

**PUBLIC EXCLUDED REPORT OF THE FINANCE, AUDIT AND RISK
MANAGEMENT SUBCOMMITTEE MEETING OF 18 SEPTEMBER 2018**

PUBLIC EXCLUDED

Grounds: Section s48(1)(a) – That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

Reasons: Section 7(2)(a) – The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.

Section 7(2)(d) – The withholding of the information is necessary to avoid prejudice to measures protecting the health and safety of members of the public.

Members: Mayor Lester, Councillor Calvert, Councillor Foster (Chair), Councillor Free, Peter Harris (External), Philippa Smith (External), Roy Tiffin (External)

The Committee recommends:

HEALTH AND SFAETY REPORT – YEAR END 30 JUNE 2018

Recommendations:

That the City Strategy Committee:

1. Receive the information.
2. Agree the two risk profiles as presented.

FINANCE, AUDIT AND RISK MANAGEMENT SUBCOMMITTEE

18 SEPTEMBER 2018

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Purpose

1. This report provides the Finance, Audit and Risk Management Subcommittee (FARMS) with an overview of the Council's health and safety management system for the twelve month period 1 July 2017 to 30 June 2018. The report provides information that aligns with the Officer due diligence steps under the Health and Safety at Work Act 2015 (HSWA), specifically having:
 - i. Knowledge of work health and safety matters
 - ii. An understanding of the nature of operations and the hazards and associated risks
 - iii. Appropriate resources and processes to eliminate or minimise risk
 - iv. Appropriate resources to receive and consider information
 - v. Verification of the provision and use of resources and processes
 - vi. Processes for compliance with duties or obligations under HSWA

Summary

2. This Report comprises qualitative commentary on activities that have occurred in the last twelve months, and are presented in three categories:
 - i. Risks (includes two risk profiles: asset failure and health and impairment – Appendix 1)
 - ii. Relationships
 - iii. Resources
3. The Dashboard provides quantitative lead and lag indicators. Lag indicators are backward looking and relate to incidents, hazard source, incident profiles and risk assessment. The lead indicators as reported in the Dashboard are

positive performance indicators that measure activities within Council that promote proactive health and safety systems and practices.

4. This style of reporting is based on the Business Leader's Health and Safety Forum: Monitoring what matters in Health and Safety – a guide for CEOs which was published in May 2016. The Council is a member of the Business Leader's Forum.

Recommendation/s

That the Finance, Audit and Risk Management Subcommittee:

1. Receives the information.
2. Agrees the two risk profiles as presented.
3. Recommend to the City Strategy Committee to receive the information.
4. Recommend to the City Strategy Committee to agree the two risk profiles as presented.

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Discussion

RISK

Critical Hazard/Risk Category Reviews

5. The Council's 2016/18 Health and Safety Plan identified eight priority (out of the 29) hazard/risk categories to be reviewed using a recognised risk analysis methodology called the 'bow-tie' risk assessment. Council's Safety, Security and Wellbeing team have facilitated eight 'bow-tie' risk assessment workshops involving cross-Council representation, including senior managers, health and safety representatives, workers and contractors to test existing controls and where necessary the identification of new controls to eliminate or minimise the risk of harm to our workers. Six of the eight profiles have been completed. In previous reports to FARMS profiles for personal confrontation/working alone; work at height; hazardous substances and vehicles on/off road have been presented. This report includes two more profiles: asset failure and health and impairment. The table below provides the top eight categories, the ELT lead for each critical risk category and the status of the risk analysis process.

Category	ELT 'Lead'	Risk Analysis Status
Health and impairment	Nicola Brown	Risk Profile completed (Appx 1)
Asset failure	Andy Matthews	Risk Profile completed (Appx 1)
Work with or in vicinity of services	David Chick	Risk Profile awaiting ELT endorsement
Other mobile Equipment	Barbara Mckerrow	Risk Profile awaiting ELT endorsement
Personal confrontation/Working Alone	Nicola Brown	Risk Profile presented to FARMS
Work at height	Kevin Lavery	Risk Profile presented to FARMS
Hazardous substances	Kane Patena	Risk Profile presented to FARMS
Vehicles on/off road (including bicycles)	Barbara Mckerrow	Risk Profile presented to FARMS

6. For the 2018/20 period, the Council have reviewed and consolidated as appropriate and identified new critical risk categories. There is now a top nine critical risk categories that will be the focus of attention for the Council over the next two-year period. Refer Appendix two for the top nine risk categories.

Specific Areas of Risk

7. The following summarises key pieces of work that have occurred in the last twelve months as the Council continue to manage the risks associated with specific hazard categories. This work is both good health and safety practice and assists the Council to meet our legal obligations under the Health and Safety at Work Act 2015 (HSWA).

Risk Category: Hazardous Substances

8. To comply with the Health and Safety at Work (Hazardous Substances) Regulations 2017, Council have updated all hazardous substance registers using the WorkSafe hazardous substance calculator.

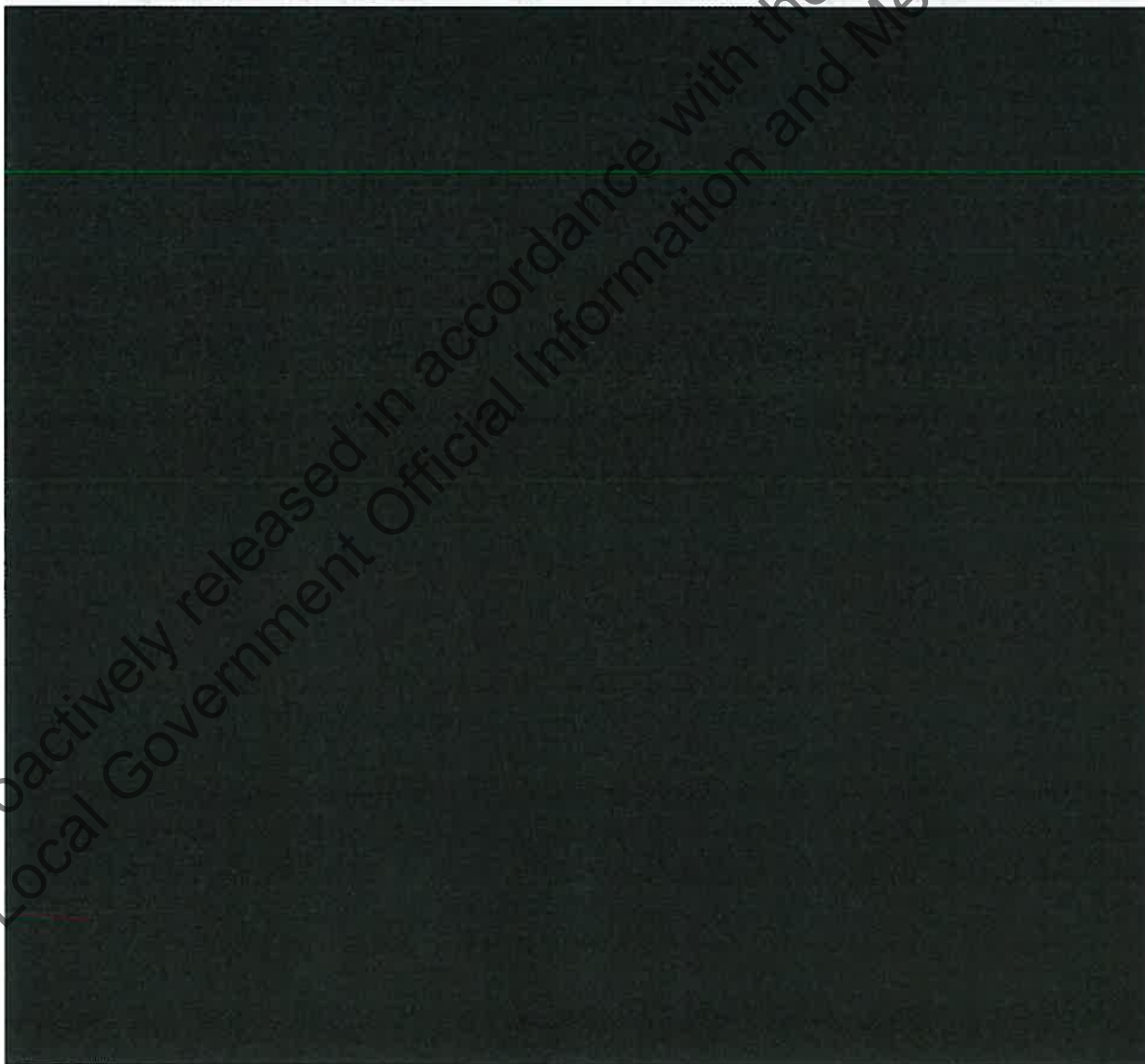
Next steps will be the Council's Safety, Security and Wellbeing team working with the business to:

- i. identify and implement any changes required for compliance with the new Regulations
- ii. audit compliance with the new regulations

