Health, Safety & Wellbeing

October 2021 – December 2021 - Learnings

Introduction

The October – December 2021 Health, Safety and Wellbeing (HSW) quarterly report highlights learning through investigations – and the resulting continuous improvement for our workplaces and Community.

Events

(4(d) To ensure we have the appropriate processes for receiving and considering information regarding incidents, hazards and risk and for responding in a timely manner)

163 ↑ (87 in last quarter)

H&S Events reported across TCC, with:

- 133 investigations from these events are complete
- 14 investigations from these events are underway
- 16 investigations from these events are overdue for completion
- 3 notifiable events to WorkSafe from our Contractors:
  - 2 – fall from height
  - 1 – object unplanned release from height

27 ↑ (25 in last quarter)

Injury Events to staff, contractors or members of community:

- 10 first aid treatment, 4 medical treatment
  - 2 x fracture associated with fall from height (contractors)
  - Dropped object resulting in stitches (contractor)
  - Vehicle collision with cyclist (member of community)

19

Covid-19 Events with aggressive behaviour towards our staff and contractors associated with COVID19 requirements

Health and Safety Management System Audit

4(f) To verify the provision and use of resources and processes.

Status of management actions from Financial Year 2019/20 Internal Audit.

The outstanding audit items are underway within projects scheduled across 2022/2023 as follows:

Project	Audit Items	Notes
Inductions	7.3 8.4	Targeted, role specific inductions e.g. for Project Managers, Contractors.
PCBU* Relationship Management	8.2 8.3	Defining roles and responsibilities around overlapping duties.
Drug & Alcohol Impairment	9.2 : 10.5	Assessment underway around implementing drug & alcohol policy within TCC.
Vehicle Speed Monitoring	12.0	Procedures under review to ensure reflection of current processes.

*Person conducting business or undertaking as defined in section 17 of Health and Safety at Work Act

Health, Safety & Wellbeing

October 2021 – December 2021 - Learnings

Learning the Why

(4(e) To ensure that the PCBU has, and implements, processes for complying with any duty or obligations of the PCBU under this Act)

The method '5 Whys' is commonly used to identify the root cause(s) of incidents. As an iterative interrogative technique, it is used to explore the cause-and-effect relationships underlying an event - by repeating the question 'why'. Each answer forms the basis of the next question. A recent WorkSafe notifiable event, where a sub sub-contractor fell from an unfixed joist (resulting in a dislocated ankle and broken fibula) was investigated by our contractor using the 5 Whys investigation technique. (Note: 5 is an indicative number of iterations typically used to establish the root cause.)

Principal Contractor - Example 5 Whys questions for this incident

Event – Worker fell accessing worksite.

Why did the worker fall?

- Joists, on the boardwalk, were left unsecured (at the end of the previous day), and the fall hazard was not identified or controlled.

Why was the hazard not identified or controlled?

- The site was shutdown for the weekend and hazards were to be communicated during the next morning briefing.

Why was the site accessed prior to the morning briefing?

- Sub-contracting teams entered the site at opposite ends – requiring the injured party to walk through the site to attend the morning meeting. *etc…*

Event Consequences - Fall resulted in fractured ankle.

Why did the fall result in fracture?

- Sub sub-contractor was not wearing ankle height, laced safety boots (Principal Contractor Minimum PPE standards).

Why were minimum standards not in place?

- Sub sub-contractor not inducted by Principal Contractor.

Why was Principal Contractor not notified of sub subcontractor?

- Procedure for engaging and managing contractors not followed. *etc…*

For incidents of high consequence (or potential consequence) an investigation should be undertaken by each PCBU in the contracting chain to identify improvement opportunities. **This should be relevant to their area of influence and control within the chain.**

TCC

Relevant obligation: Monitor project to ensure HSW of workers where TCC has influence and control.

Opportunity: PM roles and responsibilities should include requirement for ongoing monitoring of how the Contractor is planning work to meet project commitments.

Principal Contractor

Relevant obligation: Ensure the HSW of workers through facilitating consultation, cooperation and coordination of work.

Opportunity : Effective implementation of established procedures for contractor management.

Sub-Contractor

Relevant obligation: Manage / control the worksite according to requirements of Principal.

Opportunity : Ensure Principal is notified of all sub contractors working on site. Hazards should be clearly isolated. Updated risk assessment to reflect additional contractor working arrangements.

Sub Sub-Contractor

Relevant obligation: Ensure the H&S of workers is managed.

Opportunity : Workers commenced without induction and accessed site before briefing.

