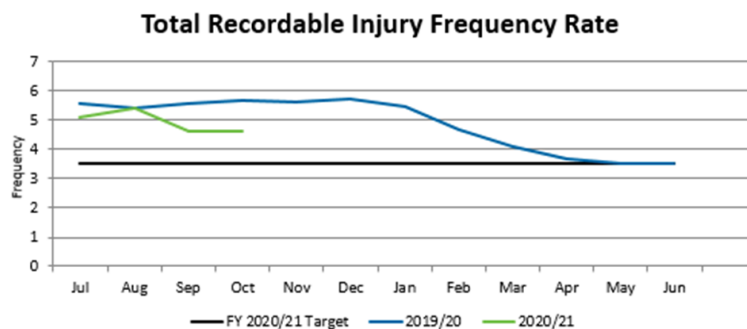


Figure 4: Total recordable injury frequency rate per 200,000 work hours for rolling 12 months

## 3.0 Health & Safety Trends

### 3.1 Trend Summary

During this reporting period (1 August to 31 October 2020) we incurred nil Lost Time Injuries (LTI's) compared to six LTI's for the same period last year. Between January – May 2020 we saw a sharp decrease in the frequency rate, which was largely due to Covid-19. Since May 2020 our overall LTIFR has increased only slightly.

It should be noted that LTIFR is a lag indicator and does not necessarily indicate good safety performance. It does however provide a measure, which can be used to benchmark against other organisations and is part of a suite of KPI's focused on injury management and prevention.

Between August and October 2020, 111 injury type events were entered into Vault. These events include a range of medical treatment, first aid and non-treatment injuries. Strains caused by twisting and lifting were mostly reported from operational teams and continue to be a key causal factor of soft tissue injuries.

Additionally, 241 other incidents were recorded in Vault. Analysis shows that aggressive behaviour, serious verbal abuse, arguing, shouting in a public places and criminal activity were the main categories for these types of incidents.

Libraries reported 85 incidents during this period related to interactions with aggressive members of the public. We also noticed an increase in trespassed repeat offenders entering our libraries.

Parking enforcement reported 37 incidents ranging from threatening behaviour, serious verbal abuse and offensive behaviour.

### 3.2 Notifiable Events

During this reporting period (1 August to 31 October 2020) there were five events notified to WorkSafe. One event involved a Council employee. The other four events were Contractors engaged to undertake work on Council's our behalf.

Date Notified	Vault #	Organisation	Incident	Action Taken
12/08/2020	19595	ICB Retaining and Construction	Laceration to hand, requiring stitching. Steel casings were being stacked behind new retaining wall. One casing slid and worker put hand out to prevent it from scratching wall. Trapped hand.	Review of handling procedures undertaken, use of guide ropes are now mandatory when slinging loads. A red alert was sent out to all staff and discussed at toolbox meetings.
18/8/2020	19575	Allied Security	Physical assault of noise control officer attending house party. Hospitalisation.	Police investigation carried out. Review of contract with Allied Security undertaken and discussions of aligning to best practice.
24/08/2020	19647	Waipa Civil	Contractor using hand-held prodder to locate underground services, punctured a 32mm PE gas main. No injury.	Incorrect tool selection. Waipa Civil will no longer be using hand prodders to detect services.
14/10/2020	19993	Council - City Delivery	Gas pipe struck with digger. No injury.	Internal safety investigation being undertaken.
17/10/2020	19954	Waipa Civil	Directional drilling caught up a 240V cable. Power sensor didn't activate therefore drill rig did not shut off. No injury.	Power sensor was tested and all ok. The sonde for the F2 drill locator had not been calibrated – if the depth was accurate this would have been avoided. We will be introducing a calibration and strike alarm check sheet that all drillers will have to complete with their morning pre-start checks.

Table 1: Notifiable events – staff and contractors 1 August-31 October 2020

### 3.3 Lost Time Injuries

Between 1 August and 31 October 2020, we recorded nil LTI's. At the end of October 2020 our LTIFR was 1.42 per 200,000 work hours and is only slightly above our target of 1.0.

### 3.4 Medical Treatment and First Aid Injuries

Between 1 August to 31 October 2020 we recorded 9 medical treatment injuries and 29 first aid injuries. At the end of October 2020 our TRIFR was 4.63 vs our target of <3.5.

### 3.5 Near Hit Reporting

Between 1 August to 31 October 2020 we recorded 77 near hits, which is a small increase on the 64 reported for the same period last year.

Upon review, there appears to be no significant trends in the data. This is due to a lack of clarity regarding reporting parameters and this will be addressed by increased training across the business when our replacement safety software system is introduced on the 31<sup>st</sup> May 2021.

Loss of balance, use of equipment and driving are however some of the identifiable factors contributing to near hits. These factors will be discussed with the Health and Safety Representatives in December 2020 to raise awareness of these issues.

### 3.6 Assurance

Between 1 August to 31 October 2020 there were 174 health and safety audits carried out consisting of 133 manager audits and 41 task activity audits.

During this reporting period there were 394 safety observations recorded across Council. This consisted of 321 safe and 73 unsafe observations.

#### Waterworld Summary

The Health and Safety Team have continued to support Waterworld to remedy the works required to close out the improvement notices and undertake the safety review.

The following is a summary of the safety event and analysis following the occurrence of high chlorine levels in the 50-meter pool at our Waterworld facility.

An internal operational review of this event indicated that the chlorine dosing pump was switched to manual on the 25<sup>th</sup> of April, which meant that it continually dosed chlorine at the maximum capacity of the pump for a period of four days. This resulted in excessively high chlorine levels. The operational review concluded that the software system readings could not be relied upon as the sensor was not functioning as intended. At over 20ppm chlorine, the sensor is corrupted.