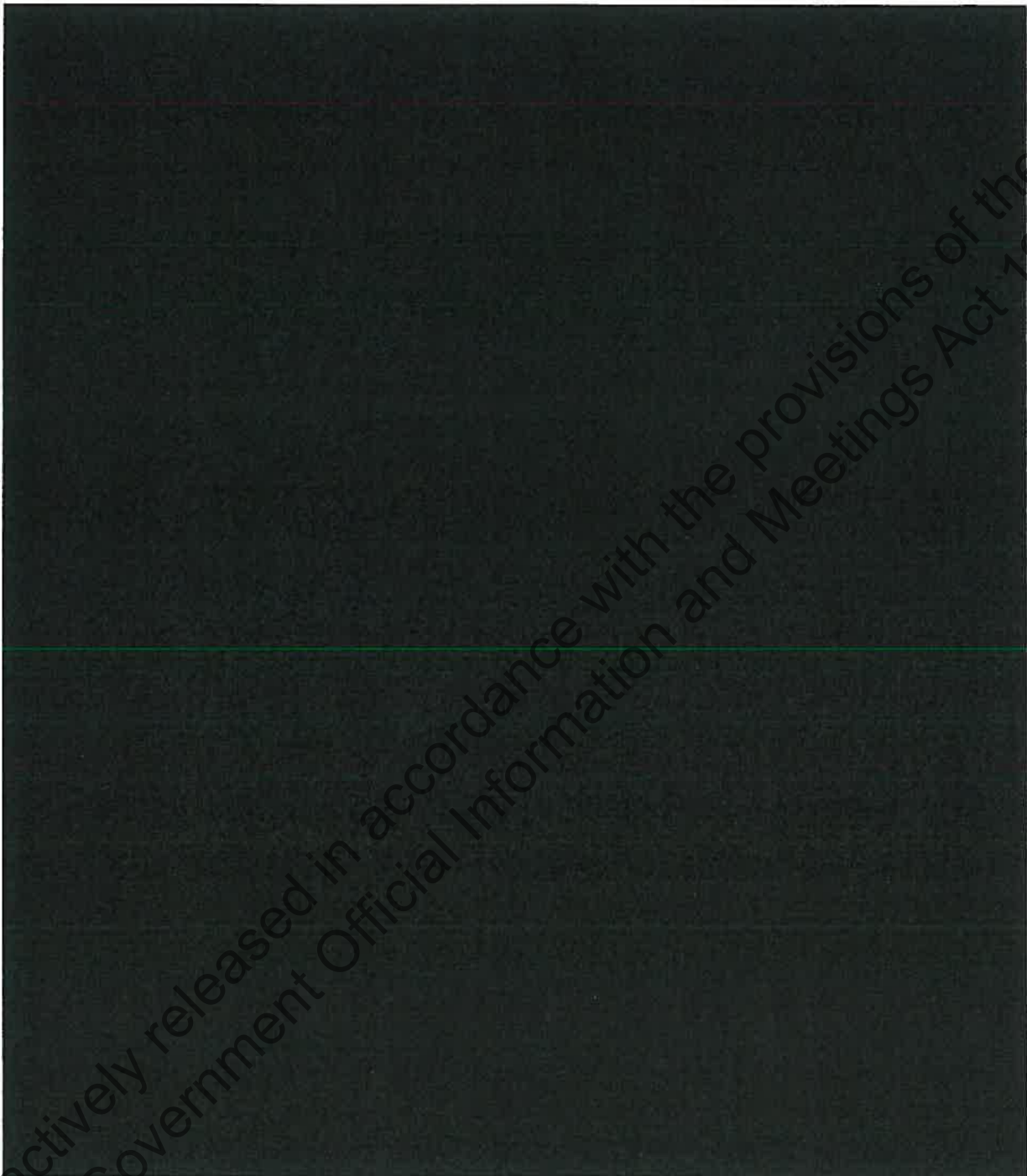
9. Work towards being compliant with the Health and Safety (Hazardous Substances) Regulations 2017 by the various deadlines continues.

Risk Category: Dust Asbestos Silica

10. To comply with the Health and Safety at Work (Asbestos) Regulations 2016, the Council have undertaken a significant programme of work to identify Council-owned assets that require identification and management of asbestos. Refer Health and Safety Dashboard for project progress.



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RESOURCES

Planning

18. All actions from the Council's 2016-18 Safety, Security and Wellbeing Plan were completed except for the Health and Safety Representative scholarship programme. This has been transferred into the 2018-20 Plan.
19. The Council's 2018-20 Safety, Security and Wellbeing Plan has been endorsed by the Council's Health and Safety Steering Group and ELT. Actions will be monitored by both groups over the next two years. A copy of the Council's plan is attached as Appendix three.

Climate Survey Results

20. Council's second biennial Health and Safety Climate survey ran August – September 2017. As reported in earlier Health and Safety Reports, there were no significant shifts in responses and findings when comparing 2015 results with 2017. The Safety, Security and Wellbeing team are taking the lead in areas for improvement and Business Units have the opportunity to initiate and monitor actions in their Business Unit specific Health and Safety Plans for the 2018-20 period.

Online Safety Security and Wellbeing Induction

21. The online Health and Safety induction for all new Council staff went live in Whare Kura on 16 April 2018. All new employees are automatically enrolled when they start at the Council and the Safety, Security and Wellbeing team will monitor and report on completion. This online tool is helping the Council to improve the consistency of key generic safety, security and wellbeing messages delivered at the beginning of an employee's employment with the Council. Additionally, and pleasingly, a number of managers have also voluntarily completed the induction.

RELATIONSHIPS**Wellington Water and Local Authorities**

22. Council continue to work collaboratively with Wellington Water and the other four Councils across the Wellington region, to manage shared health and safety responsibilities and risks. A framework has been developed that outlines responsibilities against specific hazards and risks. This forum meets quarterly.

Construction Clients Group

23. Council have participated in a number of Construction Clients Group forums in the previous twelve months. This is a national forum that brings stakeholders together to develop consistent practice for the health and safety across the construction industry. Given the Council are stakeholders across a number of construction activities within the Wellington region, this forum provides us with opportunity to network and have access to national and internationally recognised practices. Of particular interest to the Council is improved practice and systems in relation to Safety in Design principles to assist us to manage our risk in relation to asset failure.

Construction Safety Initiative (CSI) Group

24. Council have an opportunity to partner with the local Wellington CSI group to work collaboratively across the Wellington construction sector with a particular health and safety risk focus.

RESOURCES**Elected Members' Due Diligence**

25. The information below demonstrates elected members' performance against due diligence actions for the 12 months period ended 30 June 2018.

26. Legislative Due Diligence Requirement

- i. Acquire and keep up to date with knowledge of work health and safety matters.
- ii. Understand nature of operations and hazards and associated risks.
- iii. Appropriate resources and processes to eliminate or minimise risks.
- iv. Appropriate resources to receive and consider information.

CITY STRATEGY COMMITTEE

4 OCTOBER 2018

- v. Verify provision and use of resources and processes.
- vi. Have processes for compliance with duty or obligation under the Health Safety at Work Act 2015.

Due Diligence Action	Actual
Attend one health and safety leadership workshop(s) per annum, (e.g. Business Leaders forum; 'Leading Safety' refresher; public Health and Safety seminars)	1 Nov 2017 - Safety in Design Seminar Two hour workshop. <ul style="list-style-type: none"> • <i>Elected Member Attendance - 2</i>
	10 Oct 2017 – Health and Safety Councillor Workshop – Due Diligence Review Findings The review was undertaken at the request of elected members. The findings of the review were presented to elected members. There were limited questions or comments made on the review report. <ul style="list-style-type: none"> • <i>Elected Member Attendance - 11</i>
	29 Aug 2017 – Health and Safety Councillor Workshop – Health and Safety Risks One hour workshop. This workshop was to gain an understanding of the risks elected members are exposed to and an Health and Safety plan was developed for their specific needs. <ul style="list-style-type: none"> • <i>Elected Member Attendance - 9</i>
Participate in one site/workplace safety observation with an ELT member.	Nine elected members have been involved in Safety Urban Design, Lombard Street – Risk Category: overhead / underground services and overlapping duties Waste Operations, Landfill site – Risk Category: vehicles on/off road/mobile equipment, hazardous substances; and overlapping duties Building Inspection Waterloo Quay – Risk Category: traffic/pedestrian management; and overlapping duties Parking Services – Risk Category: personal confrontation Property – Risk Category: asset failure and overlapping duties PSR – Risk Category: asset failure PSR – Risk Category; asset failure and overlapping duties Transport – Risk Category: vehicles on/off road; traffic and pedestrian management and overlapping duties <ul style="list-style-type: none"> • <i>Elected Member Attendance - 9</i>
Oversight and acceptance of Council wide health and safety plan.	Council's 2016/18 Health and Safety Plan and progress report was presented to FARMS in December 2017 and CSC in February 2018.
Oversight of H&S climate survey findings and results.	Key highlights from Council's 2017 Health and Safety Climate Survey was presented to FARMS in December 2017 and CSC in February 2018.
Receive and review health and safety information on Council health and safety performance through Council's H&S reporting framework.	Three Health and Safety reports presented to FARMS and CSC for the periods: 1 July to 31 December 2017 1 July to 31 March 2018 1 July to 30 June 2018
Have oversight of Council's Hazard and Risk Register through annual review process.	Council have eight critical risk categories. Six risk profiles have been presented to FARMS. Personal Confrontation/Working Alone; Work at Heights; Hazardous Substances; Vehicles on/off Road (including bicycles); Asset Failure; Health and Impairment.

ATTACHMENTS

- Attachment 1. Health and Safety Dashboard
- Attachment 2. Risk Profile – Health and Impairment
- Attachment 3. Risk Profile – Asset Failure
- Attachment 4. Critical Health and Safety Risks
- Attachment 5. Safety Security Wellbeing Plan 2018-20

SUPPORTING INFORMATION

Engagement and Consultation

Not applicable.

Treaty of Waitangi considerations

Not applicable.

Financial implications

Not applicable.

Policy and legislative implications

Not applicable.

Risks / legal

This information to Councillors assists them discharge their Officer due diligence obligations under the Health and Safety at Work Act 2015.

