



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

RISK & ASSURANCE COMMITTEE

1:00 PM, WEDNESDAY 22 MAY 2024

COUNCIL CHAMBER, FIRST FLOOR
CIVIC ADMINISTRATION BUILDING
32 THE SQUARE, PALMERSTON NORTH

MEMBERS

Stephen Armstrong (Chair)
Karen Naylor (Deputy Chair)
Grant Smith (The Mayor)

Mark Arnott
Brent Barrett
Vaughan Dennison
Leonie Hapeta

Lorna Johnson
Orphée Mickalad
William Wood
Kaydee Zabelin

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

pncc.govt.nz | Civic Administration Building, 32 The Square
City Library | Ashhurst Community Library | Linton Library

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

RISK & ASSURANCE COMMITTEE MEETING

22 May 2024

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

4. Declarations of Interest (if any)

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

5. Public Comment

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

(NOTE: If the Committee wishes to consider or discuss any issue raised that is not specified on the Agenda, other than to receive the comment made or refer it to the Chief Executive, then a resolution will need to be made.)

6. Confirmation of Minutes

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"That the minutes of the Risk & Assurance Committee meeting of 6 March 2024 Part I Public be confirmed as a true and correct record."

7. Health and Safety Report, January to March 2024 (Quarter 3)

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Memorandum, presented by Selwyn Ponga-Davis, Health and Safety Manager.

8. Wellbeing Report, January to March 2024 (Quarter 3)

Page 31

Memorandum, presented by Connie Roos, Employee Experience Manager and Wayne Wilson, People Operations Manager.

9. Strategic Risk Management Reporting January to March 2024 (Quarter 3)

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Memorandum, presented by Stephen Minton, Risk Management Advisor and Jason McDowell, Head of Risk and Resilience.

10. Committee Work Schedule

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11. Karakia Whakamutunga

12. Exclusion of Public

To be moved:

"That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

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 are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
13.	Minutes of the Risk & Assurance Committee meeting - Part II Confidential - 6 March 2024	For the reasons set out in the Risk & Assurance Committee minutes of 6 March 2024, held in public present.	
7.	Health and Safety Report, January to March 2024 (Quarter 3 23/24) Confidential Attachment 2	PREJUDICE THE SUPPLY OF SIMILAR INFORMATION: Releasing this information could negatively effect similar confidential information or discourage people from sharing such information MAINTENANCE OF THE LAW: Releasing this information would likely harm law enforcement while carrying out their duties and responsibilities ENDANGER THE SAFETY OF A PERSON: Sharing this information could put someone's health and safety at risk	s7(2)(c)(i) s6(c) s6(d)
14.	Fraud & Whistleblowing Policy Update	PREJUDICE THE SUPPLY OF SIMILAR INFORMATION: Releasing this information could negatively effect similar confidential information or discourage people from sharing such information	s7(2)(c)(i)

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 the relevant part of the proceedings of the meeting in public as stated in the above table.

Also that the persons listed below be permitted to remain after the public has been excluded for the reasons stated.

[Add Third Parties], because of their knowledge and ability to assist the meeting in speaking to their report/s [or other matters as specified] and answering questions,

noting that such person/s will be present at the meeting only for the items that relate to their respective report/s [or matters as specified].

PALMERSTON NORTH CITY COUNCIL

Minutes of the Risk & Assurance Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 06 March 2024, commencing at 1.08pm

Members Present: Mr Stephen Armstrong (in the Chair), The Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood and Kaydee Zabelin.

Non Members: Councillors Roly Fitzgerald and Patrick Handcock.

Apologies: The Mayor (Grant Smith) (early departure); Councillor Vaughan Dennison; Councillors Leonie Hapeta and William Wood (early departure).

The meeting adjourned at 1.09pm.
The meeting resumed at 2.38pm.

The Mayor (Grant Smith) was not present when the meeting resumed at 3.50pm. He was not present for clauses 5 to 13 inclusive.