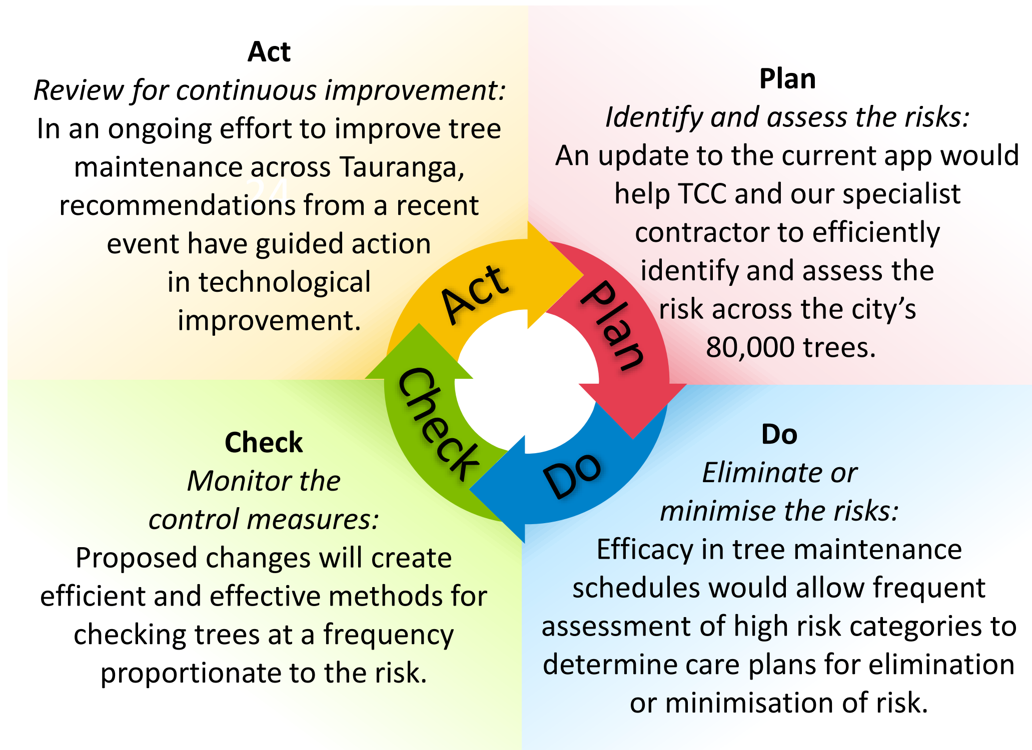
Investigating the Root of the Problem

Tauranga City Council own an estimated 80,000 trees as assets throughout the Tauranga area including Street and Reserve Trees. Trees are essential through the benefit they bring to the community and how they can enhance the environment. They help to cool down our streets, clean the air we breathe, store carbon, improve our health and mental wellbeing and increase property value.

Though trees can bring a great many benefits, they also bring risk - when from time to time a branch falls into the path of people or vehicles. The management around the tree system is a large undertaking and finding efficient ways to assess and maintain the 80,000 trees is a process of continuous improvement.

TCC's Principal Urban Forester and team have been reviewing the current systems around tree maintenance to ensure they are fit for purpose. Following the risk management cycle of **'Plan-Do-Check-Act',** efficacy of current processes and improved digital solutions are being reviewed to manage the risks.

Plan-Do-Check-Act Cycle



Act
Review for continuous improvement:
In an ongoing effort to improve tree maintenance across Tauranga, recommendations from a recent event have guided action in technological improvement.

Plan
Identify and assess the risks:
An update to the current app would help TCC and our specialist contractor to efficiently identify and assess the risk across the city's 80,000 trees.

Check
Monitor the control measures:
Proposed changes will create efficient and effective methods for checking trees at a frequency proportionate to the risk.

Do
Eliminate or minimise the risks:
Efficacy in tree maintenance schedules would allow frequent assessment of high risk categories to determine care plans for elimination or minimisation of risk.

Learning from repeated aggressive events
With increasing incidents relating to aggression and violence towards our people in enforcement or regulatory roles, continual improvement opportunities are being explored in conflict management virtual reality training for these roles.

Health, Safety & Wellbeing

October 2021 – December 2021 - Learnings

Continual Improvement

4(e) To ensure that the PCBU has, and implements, processes for complying with any duty or obligations of the PCBU under this Act)

Improvement opportunities identified or underway following events, at TCC workplaces or under TCC control in October 21 to December 21 quarter.

Event:
Injury to members of community on hanging Christmas decorations.

Continual improvement:
Immediately - removed installation and updated risk assessment.
Requirement for temporary installations to be subject to risk assessment.

Event:
Staff threatened with baseball bat.

Continual improvement:
Review and update of local aggression and violence procedures – facilitated by local workforce.

Event:
Break-in at animal control facility during working hours – exposing staff (and others at the facility) to risk of aggressive member of the public.

Continual improvement:
Update to security including height of security fence, repair to internal alarm and grating on internal skylight.

Event:
Continued traffic buildup outside Transfer Station exposing members of community to vehicle collision risk.

Continual improvement:
In addition to improved technology at the weighbridge to increase throughput, longer term assurance the risk will be managed as Tauranga grows has been addressed through review of design of new Transfer Station to facilitate vehicle stacking within Transfer Station.

Event:
Manual handling equipment failure exposing workers to musculoskeletal risk. Repairs delayed due to Hamilton based specialist contractors required for the work and COVID-19 protocols.

Continual improvement:
Local contractor used to develop work around until specialist available.
Review of Business Continuity / equipment redundancy measures.