Climate Change impact and considerations

Not applicable.

Communications Plan

Not applicable.

Health and Safety Impact considered

Two Health and Safety Risk profiles have been presented in this report Asset Failure and Health and Impairment. Both profiles have a combination of controls that are either fully in place and working; or partially in place. It is intended that over the next twelve months a review and verification of the controls identified will be undertaken to ensure the efficacy of the controls. Both profiles have current risk scores of high and to meet Council's risk appetite of moderate require actions to reduce the current risk.

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Hazard Source – incidents reported against Council's 'nasty nine' H&S critical risks (see pages 3-4 for information about the critical risks)

Critical Risks	2017-18	2016-17
Personal confrontation	439	445
Health and Impairment	112	162
Vehicles, Traffic and Mobile Equipment	235	224
Asset failure	104	102
Work at height	24	28
Extreme natural events	14	17
Work related health hazards	41	39
Ignition sources	22	38
Work with or in the vicinity of services	12	8

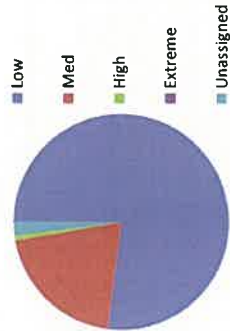
KEY: Green = decrease in reported incidents this year; Orange = slight increase in reported incidents this year.

Incident Profile (see over for commentary)

Key person involved	Notes	2017-18	2016-17
Worker	NE/LTI - serious assault on a parking warden. Most MT's were from work postures or demands, and manual handling.	NI 885 FA 219 MT 184 NE/LTI 1	NI 866 FA 209 MT 183 NE/LTI 4
Public	NE/LTI - heart attack incident at ASB Sports Centre. Most MT's were sport injuries or people slipping/tripping over.	NI 750 FA 701 MT 174 NE/LTI 1	NI 766 FA 609 MT 154 NE/LTI 2
Tenant	MT required for tenant following a fire in their unit.	NI 3 FA 0 MT 1	NI 0 FA 0 MT 0

KEY: NI= no injury; FA= first aid; MT= medical treatment; NE/LTI= notifiable event or lost time injury

Incident Risk Score



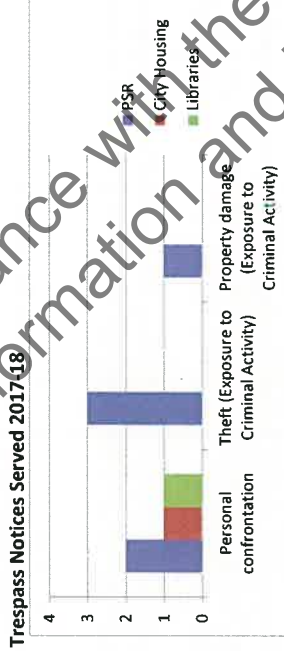
Risk Score Commentary
 Extreme Risk Incident (1) – Service strike in Lombard Lane causing traffic light outage
 High Risk Incidents (23) – These included work at height issues with contractors (property), issues with contractor's work processes on road (Waste Ops), service strikes and asbestos discovered by contractors excavating (Urban Design), personal confrontation incidents (see above right).
 All incidents have been resolved.

LAG + LEAD INDICATORS

Personal Confrontation analysis (refer commentary page 2)

Business unit	Incidents	%
Business Information and Technology	1	0.2
City Consenting and Compliance	12	2.7
City Design and Place Planning	2	0.5
City Housing	17	3.9
Communications and Engagement	1	0.2
Community Networks - Community Services	14	3.2
Community Networks - Parking	201	45.5
Community Networks / Community Centres	52	11.8
Customer Service, Innovation and Smart Council	10	2.3
Governance	3	0.7
Human Resources	1	0.2
Legal and Risk	1	0.2
Parks Sport and Recreation	112	25.5
Property	5	1.1
Resilience and Sustainability	3	0.7
Transport	1	0.2
TOTAL	439	100%

The 4 highlighted business units all reported 1 high risk incident each. Parking (in red) had a notifiable event - serious assault of a warden.



Note – 2 further notices are still to be served - both for the library team.

Asbestos identification project progress

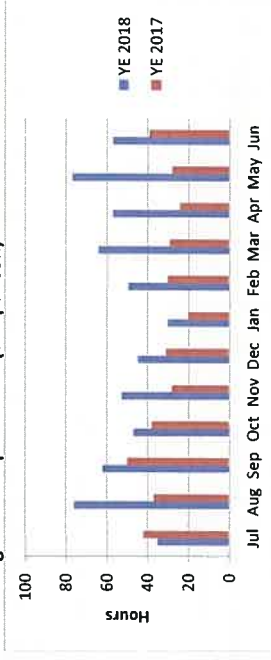
BU	Surveyed	Asbestos identified	Action required
City Housing	21	18	5
Libraries	8	3	0
Parks, Sport and Recreation	12	9	5
Property	14	7	1
TOTAL	55	37	11

Of the 55 priority one and two buildings surveyed this financial year, 67% were found or presumed to contain asbestos. 20% of those required repairs and remediation to specific areas, while the recommendation for the rest is to label the asbestos and manage it so that it does not present health risks.

	2017-18	2016-17
Core H+S Training	81	75
H&S REP TRAINING	237	275
FIRST AID	115	93
MANAGEMENT OF ACTUAL OR POTENTIAL AGGRESSION	134	51
RESILIENCE	2017-18	2016-17
Recognition	18	16
HEALTH AND SAFETY HEROES	1	0
NATIONAL AWARDS	2017-18	2016-17
ELT Observations	12	9
HEALTH AND SAFETY OBSERVATIONS (ELT)	2017-18	2016-17
D+A Test Results	127	112
DRUG AND ALCOHOL TESTING - Pass	6	7
DRUG AND ALCOHOL TESTING - Fail	2017-18	2016-17
EI Referrals	58	49
EARLY INTERVENTION PHYSIOTHERAPY REFERRALS		

Note: See over for further commentary.

EAP Usage – Hours per month (comparison)



Commentary on EAP

Council offer free EAP services to employees. This offer is widely used by all business units. Council trends are comparative with national trends. Personal relationships, anxiety, depression are the lead reason for people using EAP.

ACC Partnership Programme

Work Related ACC Injury Claims	2017-18	2016-17
Accepted	70	77
Declined	12	17
Pending	2	0
Total Claims	84	94

Claim costs to date \$31,186.67
 Number of work-days lost 12.7
 ACC Partnership Programme Accreditation Tertiary Tertiary

The 3 main hazard categories that caused injury claims were manual handling (40%); surface conditions (11.2%).

Commentary on Hazard Source

- The table above represents the number of incidents reported against our top 9 critical risks. Council have 29 hazard categories and 9 critical H&S risks "the nasty nine".
- The green boxes mark those risks where there has been a reduction (albeit in some cases small) in incidents reported the 2016-17 financial year. The orange boxes indicate where there has been an increase in reported incidents against that critical risk category.

Commentary on Incident Profile

There is an increase in reported incidents in the 17/18 year. Year-end reported incidents total 2,919. The total number of incidents reported in the 16/17 year total 2,793. Incidents where No Injury occurred totalled 1,638 incidents for the year end, 7 more than last financial year.

Commentary on Personal Confrontation Analysis

Type

- 439 incidents were reported across Council. The table on page one shows the spread of incidents reported across business units. 236 of these were low risk; 193 were moderate risk; 4 were high risk; 6 not rated
- 15% of all incidents were reported to the Police. 62% of the incidents reported to Police were from Community Networks (made up of community services 14%, parking 34%, and libraries/community centres 14%). 18% were from PSR and 7% from Housing. The balance was from other business units, generally only 1 report.
- Most incidents of personal confrontation reported occurred out on the street. The facilities that reported the most incidents were (in order): WRAC (38), Central Library (33), branch libraries/community centres (22, of which 8 were at Newtown library), housing complexes (14), ASB Sports Centre (12), Tawa Pool (11), Freyberg Pool (10), Keith Spry Pool (8).
- All incidents reported involved a member of the public, contractor or tenant approaching a Council worker or another member of public in our places of work.

Timing

- July – September 2017 had the highest recording of personal confrontation incidents for Parking. If we remove the Parking incidents the two highest reporting months for the rest of Council was November 2017 and February 2018 (either side of a quieter period over Christmas). However, total incidents reported fluctuated over the seasons so no real peak can be determined.

Consequences

- 6 incidents resulted in medical treatment being required:
 - Community Centre – inappropriate behaviour by one member of the public toward another member of the public.
 - Parking – two assaults on wardens (one was a notifiable event reported to WorkSafe), an attempted assault, and a warden's foot was run over. All were reported to Police.
 - PSR – a cleaner was assaulted. Police were not called but a trespass was issued.
 - PSR– instructor head butted by child.
 - PSR– odd behaviour by a member of the public. Police were called to take the individual home.

Commentary on Trespass Notices Served

All incidents involved Council workers or public being exposed to a sustained risk of harm as a result of personal confrontation by these individuals, or theft. Trespass notices are issued as a reasonable step Council can take to minimise risk of harm. A threshold must be met prior to the issuing of a Trespass notice. Trespass notices are in place for two-years and are monitored by the Council's Security Team.