During this event period there were no recorded instances by the responsible staff entering the pool complex. The entrance to the plant room door from which people were entering the complex during lockdown did not have Cardax installed to enable a full review. During other days of the lockdown period however we were able to verify that staff were entering the administration offices, as this requires a card to access and is recorded in the system. There are no video files available for this time period.

The graph (Figure 5) for the week taken from the Number 8 Software System shows that on Saturday 25<sup>th</sup> of April the chlorine levels rose from 0.6 ppm at 9.00 a.m. to 10 ppm at 10.00 a.m. and remained at this level until 9.00 a.m. on the 28<sup>th</sup> of April, when the readings rose from 10 ppm at 9.00 a.m. to 15 ppm at 10.00 a.m.

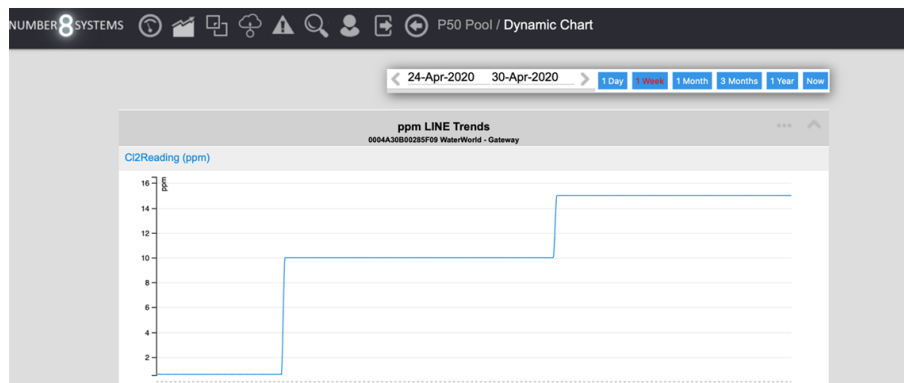


Figure 5 - Number 8 report - Chlorine dosing levels 24<sup>th</sup> to the 30<sup>th</sup> April 2020

The software had been operating consistently until the 28<sup>th</sup> of April (Figure 6) below.

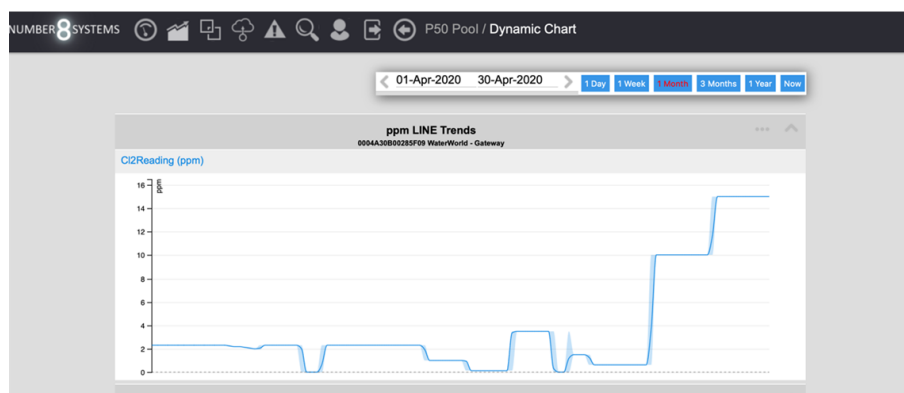


Figure 6 - Number 8 report - Chlorine dosing levels 01<sup>st</sup> to the 30<sup>th</sup> April 2020

The safety review found that it was possible for the chlorine levels to have risen as per the graph, that the overdosing of chlorine did not occur in a linear fashion and that there was not a single manual event that lead to the over chlorination of the 50 metre pool.

The staff on duty during this period did not undertake any water tests during this time. Water testing is used to validate the system readings. A water sample correctly taken any time after the 25<sup>th</sup> of April would have revealed the high chlorine levels. At 10 ppm normally, the pool would be closed.

Subsequent attempts by staff members responsible for the complex during lockdown to correct the chlorine levels with hydrogen peroxide increased the risk of a catastrophic event. These attempts indicate that some staff knew of the high levels of chlorine but did not discuss this with other staff members present.

Upon re-entry and opening of the facility under level 2 COVID-19 restrictions, three staff members and one member of the public subsequently reported acute injuries as a consequence of the chlorine gas omitted from the 50m pool. They fully recovered from these within 2-3 days.

Pool staff entered events surrounding the reopening of the pools into the Vault Safety System. Due to the injuries to staff, Worksafe were notified as required under the Health and

Safety at Work Act (2015). A site visit by WorkSafe and a subsequent inspection of the Waterworld facility on the 4<sup>th</sup> of June 2020 resulted in eight improvement notices and one prohibition notice.

#### Summary of the Safety Analysis

##### Individual Actions and Technical Events:

- Overdosing of the 50 metre pool occurred through a prolonged period of the chlorine pump running.
- Failure to ensure the second level of control was applied to monitoring of the pool water quality.
- Low threshold for a sensor failure determining chlorine flow. While this is an engineered solution it is not reliable as a stand-alone control. Manual dosing of chlorine without removing the sensor from the water flow may see chlorine levels near the ones that caused the sensor to fail.

##### Local Conditions:

- The complex had never entered an extended period of hibernation before and this created uncertainty over roles, responsibilities and technical requirements.
- Lack of systems documentation for the operation of plant and the complex in general e.g. Schematics, flow control etc.

##### Risk Controls:

- The two controls for monitoring water quality both failed.
- Inappropriate Personal Protective Equipment (PPE) available for the tasks (or a deliberate choice not to use).
- Inadequate knowledge regarding the management and use of Hazardous Substances at Waterworld led to an underestimation of the safety risk.