Councillor William Wood was not present when the meeting resumed at 3.50pm. He was not present for clauses 5 to 13 inclusive.

Councillor Leonie Hapeta left the meeting at 4.16pm after consideration of clause 5. She was not present for clauses 6 to 13 inclusive.

Karakia Timatanga

Councillor Kaydee Zabelin opened the meeting with karakia.

1-24 Apologies

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

Clause 1-24 above was carried 12 votes to 0, the voting being as follows:

For:

Stephen Armstrong, the Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

2-24 Confirmation of Minutes

Moved Stephen Armstrong, seconded Karen Naylor.

The COMMITTEE RESOLVED

1. That the minutes of the Risk & Assurance Committee meeting of 18 October 2023 Part I Public be confirmed as a true and correct record.

Clause 2-24 above was carried 12 votes to 0, the voting being as follows:

For:

Stephen Armstrong, the Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

3-24 Audit NZ 2023 Management Report with Action Plan

Memorandum, presented by Masooma Akhter, Business Assurance Manager, Scott Mancer, Finance Manager and Debbie Perera, Audit Director, Audit New Zealand.

Moved Stephen Armstrong, seconded Karen Naylor.

The COMMITTEE RESOLVED

1. That the Risk & Assurance Committee receive the memorandum titled 'Audit NZ 2023 Management Report with Action Plan' presented on 06 March 2024.

Clause 3-24 above was carried 12 votes to 0, the voting being as follows:

For:

Stephen Armstrong, the Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

4-24 Setting Council's Risk Management Appetite and Tolerance Levels

Memorandum, presented by Stephen Minton, Risk Management Advisor and Jason McDowell, Head of Risk and Resilience.

Elected Members requested a review of risk appetite and tolerance levels to be undertaken annually, to enable greater monitoring of levels of risk in critical areas.

Moved Stephen Armstrong, seconded Karen Naylor.

The COMMITTEE RECOMMENDS

1. That Council agree the recommended risk appetite and risk tolerance levels as noted in section 3.1 and 3.2 of the memorandum titled 'Setting Council's Risk Management Appetite and Tolerance Levels,' presented to the Risk and Assurance Committee on 6 March 2024.

Clause 4.1-24 above was carried 8 votes to 4, the voting being as follows:

For:

Stephen Armstrong, the Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Leonie Hapeta, Orphée Mickalad, William Wood and Patrick Handcock.

Against:

Councillors Brent Barrett, Lorna Johnson, Kaydee Zabelin and Roly Fitzgerald.

Moved Brent Barrett, seconded Roly Fitzgerald.

2. That the Committee review risk appetite and tolerance levels annually.

Clause 4.2-24 above was carried 12 votes to 0, the voting being as follows:

For:

Stephen Armstrong, the Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

The meeting adjourned at 3.38pm.

The meeting resumed at 3.50pm.

The Mayor (Grant Smith) and Councillor William Wood were not present when the meeting resumed.

5-24

Setting Council's Strategic Risks

Memorandum, presented by Stephen Minton, Risk Management Advisor and Jason McDowell, Head of Risk & Resilience.

Elected Members requested that 'Loss of Public Trust in Council' be added as a Strategic Risk to address this risk to the organisation.

Moved Brent Barrett, seconded Roly Fitzgerald.

The **COMMITTEE RECOMMENDS**

1. That Council adds 'Loss of Public Trust in Council' to the Strategic Risk Statement.

Clause 5.1-24 above was carried 9 votes to 1, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Brent Barrett, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

Against:

Councillor Mark Arnott.

Moved Stephen Armstrong, seconded Karen Naylor.

2. That Council agree the strategic risk statements (Attachment 1), including recommendation 1, in the memorandum titled 'Setting Council's Strategic Risks' presented to the Risk & Assurance Committee on 6 March 2024.

Clause 5.2-24 above was carried 10 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

Councillor Leonie Hapeta left the meeting at 4.16pm.