Commentary on Training, Recognition and Results

- Management of Actual or Potential Aggression (formerly known as Non-violent crisis intervention training) is an international training methodology and delivers knowledge and techniques for our 'front-facing' staff to help them recognise and respond safely to customers and public who may be acting in a defensive and/or threatening way. MAPA training is identified as an established mitigation/control in the Council's hazard/risk register for 'PERSONAL CONFRONTATION'.
- Resilience training has continued as a core Health and Safety training programme to assist staff to build and enhance existing resilience skills as well as provide new techniques to help better handle challenges in the workplace and in life.
- Acknowledging the positive health and safety behaviours demonstrated by our staff is rewarded through the Health and Safety Hero cards – all of which are signed off by the Chief Executive and presented to staff.
- This year Council won the Vitae best initiative to promote better worker health category at the Safeguard New Zealand Health and Safety Awards for our Health and Wellbeing Strategy.
- Visible health and safety leadership is measured through ELT completing safety observations.
- Failed drug and alcohol results in disciplinary action in addition to requiring employees to attend compulsory rehabilitation which includes six random drug and alcohol tests over a subsequent two-year period.
- Early intervention referrals assist employees experiencing pain and discomfort – the intention to prevent ongoing issues becoming an ACC claim.



Risk Profile: Health and impairment - Te hauora me te waimaero

<p>Risk Description (Definition of this risk, who is exposed, where and when exposure occurs)</p>	<ul style="list-style-type: none"> Any situation in which there is a risk of harm to the physical and mental health of workers as a consequence of the way in which work is carried out, or factors that compromise the way in which we work. All workers of the Council are at risk of harm to their mental and physical health, however some workers have increased risk due to the nature of their role or exposure to other critical risks e.g. personal confrontation; vehicles, traffic and mobile equipment; work at height Public are also at potential risk of harm if Council workers are impaired or distracted in certain situations e.g. operating machinery; lifeguarding at pools; interacting with clients when emotions are high.
<p>Associated WCC Values</p>	<ul style="list-style-type: none"> He tangata, he tangata, he tangata - We support our colleagues He tangata, he tangata, he tangata – We act with integrity and respect Mahi ngatahi – We share our skills and knowledge Mahi ngatahi – We have confidence in our colleagues Mahi ngatahi – We work together to get the best results Whakapai ake – We are open to new ideas and innovation Whakapai ake – We learn from our mistakes Whakapai ake – We give constructive feedback, compliment good work and reward success
<p>What we know about this risk in our business (Internal context)</p>	<p>Currently we have 26 controls to manage the risk of harm or death to our workers. We know that 14 controls are in place and working. We know that 12 are partially in place. Therefore we've assessed the residual level of risk as High. The risk will continue to be re-assessed as implementation of further controls occurs. (Refer pages 3-4 for detail on the controls in place to manage this risk).</p> <ul style="list-style-type: none"> Health and impairment is one of the Council's nine Critical risk categories. In the year ended 30 June 2018, 112 incidents were reported in the Council's health and safety incident management system, where health and impairment was the primary hazard source. This number will be under representative in terms of mental harm for individual workers as Risk Manager is not readily used as a reporting tool for those circumstances. Anecdotal conversations with workers from across Council indicate that not all teams recognise mental harm as a risk that must be managed by Council, and some areas have normalised increasingly high levels of stress, fatigue, or physical discomfort. Impairment from drugs, alcohol or fatigue are all high risk for Council workers particularly those working shifts, responsible for public safety or using machinery (safety sensitive positions). Stress and fatigue are also heightened risk factors for some office based teams who have peak and/or seasonal work flows e.g. Democracy Services at election time, Finance teams at year end, and multiple teams at LTP planning time.
<p>What we know about this risk in our operating environment (External context)</p>	<ul style="list-style-type: none"> Health and impairment is a hazard source that confronts all organisations, to varying degrees. The impact of work on health and vice versa is an area that WorkSafe is beginning to take a lot more interest in. Publications are now regularly released by WorkSafe to educate PCBU's on their obligations to workers in the area of health e.g. resources on stress, fatigue management, ergonomics. The first sentencing for fatigue-related failings since the introduction of the Health and Safety at Work Act 2015 happened recently. An agricultural company was fined following the death of a worker who was found to have worked almost 200 hours in the fortnight leading up to his death. He died due to injuries sustained in a tractor accident as he drove home at 2.45am. In terms of workplace stress WorkSafe state on their website: "The effects of work-related stress are increasingly becoming an issue for

	<p>workplaces and the community. This is particularly so in office environments where workers are experiencing increased stress related to their work. There is often confusion between challenge and stress in the workplace. While challenge at work can have positive effects on people, work-related stress is a work-related health issue that can pose risks to psychological and physical health.”</p> <p>The Mental Health Foundation openly state that 1 in 5 people suffer from some form of mental illness.</p> <p>The World Health Organisation are predicting by that 2020 depression will be the lead killer in health related disease and illness, beating cancer.</p> <ul style="list-style-type: none"> International attention and awareness of health and impairment risks at work is also increasing. For example, Japan has its own term for death by overwork – Karoshi – and the Japanese Government is considering new legislation to restrict long work hours, given the serious risk to mental and physical health.
<p>Our business objectives potentially impacted by this risk</p>	<ul style="list-style-type: none"> Council have identified twelve controls that require strengthening to reduce the level of risk to Moderate. A consolidated Council-wide assurance programme is being developed, implemented, and reported on, to test the current status of existing controls to determine if they are within Council's risk appetite, or if further work is required to reduce the level of risk. The process of testing current controls will determine the acceptance by Council's 'Officers' (defined by the Health and Safety at Work Act 2015) with the level of controls in place and whether they are 'full and working' or 'partially' in place – at the acceptable level. Impact on worker safety and wellbeing and the subsequent safe delivery of core Council services.
<p>Risk owner</p>	<p>ELT Sponsor, Director Strategy and Governance Manager Safety Security + Wellbeing</p>
<p>Key risk event</p>	<p>Exposure to psychological and/or physical harm, or chronic or acute musculoskeletal injury.</p>
<p>Cause of event</p>	<p>The following events/situations could lead to a the risk event:</p> <ul style="list-style-type: none"> Poor work postures Sedentary behaviour Work planning and demands / pressure Change management / restructures Fatigue Use of drugs and/or alcohol Not physically or emotionally fit for task Poor team culture Responding to medical emergencies Non-work injuries or health complications Wairua (spirituality) and tikanga (cultural) wellbeing compromised External influence stressors, outside the control of the Council as the employer. <p>Potential consequence / Impact</p> <p>The following potential impacts could if the risk event is set in motion:</p> <ul style="list-style-type: none"> Emotional and/or physical injuries / fatalities Internal and/or external investigation Prosecution of our organisation or individual – breach of Health and Safety at Work Act 2015 – failure to provide a safe workplace. Staff leaving, absenteeism, presenteeism Reputational damage to our organisation

<p>Engagement and communication</p>	<ul style="list-style-type: none"> • Council's H+S team facilitated a 'bow-tie' risk analysis workshop involving cross-Council representation, including managers, health and safety representatives and workers to test existing controls and identify new controls.
<p>How we have engaged and consulted with our people about this risk</p>	<ul style="list-style-type: none"> • The EIT Sponsor (Director Strategy and Governance) will be briefed on the existing and new controls identified through the 'bow tie' risk analysis workshop. • The Councilwide Hazard/Risk Register will be updated.
<p>Additional resource need (Items of equipment, processes, training, money etc)</p>	<ol style="list-style-type: none"> 1. Gap analysis of current health and wellbeing initiatives to identify and develop solutions to further strengthen the health and impairment risk controls. This includes reviewing current, and then testing additional training and education opportunities such as Mental Health First Aid, Sexual Abuse Prevention Disclosure, Level 3 H&S Rep Training that incorporates work specific case studies e.g. bullying. 2. Develop reporting process and system in Risk Manager to safely and securely report sensitive incidents involving workers at work. 3. Flexibility and hours of work will be reviewed as part of Diversity and Inclusion work, but there may still be a gap in our organisation for consistency that will need to be addressed.

Controls -- How we manage this risk

Brief control description (the stuff you have in place to manage the risk)	Hierarchy	Is the control in place and working?
<ul style="list-style-type: none"> • Safety-sensitive pre-employment checks shall be carried out to ensure that workers are able to perform the tasks that are required by their positions. 	Eliminate	Yes
<ul style="list-style-type: none"> • Applicable safety in design principles and practices shall be used during the design of work areas. 	Eliminate	Partial
<ul style="list-style-type: none"> • Suitable work stations and technology provided for the task/activity to be undertaken and, where there are medical grounds, for the individual using the station. 	Engineering	Yes
<ul style="list-style-type: none"> • WCC shall meet the Good Employers Provisions as outlined in the Local Government Act schedule 7, clause 36 http://www.legislation.govt.nz/act/public/2002/0084/latest/DLM175643.html 	Administrative	Yes
<ul style="list-style-type: none"> • WCC shall ensure that all workers receive the appropriate resources required to perform the tasks required by their positions. Workforce planning/scheduling shall be carried out to enable this, looking at a balance between work demands/time pressure/available resources and workers capacity to meet those demands. 	Administrative	Partial
<ul style="list-style-type: none"> • Managers shall ensure that workloads are regularly reviewed with their workers and timeframes for completing work / performance targets are reasonable and achievable 	Administrative	Partial
<ul style="list-style-type: none"> • MAP's, position descriptions and work procedures are agreed with workers, clear, appropriate and fit for purpose. Regular feedbacks provided on worker performance 	Administrative	Partial
<ul style="list-style-type: none"> • Suitable planning, management, support, and communication processes for organisational change. 	Administrative	Yes
<ul style="list-style-type: none"> • Managers shall monitor the leave balances of their workers and ensure that adequate leave is being taken 	Administrative	Partial
<ul style="list-style-type: none"> • Buddy's, mentors, or other appropriate support systems put in place for new workers 	Administrative	Partial
<ul style="list-style-type: none"> • Professional supervision provided for specific roles and available to other Council staff as required 	Administrative	Yes