##### Organisational Influences:

- Procedures and training were not adequate to control the risk arising from the operation of the plant during this period.
- Confusion around roles and expectations during lockdown and reopening in anticipation of normal operations.

#### **Water Treatment Plant – Alum Tanks Issue**

On the 29<sup>th</sup> of July Council was issued an Improvement Notice at the Water Treatment Plant for the following breach:

- Failure to obtain stationary container systems and compliance certificates for the hazardous substance aluminium sulphate tanks numbers 1 to 3 located in the chemical building.

Plans have been in place for several years to replace these tanks with a purpose-built building. This is nearing completion. Due to Covid-19 construction was delayed, affecting our ability to obtain the stationary container systems compliance certificates.

Project work has progressed, and the improvement notice will be removed once the tanks have been cleaned and labelling removed. This is expected to be completed by the 4<sup>th</sup> of December 2020 and WorkSafe are comfortable with our explanations to date.



### **Service Strikes**

Hamilton has a complex network of underground assets delivering services to homes, businesses and factories around the city. These services can be put at risk due to poorly planned and executed excavation and construction.

Damage to underground services can be more than just inconvenient. Going without water for a few hours, or ultra-fast broadband for several days may be annoying, but damaging a high voltage power cable or a strategic gas pipeline comes with severe consequences and costs.

Due to the number of service strikes that have occurred and been reported on over the preceding 12 months we have engaged Geraint Rowlands from AGRConsultancy to undertake a review. This review will cover all the services that have been struck (including those struck by both Council staff and contractors), looking for common failures, improvements and recommendations based on better industry/sector practices. It will commence in late November and a report will be supplied in late January 2021. We will look to provide this report at the next Strategic Risk and Assurance Committee meeting in 2021.

## **3.7 Site Visits – Emerging Issues**

### **Contractor Management**

Contractor Prequalification is not being completed by all Contractors prior to engagement and commencement of physical works, which is a gap that we have identified. Contractor Prequalification is an independently managed service that:

1. Impartially assesses the health and safety systems and other critical measures used by a contractor,
2. Provides Council with an indication of a contractors' ability to perform work safely,
3. Enables a contractor to demonstrate they have been independently assessed and can be trusted to work safely and to get the job done.

Our Procurement Team are reviewing our processes at present to ensure this is completed and we are looking to extend prequalification to include sub-contractors undertaking physical works across Council sites. Further work is needed to better manage our Contractors and the risks that they present. This forms a key stream of work as part of the Safety Reset for 2021.

### **Hazardous Substances - Location Compliance Certificates**

Following recent audits by a hazardous substance compliance certifier, it was found that several of our facilities were non-compliant. Failed certifications are required to be notified to WorkSafe by the compliance certifier.

Business Units require location compliance certificates if they have explosive, flammable, oxidising, toxic or corrosive substances and the quantity exceeds the thresholds specified in the Health and Safety at Work (Hazardous Substances) Regulations 2017. For example, if they hold more than 100 kg of LPG OR more than 50 litres of petrol OR more than 250 litres of 60% nitric acid (in storage) in a single location, then a location compliance certificate is required.

It has become apparent that a number of these certificates are not being granted following inspections carried out by our compliance certifier. The sites noted are Waterworld, Gallagher's Aquatic Centre and Duke Street Depot. The Health and Safety Team are working

with the certifier and Business Units mentioned to remedy any actions required. We are now looking across the organisation to pre-empt any potential failings in other areas.

#### Security - Waterworld

An emerging trend identified is an increase in the number of vandalism and theft occurrences from vehicles at Waterworld. There have been 15 reports of car break-in's or thefts occurring in the past 12 months. The current remediation measures in progress include:

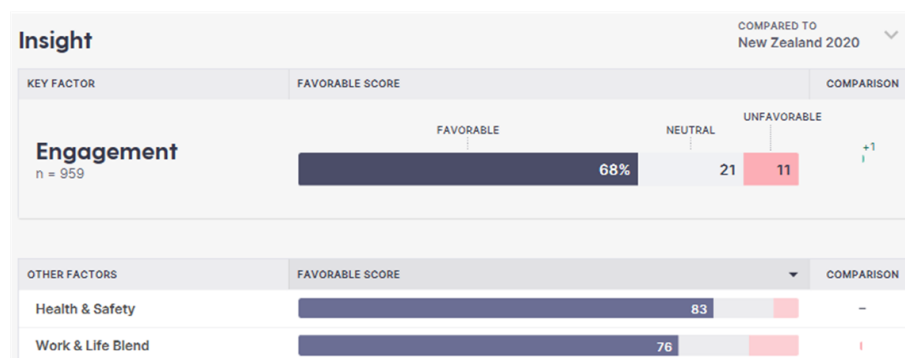
- The facility is working with City Safe to obtain a price to have CCTV cameras installed in the carpark
- Facilities has arranged with Allied Security to carry out random checks (3x a day) around the Waterworld carparks, until a solution is in place.

### 3.8 Worker Participation and Engagement

#### Engagement Survey

In October 2020 we launched our employee engagement survey. This year we partnered with a new engagement survey provider Culture Amp. Our overall engagement score was 68%. This is a 6% increase on our 2019 score and 86% of our staff participated in this survey.

Health and Safety and Work Life Balance were the top two favorably scored factors by Council employees.