6-24 Wellbeing Report, October to December 2023 (Quarter 2)

Memorandum, presented by Connie Roos, Employee Experience Manager and Wayne Wilson, People Operations Manager.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Wellbeing Report, October to December 2023 (Quarter 2)' presented to the Risk & Assurance Committee on 6 March 2024.

Clause 6-24 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

7-24 Health and Safety Report, October to December 2023 (Quarter 2)

Memorandum, presented by Selwyn Ponga-Davis, Health and Safety Manager.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Health and Safety Report, October to December 2023 (Quarter 2)' presented to the Risk & Assurance Committee on 6 March 2024.
2. That the Chief Executive release the memorandum and attachments 1 and 3 as soon as is practicable.

Clause 7-24 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

EXCLUSION OF PUBLIC

8-24 Recommendation to Exclude Public

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

“That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

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 are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
18.	Minutes of the Risk & Assurance Committee meeting - Part II Confidential - 18 October 2023	For the reasons set out in the Risk & Assurance Committee minutes of 18 October 2023, held in public present.	
19.	Contact Centre Progress Review - Quality Assurance Report	COMMERCIAL ACTIVITIES: This information needs to be kept confidential to allow Council to engage in commercial activities without prejudice or disadvantage	s7(2)(h)
20.	Employee Life Cycle - Business Assurance Review	THIRD PARTY COMMERCIAL: Disclosing the information could harm a company's commercial position and NEGOTIATIONS: This information needs to be kept confidential to ensure that Council can negotiate effectively, especially in business dealings	s7(2)(b)(ii) and s7(2)(i)

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 the relevant part of the proceedings of the meeting in public as stated in the above table.

Clause 8-24 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

The public part of the meeting adjourned at 4.40pm.
The public part of the meeting resumed at 4.50pm.

11-24 Business Assurance Work Programme - Update

Memorandum, presented by Masooma Akhter, Business Assurance Manager.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Risk & Assurance Committee approve the updated Business Assurance Work Programme for the 2024/2025 period (Attachment 1) presented on 06 March 2024.
2. That the timeframes and amendments from the updated Business Assurance Work Programme be updated on the work schedule for Risk & Assurance Committee.

Clause 11-24 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

12-24 Business Assurance Accountability Report

Memorandum, presented by Masooma Akhter, Business Assurance Manager.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Risk & Assurance Committee receive the memorandum titled 'Business Assurance Accountability Report' and its attachment, presented on 06 March 2024.

Clause 12-24 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

13-24 Committee Work Schedule

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Risk & Assurance Committee receive its Work Schedule dated March 2024.

Clause 13-24 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin, Roly Fitzgerald and Patrick Handcock.

Deferral of items to the next Council meeting

The Chair advised the following items on the Agenda would be deferred to the Council meeting to be held on 3 April 2024:

- External Funding & Commercial Revenue – Business Assurance Review
- Contact Centre Progress Review – Quality Assurance Report (confidential)
- Employee Life Cycle – Business Assurance Review (confidential)

Karakia Whakamutunga

Councillor Kaydee Zabelin closed the meeting with karakia.

The meeting finished at 5.09pm

Confirmed 22 May 2024

Chair

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 22 May 2024

TITLE: Health and Safety Report, January to March 2024 (Quarter 3)

PRESENTED BY: Selwyn Ponga-Davis, Health and Safety Manager

APPROVED BY: Danelle Whakatihi, Chief People & Performance Officer

RECOMMENDATION(S) TO COUNCIL

1. That the Committee receive the memorandum titled 'Health and Safety Report, January to March 2024 (Quarter 3)' presented to the Risk & Assurance Committee on 22 May 2024.
 2. That the Chief Executive release the memorandum and attachments 1 and 3 as soon as is practicable.
-