Brief control description (the stuff you have in place to manage the risk)	Hierarchy	Is the control in place and working?
<ul style="list-style-type: none"> Education/training should assist supervisors to support workers, and identify and manage psychosocial risks at work, as well as educate workers on the processes available for early reporting of work stressors (eg excessive deadlines, unreasonable behaviour or other concerns) 	Administrative	Partial
<ul style="list-style-type: none"> Provide H&S inductions, refreshers or education/training on keeping well, taking breaks, micropauses, leave etc. This should include training that addresses psychological health, organisational values/culture, and relevant policies/procedures that guide the standard of workplace behaviour. e.g. Resilience training, leadership training 	Administrative	Yes
<ul style="list-style-type: none"> Managers shall ensure that WCC workers are aware of the WCC Health and Wellbeing Strategy and the Drug and Alcohol Policy Managers shall ensure that WCC workers are aware of the services provided by its EAP partner Stratos Managers shall ensure that workers review the Work Station DVD 	Administrative	Partial
<ul style="list-style-type: none"> The WCC Early Intervention Physiotherapy Programme For Pain And Discomfort shall be provided for WCC workers as appropriate Adequate work environment provided e.g. ventilation, noise control (e.g. partitions between work areas to reduce noise), extra lighting in darker areas 	Administrative	Partial
<ul style="list-style-type: none"> Workplace monitoring carried out as required e.g. air quality, noise, light levels Ergonomically correct equipment and furniture (e.g. computer monitors and keyboards, height adjusted desks, chairs, desks, monitors, hand tools, power tools, machinery) shall be provided and set up so that they provide an ergonomically appropriate workstation 	Administrative	Yes
<ul style="list-style-type: none"> Workplace equipment must be maintained according to manufacturer's instructions The WCC Crisis Response shall be used to determine crisis emergency response 	Administrative	Partial
<ul style="list-style-type: none"> Injury management support is provided through Wellnz and preferred suppliers Return to work and/or Stay at work rehabilitation plans put in place and followed for workers when required Council staff encouraged to participate in wellbeing initiatives and social/team building events 	Administrative	Yes
<ul style="list-style-type: none"> Suitable uniforms provided that are comfortable and practical. 	Personal Protective Equipment	Partial

Risk Assessment						
Inherent risk level Inherent risk level is assessed without controls in place	Residual risk level Residual risk level is assessed with current status of controls either in place and working, partially in place, or not in place	High	Is this risk within tolerance	No	Council's Tolerable Risk Level Our confidence in adequacy of controls	Moderate
High	High	High	No	No	Yes	Moderate

What we're doing to reduce the level of risk from high to moderate

During the 2018-2019 financial year, the following actions will be undertaken for all 'partial' controls to determine if the status can be moved to fully in place and working.

The Council's Safety Security and Wellbeing team will take the lead on these actions. Updates will be made to the risk profile as they occur and will be included in future reporting to FARMs.

1. Gap analysis of current health and wellbeing initiatives to identify and develop solutions to further strengthen the health and impairment risk controls. This includes reviewing current, and then testing additional training and education opportunities such as Mental Health First Aid, Sexual Abuse Prevention Disclosure, Level 3 H&S Rep Training that incorporates work specific case studies e.g. bullying.
2. Develop reporting process and system in Risk Manager to safely and securely report sensitive incidents involving workers at work.
3. Flexibility and hours of work will be reviewed as part of Diversity and Inclusion work, but there may still be a gap in our organisation that will need to be addressed for consistency.
4. Work with the wider HR team on change management process, workforce planning programme, diversity and inclusion framework, and other HR strategies to incorporate health and impairment risk controls.
5. Ongoing work with teams across the Council on their physical work environments, maintenance of work equipment, and suitability of uniforms.
6. Continue to promote proactive wellbeing using the Council's Health and Wellbeing Strategy and supporting activities and resources.
7. Continue to promote and run resilience training for workers. Ensure all workers have access to this training.
8. Create an online module educating managers, H&S Reps, and workers about the Council Drug and Alcohol Policy.

In addition to the priority controls, monitoring and assurance for this risk through the Council's H&S management system continues through the following mechanisms:

- Safety Observations
- Incident Reporting
- Tracking of EAP and early intervention use
- Training and Induction Records
- Monitoring of leave
- Pre-employment medical results
- Drug and alcohol testing results
- Culture survey results

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Risk Profile: Asset failure, Kua hapa te rironga

<p>Risk Description <i>(Definition of this risk who is exposed, where and when exposure occurs)</i></p>	<ul style="list-style-type: none"> Failures in the design, construction and integrity of assets, e.g. buildings, structures, public art, parks, pontoons, roads, pedestrian access, infrastructure, play equipment, fountains, etc. All workers, tenants, and public who enter or use any Council assets are at risk of exposure to injury if the asset or components of the asset are poorly designed, maintained, or fail for any other reason. Council assets are used at all hours of the day, all days of the year. Chief City Planner, Customer and Community, Finance and Business directorates have the majority of the asset lifecycle responsibility, including design, build, maintain and deconstruct. A significant amount of design and maintenance work is contracted out across the Council asset portfolio.
<p>Associated WCC Values</p>	<ul style="list-style-type: none"> He tangata, he tangata, he tangata – We anticipate our customer's needs Mahi ngatahi – We work together to get the best results Whakapai ake – We are open to new ideas and innovation Whakapai ake – We learn from our mistakes Mana tiaki – We are guardians of our city's assets Mana tiaki – We consider the impact of what we do
<p>What we know about this risk in our business <i>(Internal context)</i></p>	<p>Currently we have twenty one controls to manage the risk of harm or death to our workers as a result of asset failure. We know that eleven controls are in place and working. We know that ten are partially in place. Therefore we've assessed the residual level of risk as High. The risk will continue to be re-assessed as implementation of further controls occurs. (Refer page 3 for detail on the controls in place to manage this risk).</p> <ul style="list-style-type: none"> Asset failure is one of the Council's nine critical risk categories. In the year ended 30 June 2018, 104 incidents were reported in the Council's health and safety incident management system, where asset failure was the primary hazard source. 45 incidents involved members of the public. 1 incident was rated as high risk (roof truss weight bearing/revised), and one required a full investigation (flying fox at Khandallah Park). Two reviews were undertaken in 2018 – one for Property and one for PSR. The Council has a substantial and diverse range of assets, including over 600 buildings, road assets, lighting, park furniture, and other infrastructure assets. These continue to be designed and built through capital works. These diverse assets also have multiple operational and maintenance requirements. Safety in Design principles need to be applied to both planning for new capital works and planning for operational and maintenance works. The scale of contracted work where assets are designed or maintained is significant. This increases the level of influence and monitoring required by the Council to ensure assurance that the risks are being managed adequately.
<p>What we know about this risk in our operating environment <i>(External context)</i></p>	<ul style="list-style-type: none"> Asset failure is a hazard source that confronts all organisations that own buildings and/or other infrastructure. Under the Health and Safety at Work Act 2015, Council has obligations to ensure they are providing and maintaining work environments that are without health and safety risks. While our primary duty of care is to workers under this legislation, we have a general duty of care to the public and our tenants for assets even at times they are not considered a workplace due to absence of workers. There is also a large volume of other legislation and standards that our assets must be designed, built and maintained to meet e.g. the Building Act, The Building (Earthquake-prone Buildings) Amendment Act 2016, Residential Tenancies Act, Boarding Standards, Playground Standards etc. As we are a public organisation our assets are highly visible, and if failure occurs it can leave long lasting impressions in the public eye. This is especially true when members of the public are seriously injured or killed e.g. people remember the cave creek disaster, CTV building collapse. Safety in Design is becoming increasingly recognised at a national level, in particular in the construction industry. It uses several techniques, in particular, risk assessment in the first planning stages, and consultation and communication between planners, designers, constructors, workers

	<p>and any other stakeholders.</p> <p>In the UK, <u>Construction (Design and Management) Regulations</u> have been in place for a number of years to ensure everyone: “sensibly plans the work so the risks involved are managed from start to finish; have the right people for the right job at the right time; cooperate and coordinate your work with others; have the right information about the risks and how they are being managed; communicate this information effectively to those who need to know; consult and engage with workers about the risks and how they are being managed.”</p> <ul style="list-style-type: none"> Wellington’s geographic and environmental features make us more prone to conditions that can cause asset deterioration or failure, than some other cities in New Zealand. These conditions include high winds, coastal conditions e.g. corrosion/degradation from sea spray, flooding in low lying areas, higher risk of earthquakes and tsunamis. These can all cause mild to extreme asset failure. Climate change is also having an impact on our assets and the cost of repairs when storm damage occurs e.g. to sea walls and road corridors (Ngāio Gorge for example).
<p>Our business objectives potentially impacted by this risk</p>	<ul style="list-style-type: none"> Council have identified 10 controls that require strengthening to reduce the level of risk to within tolerable levels, that of Moderate. A consolidated Council-wide assurance programme is being developed, implemented and reported on to test the current status of existing controls to determine if they are within acceptable tolerable levels or further work is required to reduce the level of risk. The process of testing current controls will determine the acceptance by Council’s ‘Officers’ (defined by the Health and Safety at Work Act 2015) with the level of controls in place and whether they are in ‘full’ and working or ‘partially’ in place – as the acceptable level. Impact on worker safety and wellbeing and the subsequent safe delivery of core Council services. Residential and commercial tenants left without homes and workplaces.
<p>Risk owner</p>	<p>ELT Sponsor, Director Finance and Business Manager Safety Security + Wellbeing Asset Managers</p>
<p>Key risk event</p>	<p>Failure of an asset</p>
<p>Cause of event (Threat)</p>	<p>The following events/situations could lead to a risk event:</p> <ul style="list-style-type: none"> Inadequate safety in design Asset no longer fit for purpose Collapse or deterioration (full or partial) Inadequate long-term asset maintenance programmes Degradation (wear and tear) and extended use Temporary works failure Natural disasters Improper use Third party effects Vandalism
	<p>Potential Impact (Consequence)</p>
	<p>The following potential impacts could result if the risk event is set in motion:</p> <ul style="list-style-type: none"> Physical injuries / illness / fatalities Emotional injuries Internal or external investigation Prosecution of our organisation or individual – breach of Health and Safety at Work Act 2015 – failure to provide a safe workplace. Reputational damage to our organisation; widespread media coverage Financial and insurance consequences Environmental damage Loss of heritage items and buildings