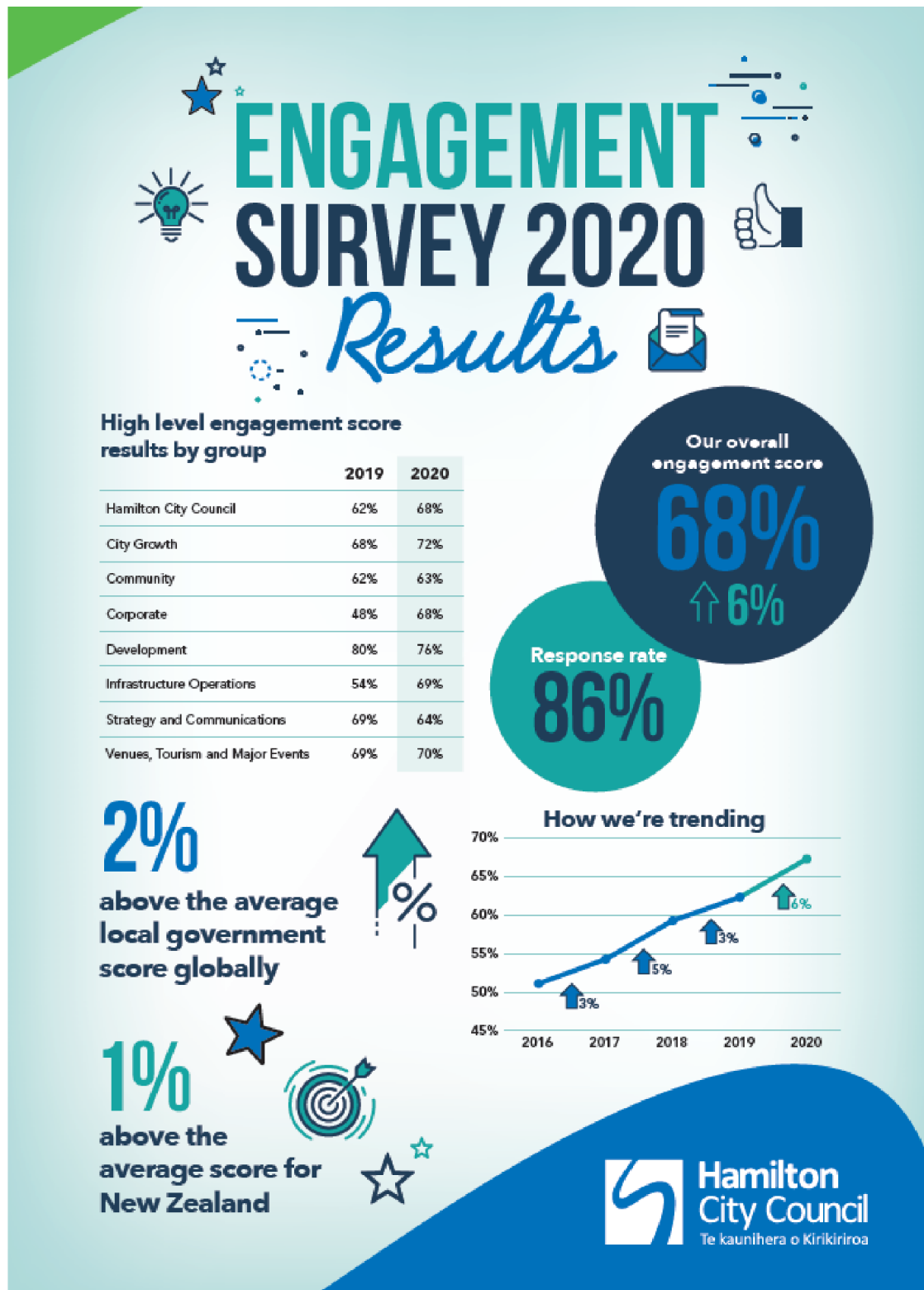
The results indicated that our people are comfortable voicing concerns or making suggestions about workplace health and safety. This was our second most favorably scoring question at 88%. Responses to the other four Health and Safety questions were also positively skewed. See snapshot below. This indicates that our people care about and are engaged with workplace Health and Safety and feel that Council is truly committed to this.

FOCUS	IMPACT	QUESTION		FAVORABLE SCORE
P	MEDIUM	I am comfortable voicing concerns or making suggestions about workplace health and safety	8	88
P	MEDIUM	I believe Hamilton City Council is truly committed to the health and safety of employees	35	84
P	MEDIUM	My manager demonstrates their commitment to Health and Safety by leading by example	11	83
P	MEDIUM	There is regular communication between employees and management about Health and Safety issues	13	80
P	MEDIUM	Workplace health and safety is considered to be at least as important as production and quality	21	79

Work Life blend was our second highest scoring factor. Most of our people fed back that they can make use of flexible work arrangements, take time out when needed and that generally their work load is reasonable for their role.

FOCUS	IMPACT	QUESTION		FAVORABLE SCORE
P	MEDIUM	I am able to arrange time out from work when I need to	31	85
P	MEDIUM	We are genuinely supported if we choose to make use of flexible working arrangements	62	76
P	MEDIUM	Generally, I believe my workload is reasonable for my role	44	68

This is a positive outcome following the focus on employee wellbeing and flexible working throughout 2020. Survey comments indicated that our people felt cared for and were proud of our response to COVID-19 and that our Flexible Work Programme (kicked off after the COVID-19 lockdown) is having an impact on their work and life balance.



Overall, we were very pleased with the engagement survey results and can use this information to make better and more informed decisions effecting our people and our work environment.

#### **Health and Safety Representative and Peer Support Meeting**

Health and Safety Representatives (HSR's) and Peer Support Groups met with the Health and Safety Team on the 8<sup>th</sup> of September. These regular meetings enable staff and Council to share initiatives whilst providing a safe environment for HSR's to speak openly regarding any safety concerns, issues affecting our safe and just culture and any work practices they have observed that would require escalation. We had a high number of both Peer Support and HSR's attending this meeting with David Bryant – GM Corporate speaking to the forum about Health and Safety from a Leadership perspective.