1. EXECUTIVE SUMMARY

- 1.1 Ensuring the well-being and safety of our staff remains a top priority, with continued emphasis on reporting promptly. Additionally, management continues to acknowledge the significance of maintaining ongoing efforts and investment to ensure the safety of our kaimahi (workers).
- Whilst there has been a minor decrease in Working on the Frontline events, our health and safety culture is steadily enhancing thanks to robust reporting via our PeopleSafe health and safety management tool.
 - The number of Frontline Working (Critical Risk 1) incidents towards staff has dropped (25 during the January to March 2024 quarter) in comparison to the previous quarter (39 – October to December 2023).
 - Progress on the close out of actions against the SafePlus report recommendations is near complete.
- 1.2 Notable highlights over the January to March 2024 quarter:
- Health and Safety held its annual all-in Contractors induction in late March, conveying our expectations for those engaged in undertakings for Council and on Council premises. The induction included staff that support / engage with contractors as part of their role. Our external

contractors were also provided with a newly developed contractor booklet.

- Parking staff completed Situational Awareness and De-escalation training (21 March) – a four-hour programme adapted to their operational needs.
- In March senior management were provided with quarterly health and safety updates from the chairs of Council's respective health and safety committees as part of ELT's commitment to engaging with our Health and Safety representatives.
- Health and Safety provided support at the 2024 Workers' Memorial Day in late April.

1.3 Looking ahead:

- In anticipation of future needs, Health and Safety will collaborate more closely with the Events team for public events.

1.4 Updates on topics reported previously:

- At the 6 March 2024 Risk and Assurance Committee meeting, we reported that Hazard and Risk registers were under review, in particular Council's Critical Risks. Critical Risk 6 (Members of the Public) had been moved to Critical Risk 1 and renamed 'Frontline Working'. The new Health and Safety safe management framework is currently under review with an internal reference group (during Q4), ahead of consideration by senior management.
- Update and refresh on the Health and Safety Management Plans for Turitea Water Treatment Plant, and WasteWater Treatment Plant remain ongoing.
- The update to the emergency flip charts for the organisation, overseen by the Risk and Resilience team, continues.
- The implementation of recommendations, which encompasses the competency framework and training plans for staff, is still pending completion.

2. HEALTH AND SAFETY REPORT

2.1 This report covers the period 1 January 2024 through to 31 March 2024. The information included in Table 1 below is discussed at the Officers and Operations Health and Safety Committee meetings.

A. Hazards, Incidents and Near Misses Reported

Table 1: Hazards, Incidents and Near Misses

Quarter	Dec 22		Mar 23		Jun 23		Sep 23		Dec 23		Mar 24	
	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON
Hazards	17		19	2	19	4	55	5	28	11	83	4
Incidents	69	8	125	11	99	16	115	11	108	11	80	7
Near Misses	19	3	19	2	10	5	9	1	14	1	7	0

Key: PNCC = Staff; CON = Contractor

2.2 Comments:

- Hazards and Incidents.
 - Youth coming to our facilities, and our staff collaborating with external education providers to reduce tensions among groups of young people.
 - Staff need to ensure they secure insecure loads that could fall off our vehicles / trailers that could cause damage / injury; will remedy future situations involving the Police and being issued with a potential infringement.
 - Contractors engaged in projects on our public road networks must ensure the implementation of traffic management codes (COPTM); ensure they fulfil our Council commitment to worker and public safety.
 - Ensure our staff are well informed about the chemicals they encounter when there is uncertainty during excavation activities and implement appropriate emergency responses and mitigation.

B. Critical Risks

2.3 The table below has been included to provide clarity on the number of Critical Risk events and the Story Type category each event relates to. For more information on the individual events please refer to the confidential Critical Risks Report schedule (Attachment 2).