<p>Engagement and communication</p> <p><i>How we have engaged and consulted with our people about this risk</i></p>	<p>Council's H+S team facilitated a 'how-tie' risk analysis workshop involving cross-Council representation, including asset managers, health and safety representatives, and workers to test existing controls and identify new controls.</p> <ul style="list-style-type: none"> The ELT Sponsor (Director Finance and Business) will be briefed on the existing and new controls identified through the 'how tie' risk analysis workshop. Targeted communications will be pitched at asset managers internally and contractors externally. The Council-wide Hazard/Risk Register will be updated and made available on StaffNet and in Risk Manager.
<p>Additional resource need</p> <p><i>(items of equipment, processes, training, money etc)</i></p>	<ul style="list-style-type: none"> Work with the Internal Design Review Panel and the Procurement Panel to review Council's use of Safety in Design principles and practices and ensure that it is integrated into the procurement lifecycle and change management processes for both new builds and modifications. This would include scoping to include H&S risks, and consulting, cooperating and coordinating with all impacted parties. Work with the business to verify some of the controls are in place. Gain assurance that asset information, engineering reports, condition assessments, and budgets align with asset management plans, operation manuals and applicable standards. Investigate technology options to have current, accurate asset information available at source. Produce an ELT Safety Moment outlining the risks, panel options, and planned actions. Include an asset failure scenario in ELT and Elected Members Health and Safety training. ELT and Elected Member safety observations (up to 30 June 2020) will include at least one observation where the critical risk is asset failure.

<p>Controls – How we manage this risk</p> <p>Brief control description <i>(the stuff you have in place to manage the risk)</i></p>			<p>Hierarchy</p>	<p>Is the control in place and working?</p>
<ul style="list-style-type: none"> Applicable safety in design principles and practices shall be used during the design of all Council assets to cover the complete life cycle (build, maintain, use, demolish) of Council assets. This means involving people with the relevant knowledge and capability from the very beginning (scoping stage) and using consultation, cooperation and coordination through the entire project. There must also be information transfer at asset commission about all hazards/risks not designed out 	<p>Eliminate</p>	<p>Partial</p>		
<ul style="list-style-type: none"> Locating assets for the Council's asset portfolio in locations that are not at risk of certain natural disasters e.g. flood prone areas exposed high wind locations 	<p>Eliminate</p>	<p>Partial</p>		
<ul style="list-style-type: none"> Remove hazardous assets e.g. deteriorated and beyond repair 	<p>Eliminate</p>	<p>Partial</p>		
<ul style="list-style-type: none"> Council assets designed/maintained with resilience to natural disasters they may be exposed to e.g. earthquake strengthening, unreinforced masonry tiebacks 	<p>Substitute</p>	<p>Yes</p>		
<ul style="list-style-type: none"> Prevent access to assets or specific areas when risk to people or an asset is imminent e.g. close buildings, cordon off areas surrounding assets 	<p>Isolate / Prevent Contact</p>	<p>Yes</p>		
<ul style="list-style-type: none"> Prevent third party access to assets for public and asset safety where relevant 	<p>Isolate / Prevent Contact</p>	<p>Yes</p>		

Controls – How we manage this risk

Brief control description <i>(the stuff you have in place to manage the risk)</i>	Hierarchy	Is the control in place and working?
<ul style="list-style-type: none"> Take control of assets (not owned by the Council) if the risk of harm to people or assets is imminent. 	Isolate / Prevent Contact	Yes
<ul style="list-style-type: none"> Mechanisms engineered so that critical systems run at 75% (or thereabouts) so that there is always back-up available (25% or thereabouts) if part of the system fails (agreed fail safe) e.g. server room air conditioning does not run at 100% so that reserve of 25% or thereabouts is available. 	Engineering	Yes
<ul style="list-style-type: none"> All design/modifications should be independently verified and assessed as suitable 	Engineering	Partial
<ul style="list-style-type: none"> Security devices / equipment (locks and interlocks) /alarms / warning systems used to control access to, and use of assets. Emergency exits must be useable at all times 	Engineering	Yes
<ul style="list-style-type: none"> WCC shall ensure it meets relevant industry building regulations and standards relevant to the asset, e.g. buildings, structures, public art, parks, pontoons, play equipment, fountains, etc. 	Administrative	Yes
<ul style="list-style-type: none"> WCC shall ensure that it meets applicable earthquake standards as required by the Building Act, http://www.building.govt.nz/bomd-earthquake-prone-buildings and set out in its Earthquake-prone buildings policy http://wellington.govt.nz/services/rates-and-property/earthquake-prone-buildings/role-of-local-and-central-government/earthquake-prone-buildings-policy 	Administrative	Yes
<ul style="list-style-type: none"> WCC shall use the National Guidelines for the Prevention of Crime through Environmental Design, http://www.justice.govt.nz/policy/crime-prevention/environmental-design when designing new facilities. 	Administrative	Yes
<ul style="list-style-type: none"> WCC shall maintain its assets according to the requirements of its Asset management procedure, operations manuals, and scheduled maintenance programme (Service Plans), including all life cycle phases and repairs as required 	Administrative	Partial
<ul style="list-style-type: none"> WCC shall obtain information about risks e.g. engineering reports, condition surveys, and earthquake ratings, to aid in decision making and maintenance decisions and/or changes to the design and/or use of the asset where required. 	Administrative	Partial
<ul style="list-style-type: none"> WCC shall maintain emergency evacuation plans for its assets (as applicable), and shall ensure that drills for the requirements of these plans occur regularly 	Administrative	Yes
<ul style="list-style-type: none"> Contingency plans should be in place in the event that an asset cannot be used as designed 	Administrative	Partial
<ul style="list-style-type: none"> WCC shall ensure that it meets all relevant parts of the WCC Code of Practice for Land Development http://wellington.govt.nz/services/environment-and-waste/urban-development/code-of-practice-for-land-development 	Administrative	Yes
<ul style="list-style-type: none"> Regular inspections of work areas / office areas e.g. six monthly checks 	Administrative	Partial
<ul style="list-style-type: none"> Contracts must be in place for third party use of assets where practicable (e.g. lease agreements, booking forms) and supervision of users provided where possible 	Administrative	Yes
<ul style="list-style-type: none"> Asset managers must be adequately trained in asset management and safety in design principles 	Administrative	Partial
<ul style="list-style-type: none"> Signs or similar technology (i.e. bar codes) should be used to communicate risks associated with the asset 	Administrative	Partial

Risk Assessment

Inherent risk level <i>Inherent risk level is assessed without controls in place</i>	Critical	Residual risk level <i>Residual risk level is assessed with current status of controls either in place and working, partially in place, or not in place</i>	High	Is this risk within tolerance	No	Council's Tolerable Risk Level <i>Our Confidence in adequacy of controls</i>	Moderate

What we're doing to reduce the level of risk from high to moderate

The 10 controls that have a status of 'partial' are controls that require additional actions to be undertaken to move their current status to within an agreed tolerable level or fully in place and working. These actions will be implemented during the 2018/2019 financial year. The Council's Safety Security and Wellbeing team will take the lead on these actions, in consultation with the ELT lead, Director Finance and Business. Updates will be made to the risk profile as they occur and will be included in future reporting to FARMS and CSC.

The following actions will be undertaken to determine if the status can be moved to fully in place and working.



















1. Work with the Internal Design Review Panel and the Procurement Panel to review Council's use of Safety in Design principles and practices and ensure that it is integrated into the procurement lifecycle and change management processes for both new builds and modifications. This would include scoping to include H&S risks, and consulting, cooperating and coordinating with all impacted parties.
2. Work with the business to verify some of the controls are in place.
3. Gain assurance that asset information, engineering reports, condition assessments, and budgets align with asset management plans, operation manuals and applicable standards.
4. Investigate technology options to have current, accurate asset information available at source.
5. Produce an ELT Safety Moment outlining the risks, panel options and planned actions.
6. Include an asset failure scenario in ELT and Elected Members Health and Safety training.
7. ELT and Elected Member safety observations (up to 30 June 2020) will include at least one observation where the critical risk is asset failure.