#### **Workplace Inspections – Health and Safety Representatives (HSR's)**

During this quarter there were no workplace inspections carried out across Council.

#### **Flexible by Choice**

Council's journey towards Flexible by Choice was accelerated through the COVID-19 pandemic lockdown and as an organisation we adapted well to remote working and continued to deliver great outcomes. On return to the workplace after the COVID-19 lockdown we have fully embraced flexible working at Council through our Flexible by Choice programme. As part of this programme of work we have reviewed and updated our Flexible Working guidelines and policies and created a new online module. This toolkit is available on our internal intranet.

We have also updated our Remote Working policy with a checklist and hazard register to ensure remote working environments are healthy and safe. HR Business Partners are working with leaders to ensure they are aware of and using the new toolkit.

### **3.9 Engagement with Regulatory Agencies**

#### **WorkSafe NZ**

Lance Vervoort, General Manager of Community Group and Mark Wagstaffe, Safety Assurance Lead met with Worksafe to discuss the safety events at Waterworld and subsequent improvement notices issued to both of our aquatic facilities (Waterworld and Gallagher's).

The proposed change to a 1% chlorine dosing system at Waterworld was also discussed, which would eliminate the risk of over chlorination moving forward.

Additionally, the Health and Safety Team have been working with WorkSafe Inspectors to close out the last remaining improvement notice, which relates to emergency response plans. This is in the process of being presented and signed off.

### **3.10 Engagement with other Organisations**

#### **Waikato/Bay of Plenty Local Authority Shared Services (WLASS) - Health and Safety Managers Meeting**

Councils response to COVID-19 was a topic that was widely discussed, from Pandemic Plans to how each Council wrapped support around their staff. Hamilton City Council was able to share some of stories and key learnings with this group.

#### **WCLASS Health and Safety Governance Group – Contractor Prequalification**

In September this year, a contract for services was signed between WCLASS, SHE Software NZ Ltd and RJ Safety Consulting Ltd, with the parties agreeing to novate all rights, title and interests of SHE NZ under the contract to RJ Safety Consulting. This was due to the contractor Prequalification scheme contract expiring with SHE on 31 October 2020.

There is a changing climate within the construction industry regarding contractor prequalification with Construction Health and Safety New Zealand (CHASNZ) and their pre-qual scheme Tōtika set to launch in February 2021.

Discussions were held with CHASNZ and SHE regarding the changes/impacts that will affect the WCLASS prequalification scheme and determining what the relationship will look like in the long term, i.e. whether we have a direct relationship with SHE as opposed to Tōtika. This will emerge over time and we will be able to provide further updates.

## **4.0 Key Health and Safety Initiatives**

### **4.1 Health and Safety Review Team**

We continue to focus our efforts to drive an impactful review of our health and safety practices through the Safety Reset initiatives tabled and discussed at the previous risk workshop and committee meeting.

The following looks to provide Elected Members with an update on some of the key streams of work that we continue to progress:

**Critical Risk Mitigation** - *Ensure all of Council's critical Health and Safety risks are managed effectively.*

We have engaged and are working with Greg Dearsley, External Advisor, to help facilitate and conduct a review of our critical safety risks across Council. Critical risks are to be defined by the level of residual risk, which is the risk rating following controls put in place (high and above), duration and frequency of exposure and the number of persons exposed across Council. Based on this approach we expect that our list of critical safety risks will be consolidated.

Working with Greg, we will facilitate a series of "learning team" workshops followed by "control" workshops to realign controls with good practice for the following risks:

- Working at heights
- Electricity
- Driving
- Lone/remote and isolated working
- Hazardous substances
- Violent and aggressive people

**Technology and Systems Enablement** - *Develop an integrated technology platform that supports the Health and Safety and Risk Management Systems and enables Council staff and contractors to achieve Council's Health and Safety and Risk Management strategic objectives.*

Our replacement safety software solution is being progressed. We are however being hindered by the speed at which we can go due to limited resources and present work volume pressures. Additional resourcing to help with change management and communications is being procured.

We previously advised that our contract with Vault was due to expire in December 2020. Following a recent upgrade to Vault 3 unsolicited we no longer have the same time pressure to implement our replacement safety software solution, Ora. We therefore have extended the implementation time line and the “go live” soft launch date to 31 May 2021.

**Safety Management System** - *Ensure Council's Safety Management System is aligned to our Health and Safety Strategic Plan and designed to deliver world class safety outcomes.*

We will be launching the updated SMS manual across Council before the end of the year with the supporting frameworks to follow in the New Year. Five supporting framework documents are currently with our designers and are awaiting confirmation of a completion date for these.

**Independent Health and Safety Review** – *Engage an external Health and Safety expert to assess Council's safety leadership, risk management and culture through worker engagement.*

SafePlus is an assessment tool that was jointly developed by WorkSafe New Zealand, Accident Compensation Corporation (ACC) and the Ministry of Business, Innovation and Employment (MBIE). It aims to help organisations lift workplace health and safety performance through assessment against good practice requirements and provides tailored advice and guidance on how to improve.

Following a desktop assessment of our key Health and Safety policies, guidelines and documentation, a SafePlus onsite assessment was completed by KPMG in October 2020. The scope of the assessment was limited to insights gained through SafePlus methodology relating to:

- The workgroups and sites visited (Operations Infrastructure, City Growth and City Delivery)
- The interviewees - executives, managers and frontline workers
- Deep dive on key risks selected by HCC:
  - Violence and aggression
  - Working on underground services
  - Work-related stress.