Table 2: Critical Risks

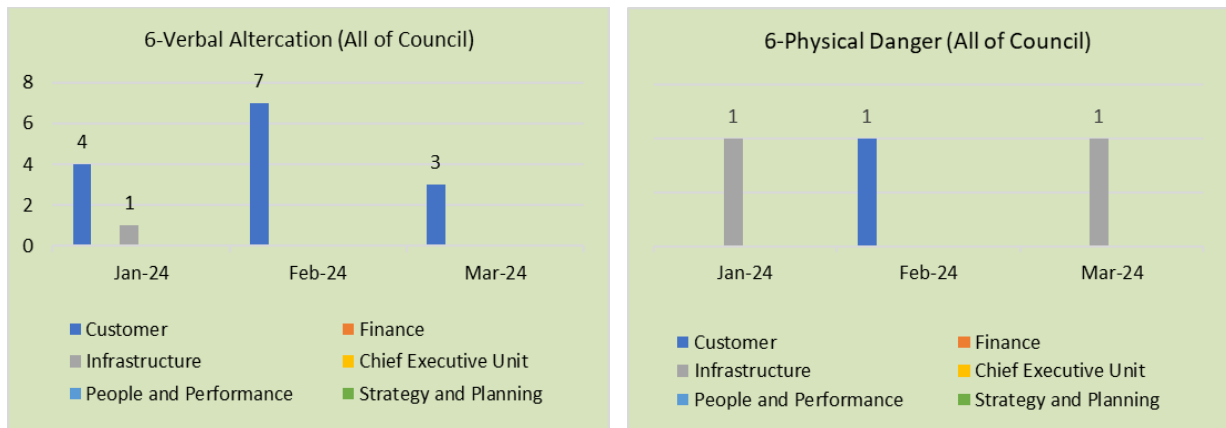
No.	Critical Risk	Near Miss	Incident
1	Frontline Working	2	29
2	Work Environment	1	2
3	Working at Height		
4	Breaking Ground		1
5	Confined Space		
6	Working with Mobile Plant	1	
7	Driving		
8	Lone Worker		
9	Working Around Water		1
10	Hazardous Substances		
11	Use of Power Handtools / Plant		
12	Asset Failure		

2.4 Comments

- Referring to the list of Other Incidents of Interest (page 3 within the confidential Critical Risks Report schedule – Attachment 2), incident numbers 5, 6, 7 and 9 have been included within the CR1 Incident column tally above.
- Police support to Council continues. During Quarter 3, 13 notifications relating to Critical Risks were made to Police (down 1 on the previous quarter).
- Overall, 8 Trespass Notices have been actioned over the quarter (up on the previous quarter – 5).
- The graphs below identify Critical Risks involving Verbal Altercation (VA) and / or Physical Danger (PD) when staff are Frontline Working.
 - Customer has recorded 14 VA incidents and 1 PD incident for the quarter;

- Infrastructure has recorded 1 VA incident and 2 PD incidents for the quarter;
- The details of these incidents are included within the confidential Critical Risks Report schedule (Attachment 2).

Table 3: CR1 – Frontline Working



C. Manual Handling

2.5 A number of proactive Manual Handling measures continue to be applied across Council.

- Manual Handling education (stretching, warm-up/cool-down), which is covered during a staff member's onboarding process – workstation set-up and onboarding induction; the early reporting of discomfort and pain and injury is also covered during Health and Safety inductions.
- Move at Work/Manual Handling training occurs annually with refresher training every three years (next occurrence is August 2025). There is also an online self-booking manual handling course available via The Sauce.
- Monitoring – Manual Handling incidents are reviewed, and additional training/supervision initiated as needed.
- A refresh on Manual Handling training options used over recent years (onsite via an external provider, internally, and virtually) is being considered.

D. Investigations by Regulatory Authorities

2.6 Regulator investigation information remains on the report for 12 months or until actions are completed.

Table 4: Investigations

Investigations occurred this quarter	0
Previous Investigations (last 12 months)	
Number of remedial actions required	0
Number of remedial actions completed	0

2.7 Comments:

- During the period being reported there were nil notifiable incidents.

E. Training

2.8 Summary information on Health and Safety training undertaken in the last 12 months is shown below as reported in PeopleSafe and delivered internally by Health and Safety. For more expansive information on training for Q3, please refer to the Training Update schedule (Attachment 3).