In addition to the priority controls, monitoring and assurance for this risk through the Council's H+S management system continues through the following mechanisms:

- Workplace inspections
- Training Records in Whare Kura
- Condition assessments, audits, and inspection records
- Asset management plans
- Incident Reporting
- Asset management records
- Emergency training and drill records
- Security audits and inspections

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2018 – 2020: Wellington City Council Safety Security + Wellbeing Risks – Top (nasty) Nine

Critical Risk	Definition	Persons affected <small>In order of impact: - M - Workers - P - Public - T - Tenants</small>	Recorded Incidents <small>YE Jun 2018</small>	Risk Category <small>- Acute - Catastrophic - Chronic</small>	Risk Rating <small>C - Consequence L - Likelihood</small>	Rationale for including this risk in Council's top nine
<p>Personal confrontation - Whakatumua matuwaiarano</p> 	<p>• Verbal and physical threats/assault</p> <p>• Bullying</p> <p>• Harassment</p> <p>(ā-kupurā, otiiko me ngā mahi whakawetivetē me te pōrearea houki)</p>		439	Acute	<p>C - Major</p> <p>L - Likely</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential for multiple injuries or possibly fatalities in a targeted attack • Significant number of incidents reported where personal confrontation affects frontline workers on a frequent basis • Recent incidents in NZ and investigations at WCC demonstrate a potential for serious injuries
<p>Health and Impairment - Te hauora me te waimaero</p> 	<p>• Stress, drugs, alcohol, fatigue</p> <p>• Not physically/emotionally fit for task</p> <p>• Wairua (spirituality) and Tikanga (cultural) wellbeing compromised</p> <p>• Non-work injuries or health complications</p> <p>• Poor work practices</p> <p>(pērā i te tāmitanga, āhakinokino, ngā pūiri me te wāpūiri, te mahi hōtēre me ngā āhuatanga o te hinengaro, o te tinana kua pā mai ki waho i te wā mahi)</p>		112	Acute	<p>C - Major</p> <p>L - Likely</p> <p>= High risk</p>	<ul style="list-style-type: none"> • National and local trends continue to indicate demand for employer support for workers as it relates to psychosocial factors, and the sedentary nature of some of our work. • The political nature of the Council is also unique and provides inherent challenges that have the potential to impact on the health of our workers. • Recent incidents both at Council and in NZ demonstrate potential for serious injury/illness is likely.
<p>Vehicles, Traffic and Mobile Equipment- Ngā waka me ngā taputapu mau ringa</p> 	<p>• Collision or potential collision</p> <p>• Loss of control of vehicles and/or equipment</p> <p>• Loss of load from vehicle and/or machinery</p> <p>• Inappropriate use of vehicle parts and attachments</p> <p>• Getting on/off or in/out of vehicles</p> <p>• Breach of exclusion zone</p> <p>• Entanglement/trapping/projectiles</p> <p>• Failure of equipment</p>		235	Acute	<p>C - Major</p> <p>L - Unlikely</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential for a small number of fatalities in one incident • Recent incidents at Council demonstrate potential for serious injury • Recent incidents at WCC leading to full investigations
<p>Asset failure - Kua hapa te rironga</p> 	<p>• Inadequate safety in design</p> <p>• Collapse or deterioration</p> <p>• Temporary works failure</p> <p>• Inadequate long-term asset maintenance programmes</p> <p>• Wear and tear and extended use</p> <p>• Damages due to natural disasters or vandalism</p>		104	Catastrophic	<p>C - Severe</p> <p>L - Rare</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential for a small number of fatalities in one incident • Reported Council incidents demonstrate potential for fatalities
<p>Work at Height - He mahi e haeere ana ki runga</p> 	<p>• Fall from elevated location – above ground</p> <p>• Fall from ground level to below</p> <p>• Fall through penetration covers</p> <p>• Falling objects</p>		24	Acute	<p>C - Severe</p> <p>L - Rare</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential to kill multiple people in a catastrophic incident • Wellington prone to numerous natural events • Potential likelihood of an earthquake is heightened since the Kalkoura earthquake
<p>Extreme natural events - Ngā pāpono rirerite o te taiao</p> 	<p>• Exposure to extreme weather / natural events e.g. storms, earthquakes, tsunamis</p> <p>• Environmental hazards e.g. fallen trees, landslides, flooding</p> <p>(pērā i te rū, paroro me te parahenua mea)</p>		11	Catastrophic	<p>C - Severe</p> <p>L - Rare</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential for multiple long term illness / fatalities • WorkSafe NZ reported that work related health fatalities across NZ are estimated at 600-900 people per annum. • Reported incidents at Council indicate potential for fatalities
<p>Work related health hazards - Ngā pūmate o te mahi</p> 	<p>• Dust, asbestos, silica</p> <p>• Hazardous substances (puehu/tepoko, matu whakamōrea)</p>		41	Chronic	<p>C - Severe</p> <p>L - Rare</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential for multiple fatalities in a catastrophic incident • Potential for multiple long term illness / fatalities • WorkSafe NZ reported that work related health fatalities across NZ are estimated at 600-900 people per annum. • Reported incidents at Council indicate potential for fatalities
<p>Ignition Sources - Mātāpuna mo te tahu</p> 	<p>• Fire</p> <p>• Explosion (ahi me te pakitanga)</p>		22	Catastrophic	<p>C - Severe</p> <p>L - Rare</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential for multiple fatalities in a catastrophic incident • Recent near miss incidents
<p>Work with or in the vicinity of services - Me mahi ki roto, ki te taaha rānei i te pae rātonga</p> 	<p>• Service strikes during underground works</p> <p>• Service strikes during above ground works</p> <p>• Outage impacts e.g. power/gas/water cut to critical service facility</p> <p>(ki raro whenua me ō runga)</p>		12	Acute	<p>C - Severe</p> <p>L - Rare</p> <p>= High risk</p>	<ul style="list-style-type: none"> • Potential for a small number of fatalities in one incident • Reported incidents at Council demonstrate potential for fatalities

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Health and Safety Risk Assessment Instructions:

1. Define the Risk Event (e.g. personal confrontation)
2. Assess potential causes of the risk event and their likelihood (Table C). Use the highest likelihood for the likelihood score.
3. Assess potential consequences of the risk event against all categories (Table D). The highest consequence score is used.
4. Plot the likelihood and consequence scores on the Risk Matrix (Table B). This gives the overall risk rating and score.
5. The risk is managed in accordance with the guidance in Table A.

TABLE A: RISK RATINGS AND DESCRIPTIONS

Risk Rating	Description	Impact	Reporting
Low	Risk managed within business units	May result in minor impact on Council's business objectives and outcomes	Included in risk register reporting to manager
Medium	Risk within Council's risk appetite and managed by T3 and below	Would interfere with the quality, quantity and timeliness of Council's business objectives and outcomes	Included in risk register reporting to manager and/or director
High	Risk is close to exceeding Council's risk appetite. Risk managed by ELT	Would interrupt the quality and timeliness of Council's business objectives and outcomes	Escalation to director and/or governance board, steering committee or project sponsor
Extreme	Risk exceeds Council's risk appetite	Would stop a number of key objectives and outcomes being achieved	Urgent escalation to relevant director and/or governance board, steering committee or project sponsor.

TABLE B: RISK MATRIX

		Minor	Moderate	Major	Severe
Almost Certain	5	9	15	18	19
Likely	3	7	12	14	14
Unlikely	2	6	10	13	13
Rare	1	4	8	11	11
		Consequence			
		Likelihood			

TABLE C: HEALTH AND SAFETY LIKELIHOOD ASSESSMENT TABLE

Likelihood	Description
Almost Certain	Event could occur today or similar event has occurred in the last week
Likely	Event could occur in the next one to twelve months
Unlikely	Event could occur in the next one to five years
Rare	Event could occur in more than five years

TABLE D: CONSEQUENCE ASSESSMENT TABLE

Category	Minor	Moderate	Major	Severe
Health and Safety <small>Note: Risk events only relate to WCC's sphere of control</small>	An event that requires a worker and/or other person to seek first aid and/or debrief	An event that requires a worker(s) and/or other person(s) to seek medical treatment – physical or emotional	Notifiable event(s) that cause illness, injury or distress to worker(s) or person(s)	An event that causes death or permanent impairment to a worker(s) and/or other person(s)

TABLE E: HEALTH AND SAFETY RISK CATEGORY

Risk Category -	Definitions
Catastrophic risks	could kill multiple workers
Acute risks	could kill at least one worker; generally less than three
Chronic risks	could kill workers over a longer period, generally health related exposure to substances
Other risks	unlikely to kill a worker

Proactively released in accordance with the provisions of the Official Information Act 2000