The assessment used a framework of ten performance requirements, organised under three key elements: Leadership, Worker Engagement and Risk Management. Each performance requirement had between three and five indicators, which explored in more detail how the workgroups and sites visited performed against the requirements.



Each performance requirement had a three-level maturity scale applied to it: Developing, Performing and Leading. Continual improvement underpins all the requirements and performance was measured against each requirement. The assessment approach was evaluative, and behaviour based with a focus on people, behaviour, culture, attitude, systems, resources, practices and values.

#### OVERALL OUTCOME

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The overall outcome for this SafePlus onsite assessment is Developing.

**Note:** For the organisation's overall outcome to be Performing, it needs to be assessed as at least Performing in every requirement. If it is assessed as Developing in any requirement, then the overall outcome will be Developing.



## OUTCOMES BY PERFORMANCE REQUIREMENTS

The following table shows our assessment for each performance requirement:

LEADERSHIP	DEVELOPING	PERFORMING	LEADING
Effective health and safety governance			
Demonstrates visible commitment			
Continually improves performance			
Resources health and safety activities			
WORKER ENGAGEMENT			
Communicates effectively			
Empowers workers and representatives			
RISK MANAGEMENT			
Identifies risks			
Assesses risks			
Controls risks			
Ensures controls are effective			

The review showed Hamilton City Council (HCC) is moving forward in many health and safety areas. There was a consistent view that health and safety was better resourced and better than it was in previous years. People were proud to work for HCC and shared in the vision of 'A high-performing organisation, respected by all.'

Although the overall rating for this SafePlus onsite assessment was 'Developing', it is important to note that the SafePlus performance requirements were pitched higher than the minimum legislative compliance. A Developing rating indicated that there is some improvement needed to achieve the standards set by SafePlus, not that there is non-compliance to legislation.

### 4.2 Other Initiatives

#### Reviewing our State of Safety – (Business Unit Heatmap)

Acknowledging that the SafePlus Assessment only reflects a slice in time for the workgroups and sites selected, the CE has commissioned a further undertaking. This piece of work will enable us to better gauge our health and safety practices and progress towards enhanced performance across all Business Units.

We have engaged Geraint Rowlands from AGR Consultancy to assist with this work. Geraint will conduct Business Unit reviews, working alongside our Health and Safety Team. The outcome will be a structured and informed heatmap, that will become a starting point for further improvement at a Business Unit level.

By completing these reviews, we will gain further insight into each Business Unit's state of safety, and how well health and safety has been embedded and practiced. The gap analysis can then be monitored to follow and track progress by completing corrective actions identified through this process.

We will look to commence reviews towards the end of November 2020 and they are expected to be completed by March 2021. It is envisaged that this schedule will then form the basis for a formal bi-annual audit process set out in the Safety Management System.

#### **Safety Governance Committee**

As part of demonstrating good safety leadership and in line with the SMS and draft Safety Governance, Accountabilities and Responsibilities Framework, we are looking to reset our Safety Governance structure across Council.

As a starting point we have appointed an independent chairperson (see note below) to support a newly formed Safety Governance Committee. This will sit alongside our other Safety Committees, but at a more strategic and executive level and will be represented by SLT members.

The purpose of this Committee will be to ensure that there is greater emphasis placed in this area. Including increasing the level of visibility and strategic decision making to support health and safety performance and improvement across the whole of Council.

*Note: Greg is a well-respected industry leader. He is the Immediate Past President of the New Zealand Institute of Safety Management (NZISM) having held the President role from 2016 – 2020. Greg also represented NZISM on the Governance Group of the Health and Safety Association of New Zealand (HASANZ) from 2014 – 2020. In 2020 Greg was nominated by NZISM and voted onto the Executive Committee of the International Network of Health and Safety Professional Organisations (INSHPO).*

The following is the proposed safety governance structure – information flow, decision-making and oversight with Terms of Reference. The finer details are currently being worked through and to be confirmed.

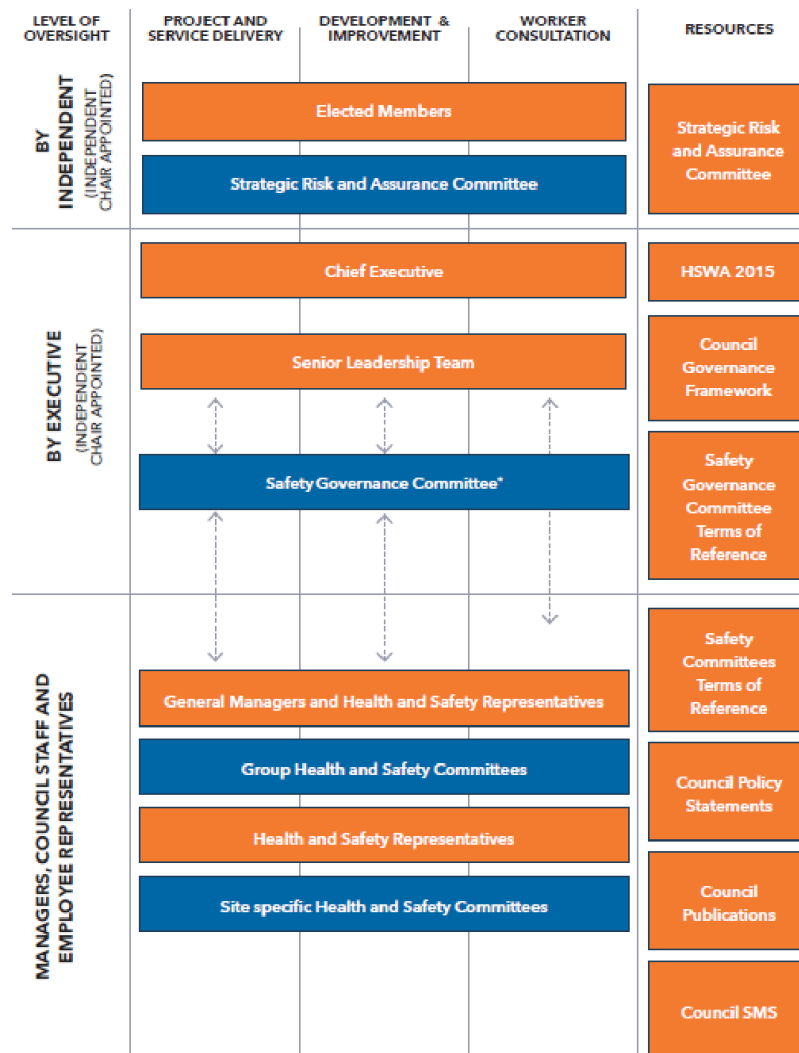
**SAFETY GOVERNANCE STRUCTURE - DRAFT**

Figure 3: Safety governance structure – information flow, decision-making and oversight arrangements

\*The Safety Governance Committee is comprised of the Chief Executive, General Managers, Chairs of Group Health and Safety Committees, Unions and an independent chair.

### 4.3 Training and Competency

#### Leading Healthy Workplaces - Psychosocial Risks

To better equip our people leaders, we have completed phase one of a Leading Healthy Workplaces - Psychosocial Risks training programme. Only 19% of our people leaders completed this training in this initial phase. A further push will be needed in the new year to ensure a higher attendance rate during the phase two roll out. This training provides practical

tools on how to approach both the process and person aspects of psychosocial health and safety. In-depth training will also be offered to subject matter experts.

#### **Safety Training - Career Pathways**

Taking a more strategic and organisational approach we are looking to provide career pathways and appropriate health and safety training frameworks, to upskill employees in dedicated health and safety roles across Council. This will also provide an internal succession planning pathway for those passionate and interested in the health and safety sector, which has a limited pool of trained and suitable resources.

The Safety Team is working with Coachio, a specialised group of professional educators in the field of health and safety, to develop a comprehensive training and engagement framework aligned to our SMS. This framework will address training requirements across all levels and will assist with the implementation and execution of our Health and Safety Strategy, initiatives and roadmap.

**Other training completed during this reporting period include:**

Courses Provided Between August – October 2020	Number Attended	Month
Vulnerable Children - Staff	15	August X2 sessions
Disability Awareness	25	September X2 sessions
Leading Healthy Workplaces - Psychosocial Risks	46	September & October X7 sessions
Advanced Disability Awareness	7	October X1 session
Health & Safety Representatives	13	October X1 session

Table 2: Health, Safety and Wellness training completed August-October 2020

## 5.0 Health and Wellbeing

### **5.1 Vitae - Additional Support for People Leaders**

Team Leaders and Managers have access to targeted support to help them and their teams deal with critical incidents through Vitae. Vitae provide workplace wellbeing and employee assistance services. This service complements our general and all staff EAP programme.

Due to a general increase in demand for EAP services during, and following the COVID-19 pandemic, we have continued to utilise Vitae for urgent requests for assistance. This is also in response to extended waiting times with our other EAP provider.

One initiative that Vitae is currently providing is weekly onsite support visits for the Parking Wardens, providing a safe space for them to debrief as required, due to the nature of their work.

Vitae Use	1 Nov 2019- 31 Jan 2020	1 Feb-30 April 2020	1 May-31 July 2020	1 Aug-31 Oct 2020
New Cases	0	2	4	5
Closed Cases	0	2	3	1
Average Hours per Client	0	2.5	3.25	2.13
Self-Referral		0	3	5
Referral by Manager		2	1	0

Table 3: Vitae Usage

## 5.2 Employee Assistance Programme (EAP)

During the reporting period (1 August to 30 October 2020) there were 54 active cases being managed through In-Step EAP. Of the 54 active cases, 24 were new and 30 were pre-existing cases.

Based on our employee population of 965 FTE, the utilisation rate for this period was 10%, which represents a decrease of 4.8% from the previous quarter. Although we did see a drop in the number of new cases, the number of active cases overall was very similar to the previous quarter: 54 for this period compared to 52 for the last period.

Following the continued usage of In-Step services following COVID-19 it would be fair to say that the EAP programmes offered to support our employees are well known and utilised.

The majority of active cases were employees who self-referred (79.6%). Other referrals came from:

- Managers and Human Resources (11.1%)
- Family members
- An EAP provider
- And a medical officer.

Five family members also accessed the service, with employees making up the rest (90.2%). In total 91 hours of sessions were used across 51 individuals, and an average of 1.8 sessions per client.

The most common trigger for EAP support was workplace stress and mental health, each making up 31.5% of the referrals. This aligns closely with the overall EAP trends across companies who access EAP services through In-step. The below graph (Presenting Issue Trend, Figure 7) outlines the changes in presenting issues across the last few years. There has also been an increase in workplace stress and mental health issues following the COVID-19 pandemic.

EAP activity was spread across six business units. The two organisational groups with the most activity was Community: 51.9%, who make up a large percentage of our total workforce and City Growth: 18.5%.