COUNCIL'S 2018/20 SAFETY SECURITY AND WELLBEING PLAN

1. PURPOSE		We are committed to providing a healthy and safe working environment for our people; this includes contractors, volunteers and the public whom we interact with on a daily basis. We aim to ensure that our safety, security + wellbeing initiatives are comparable with the best and most responsible organisations. We aspire to Zero Harm.	
2. OBJECTIVES		The aim of the safety security + wellbeing plan and work programme is to lead and support the business to effectively deliver at a practical and systematic level continuous improvement in our safety security + wellbeing performance.	
3. PERFORMANCE MEASURES		Performance will be measured and reported on the following key areas to the Council's Health and Safety Steering Group, and Council through FARMS and CSC. Business Units are to use these objectives and measures when developing their own business unit plans and developing appropriate MAPs for leaders and employees.	
AREA	OBJECTIVES	MEASURES	RESPONSIBILITY
1. Risk	1.1 Critical Risk Controls	<ul style="list-style-type: none"> <input type="checkbox"/> Review and confirmation of the Council's Top Nine critical risks, each with an ELT sponsor <input type="checkbox"/> Controls for the top nine prioritised hazards/risks reviewed using the bowtie risk analysis methodology <input type="checkbox"/> Review and strengthen critical risk controls to within Council's risk appetite <input type="checkbox"/> ELT Sponsor, ELT and Elected Members accept reviewed risk controls <input type="checkbox"/> Reviewed risk controls are communicated to workers (including contractors) as Council's minimum standards <input type="checkbox"/> Hazard Module in Risk Manager is fully utilised to record and maintain all BUS hazard / risk controls 	<ul style="list-style-type: none"> Executive Leadership Team Leadership Group Manager Safety Security + Wellbeing Health and Safety Representatives
	1.2 MSD Findings	<ul style="list-style-type: none"> <input type="checkbox"/> Review and assess the six practicable steps MSD should have taken to protect their workers, as they apply across Council workplaces that are set out in MSD guilty plea under the HSE Act 1992. 	<ul style="list-style-type: none"> Executive Leadership Team Leadership Group Manager Safety Security + Wellbeing Health and Safety Representatives
	1.3 Health + Wellbeing Strategy	<ul style="list-style-type: none"> <input type="checkbox"/> Embed practice and continuous improvement of the Council's Health + Wellbeing Strategy 	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate seasonal wellbeing programmes across Council workplaces <input type="checkbox"/> Build on core components and programmes of resilience + emotional wellbeing – that align with the critical risk Health + Impairment
2. Relationships	2.1 PCBUI Framework	<ul style="list-style-type: none"> <input type="checkbox"/> Embed practice and continuous improvement of the Council's PCBUI framework <input type="checkbox"/> Verification of the application of the PCBUI relationship model across Council stakeholders 	<ul style="list-style-type: none"> Executive Leadership Team Leadership Group Manager Safety Security + Wellbeing
	3.1 Safety Leadership Development	<ul style="list-style-type: none"> <input type="checkbox"/> Leaders have the knowledge and skills for effective safety leadership. <input type="checkbox"/> The behaviours required for authentic safety leadership, the principles of 'Just Culture' (balancing safety, accountability and human factors) are components of the Council's core health and safety training programme <input type="checkbox"/> Due diligence in practice: governance coaching, critical risk questioning is delivered through a refresher health and safety training programme to Executive + Senior leadership and Elected Members. <input type="checkbox"/> Executive Leadership team and Elected Members undertake two safety observations per annum. <input type="checkbox"/> Business unit managers in operational business units to undertake one safety observation every three months in selected worksites or facilities across their business unit. <input type="checkbox"/> Business unit managers in non-operational business units to undertake one safety observation every six months in selected worksites or facilities across their business unit. 	<ul style="list-style-type: none"> Executive Leadership Team OD Team, HR Manager Safety Security + Wellbeing Leadership Group Managers
	3.2 Career succession planning	<ul style="list-style-type: none"> <input type="checkbox"/> Building capability and succession planning within the Council to lead good practice in safety security and wellbeing. <input type="checkbox"/> Health and Safety Career succession planning and pathway implemented that builds health and safety capacity across the Council. 	<ul style="list-style-type: none"> Manager Safety Security + Wellbeing Health and Safety Representatives
3.3 Assurance	<ul style="list-style-type: none"> <input type="checkbox"/> Assurance and verification of Council's safety security + wellbeing system is an opportunity for learning and re-focusing the organisation on continuous improvement. <input type="checkbox"/> Develop an SSW Assurance framework that aligns with Council-wide Assurance framework. <input type="checkbox"/> Independent assurance is sought to verify the status of Council's management of its critical risks. 	<ul style="list-style-type: none"> Executive Leadership Team Leadership Group Manager Safety Security + Wellbeing 	

Kevin Lavery, Chief Executive

21 June 2018

Date

Proactively Governed

COUNCIL'S 2018/20 SAFETY SECURITY AND WELLBEING PLAN

WORK PROGRAMME 2018/18

MILESTONES (Jul-Dec '18)

MILESTONES (Jan – Jun '19)

MILESTONES (Jul-Dec '19)

MILESTONES (Jan – Jun '20)

AREA	MILESTONES (Jul-Dec '18)	MILESTONES (Jan – Jun '19)	MILESTONES (Jul-Dec '19)	MILESTONES (Jan – Jun '20)
1. RISKS	<ul style="list-style-type: none"> Identify ELT 'lead' for 9 Risk Categories Review risk controls (applying how the risk methodology) Reducing the level of risk, prioritise risks that have been assessed, and work through actions to move risk score to a level that meets Council's risk appetite. Communication of reviewed risk controls to workers (incl. contractors). 	<ul style="list-style-type: none"> Review of risk controls (applying bow-tie risk methodology) Reducing the level of risk, prioritise risks that have been assessed, and work through actions to move risk score to a level that meets Council's risk appetite Communication of reviewed risk controls to workers (incl. contractors). Review Top Nine Risk Categories 	<ul style="list-style-type: none"> Review of risk controls (applying bow-tie risk methodology) Reducing the level of risk, prioritise risks that have been assessed, and work through actions to move risk score to a level that meets Council's risk appetite Communication of reviewed risk controls to workers (incl. contractors). 	<ul style="list-style-type: none"> Review of risk controls (applying bow-tie risk methodology) for: Reducing the level of risk, prioritise risks that have been assessed, and work through actions to move risk score to a level that meets Council's risk appetite Communication of reviewed risk controls to workers (incl. contractors). Review Top Nine Risk Categories
1.1 Critical Risk Controls (Top Nine)	<ul style="list-style-type: none"> Scope MSD findings + Identification of Council workplaces of similar nature Assess and undertake gap analysis of Council workplaces vs MSD recommendations Develop risk profiles – physical; people 	<ul style="list-style-type: none"> Findings of assessment and recommendations to ELT Scope, costs to implement agreed recommendations to workplaces 	<ul style="list-style-type: none"> Implement changes to workplaces as per recommendations 	<ul style="list-style-type: none"> Review practice in the workplace (employee survey)
1.2 MSD Findings	<ul style="list-style-type: none"> Formalise and communicate seasonal wellbeing programmes Review current resilience + emotional wellbeing programmes; identify gaps 	<ul style="list-style-type: none"> Review seasonal wellbeing programmes Develop + deliver new resilience emotional wellbeing programmes (based on gap analysis) Review Health + Wellbeing Strategy 	<ul style="list-style-type: none"> Review seasonal wellbeing programmes – make changes as required Review resilience + emotional wellbeing programmes Implement changes to Health + Wellbeing Strategy as appropriate 	<ul style="list-style-type: none"> Review seasonal wellbeing programmes Review resilience + emotional wellbeing programmes Review Health + Wellbeing Strategy
1.3 Health + Wellbeing Strategy				
2. RELATIONSHIPS	<ul style="list-style-type: none"> Scope a process to test the application of the relationship model Council-wide Scope a module for inclusion in the Safety Security + Wellbeing fundamentals training programme for managers 	<ul style="list-style-type: none"> Identify BUs and undertake independent review of relationship model in practice Deliver relationship model in h+s fundamentals to managers 	<ul style="list-style-type: none"> Identify BUs and undertake independent review of relationship model in practice Deliver relationship model in h+s fundamentals to managers 	<ul style="list-style-type: none"> Review Relationship module
2.1 PCBU Framework				
3. RESOURCES	<ul style="list-style-type: none"> Develop training programme and education opportunities that incorporates Just Culture principles and practice for LG and workers Develop Safety Security + Wellbeing fundamentals training programme and education opportunities for people managers to equip them with safety security and wellbeing fundamentals Develop Due Diligence refresher training programme and education opportunities for ELT and Councilors ELT & LG undertake and report safety observations as detailed in "Measures". 	<ul style="list-style-type: none"> Deliver education on Just Culture principles to target audience Deliver education on SSW fundamentals to target audience Deliver Due Diligence refresher programme to ELT and Councilors ELT & BU Managers undertake and report safety observations as detailed in "Measures". 	<ul style="list-style-type: none"> Review education opportunities on Just Culture principles Review education opportunities on SSW fundamentals Review Due Diligence refresher programme ELT & LG undertake and report safety observations as detailed in "Measures". 	<ul style="list-style-type: none"> Review SSW training programme, identify future needs ELT & LG Managers undertake and report safety observations as detailed in "Measures".
3.1 Safety Leadership Development				
3.2 Career succession planning	<ul style="list-style-type: none"> Assess benefits of H&S Scholarship Programme 	<ul style="list-style-type: none"> Scholarship Programme Proposal to H&S Steering Group 	<ul style="list-style-type: none"> Implement Scholarship Programme 	<ul style="list-style-type: none"> Review Scholarship Programme
3.3 Reporting and Assurance	<ul style="list-style-type: none"> Prepare a programme of internal and external reviews and/or audits, that: <ul style="list-style-type: none"> incorporates the ongoing management of critical risks and the SSW management system – Council-wide and BU specific. Schedule a Safe-Plus Assessment (critical risks) Quarterly H&S Reporting to FARMS + CSC 	<ul style="list-style-type: none"> Deliver internal + external reviews and/or audits Report to ELT the results of reviews and/or audits for the previous six months. Quarterly H&S Reporting to FARMS + CSC 	<ul style="list-style-type: none"> Prepare a programme of internal and external reviews and/or audits, that: <ul style="list-style-type: none"> incorporates the ongoing management of critical risks and the SSW management system – Council-wide and BU specific. Schedule Safe-Plus Assessment Quarterly H&S Reporting to FARMS + CSC 	<ul style="list-style-type: none"> Deliver internal + external reviews and/or audits Report to ELT the results of reviews and/or audits for the previous six months. Quarterly H&S Reporting to FARMS + CSC