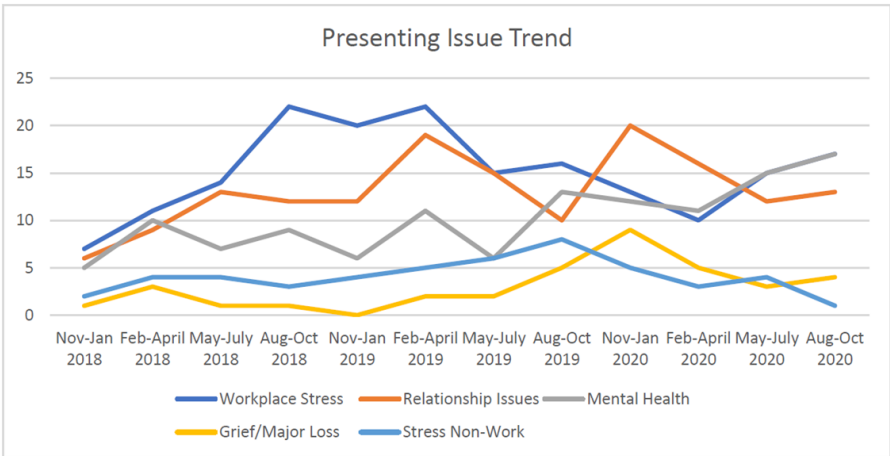
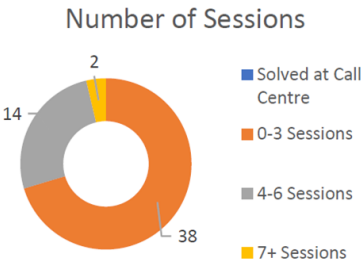


Figure 7: EAP Usage

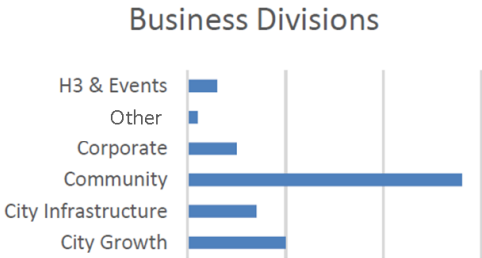
**Number of Sessions Per Case**

The majority of EAP referrals are resolved within 3 sessions. Additional sessions are confirmed before going ahead. There is a common trend some cases go beyond the standard 3 sessions, this is comparable to other companies who access EAP through In-step.



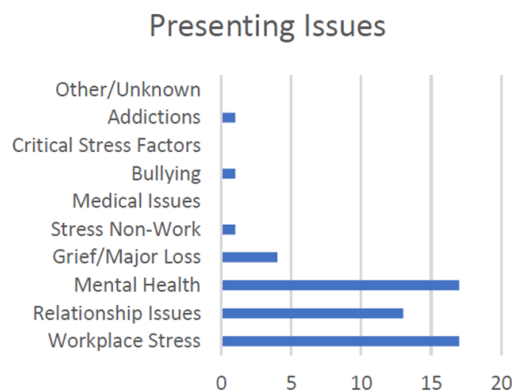
**Business Divisions**

The usage across Council business units shows 'Community' and 'City Growth' to have the greatest usage.



### Presenting Issues

The most common requests for support were for: Workplace Stress (31.5%), Mental Health (31.5%) and Relationship Issues (24.1%). In-step is seeing a trend of increasing levels of work stress and mental health issues in the aftermath of COVID-19 in many of their client companies.



### 5.3 Bullying and Harassment Monitoring

We continue to report incidents relating to alleged bullying and harassment, which are captured and categorised under the following three areas:

- Peer support contact (early intervention)
- Informal reports (investigated internally)
- Formal reports (investigated externally)

	Peer Support	Informal Reports	Formal Reports
Total for period 1 August-31 October 2020	0	3	5

Table 4: Bullying and Harassment

#### Pink Shirt day

On Friday 16<sup>th</sup> October employees were asked to wear pink and unite against bullying in the workplace. Pink Shirt Day is all about aroha, kindness, celebrating diversity and removing bullying from workplaces. We encouraged staff to send us pictures of themselves and their workmates pink to cap off the week. We received some great pictures and many teams had a lot of fun in the process of supporting a very real and important workplace issue.



Over the past year, our teams have seen an increase in personal attacks and abuse towards them on social media. On multiple occasions this has left our staff upset, angry and at times in tears.

This Pink Shirt Day our Communications Team who often wear the brunt of abuse directed towards Council decided to take a stand. The Team created a video sharing some of the comments our people receive on social media. The video was posted on our social media channels and shared with other Councils.

#### 5.4 Other Wellbeing Initiatives

##### **Mental Health Awareness Week, 21-27 October**

At Council we actively promote Mental Health Awareness Week. Acknowledging that this has been a challenging year for all of us, we wanted to do something special to support everyone's wellbeing. We invited comedian, turned mental health advocate, Mike King to join Richard on our weekly webinar to all staff.

This was a great opportunity for us to hear about Mike's personal journey and help us be open to having conversations about mental health. All staff were encouraged to tune in or watch the recorded webinar at a later date. The recording is now housed in our Wellbeing Hub.

Our mental wellbeing is important and something that needs to be looked after. Our people were challenged so use the week to look after themselves and check in on their colleagues.



##### **Return to Work Workshops**

In conjunction with our ACC business partner, the Health and Safety Team have been running a series of Return to Work workshops across the organisation throughout the year. We have 3 workshops left to complete this piece of work. The purpose of these workshops were to provide an overview of the process following injury. ACC also discuss the importance of open communication between staff and managers and how this can aid in helping returning staff back to work as soon as possible.

The following points were covered off in these workshops:

- Creating a supportive workplace environment
- Working with injured workers to identify suitable duties
- How to engage with the worker for the best outcome
- Ensuring the worker has enough information

We are also planning some key initiatives in the New Year to coincide with returning workers after their holiday break to encourage safe work practices and to raise awareness.