Table 5: Training

Date	Jun-23	Sep-23	Dec-23	Mar-24
Number of events	48	35	35	15
Staff attending	398	187	210	204

2.9 Comments:

- Despite poor behaviour from the public, efforts to train and support staff continue, aiming to uphold professionalism and maintain quality service. Despite challenges, staff have been equipped with the tools and assurance needed to navigate difficult situations and provide assistance effectively. This commitment to training and support reflects a dedication to excellence in service delivery.
- Additional Situational Awareness training – specifically tailored to the individual business unit's needs – continues to be developed with future training for Council Chambers staff planned.
- Health and Safety is currently looking to identify representatives within the organisation who will receive ergonomic training to effectively assess initial discomfort and pain injuries and aid in setting up computer desks for optimal comfort and safety.
- Another Health and Safety Representative training course, spanning two days, is under consideration for Quarter 4, with a tentative schedule for June.

3. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	Yes
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	No
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 5: A Driven & Enabling Council	
The recommendations contribute to the achievement of action/actions in (Not Applicable)	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Providing information to Council about the ongoing progress towards the good performance of the organisation regarding health and safety.

ATTACHMENTS

1. Health & Safety Dashboard report, Q3 2024 [!\[\]\(8c4dca64662d21542001ca0ed7eeb688_img.jpg\)](#) 
2. Health & Safety Critical Risks report, Q3 2024 - **Confidential**
3. Training Update for Q3 2024 [!\[\]\(d1438aeefda19c86ae7477bf1fb30796_img.jpg\)](#) 

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 22 May 2024

TITLE: Wellbeing Report, January to March 2024 (Quarter 3)

PRESENTED BY: Connie Roos, Employee Experience Manager and Wayne Wilson, People Operations Manager

APPROVED BY: Danelle Whakatihi, Chief People & Performance Officer

RECOMMENDATION(S) TO RISK & ASSURANCE COMMITTEE

1. That the Committee receive the memorandum titled 'Wellbeing Report, January to March 2024 (Quarter 3)' presented to the Risk & Assurance Committee on 22 May 2024.
-

1. ISSUE

- 1.1 Wellbeing continues to be a focus area for leadership at all levels of Council and is core to our Employee Experience.
- 1.2 Due to feedback from the Risk & Assurance Committee, this report has been adjusted to align with our wellbeing programme. These three components, Prevent Harm, Provide Support and Enhance Wellbeing are a holistic approach to wellbeing.
- 1.3 As requested by the Risk & Assurance Committee, offboarding data is included.
- 1.4 Employee initiated turnover and lost time is included in this report.

Prevent Harm

- 1.5 Continuing from the endorsement of hybrid working principles in August 2023, training for leaders had commenced in October and ceased in this quarter, providing managers with the skills to lead hybrid teams. Future offerings of the course will be facilitated internally, in accordance with demand.
- 1.6 People Operations and Employee Experience planned for a flu vaccination rollout, with support from the depot team. Communications were shared with the organisation in April.

Prevent Harm

Quarter 3 Wellbeing Report – Prevent Harm	Q3 2024	YTD	Average Quarter for 2022/23 FY	
Wellness space usage	1665	4649	1418	The comparative data shows that wellness space usage has improved compared to the previous year's average. The inclusion of Piringa Āio – Peaceful Haven has changed this metric to wellness space usage rather than gym usage.
Biennial health / eye check	21	71	20	Biennial Health and Eye Check information is sent directly to staff members on their even birthdays, e.g. age 38. This quarter had an increase compared to the previous quarter (16). This year the approach has changed so that all staff who are turning an even birth number will be eligible for that whole year to be more flexible.

Provide Support

Quarter 3 Wellbeing Report - Provide Support	Q3 2024	YTD	Average Quarter for 2022/23 FY	
Vitae – On-site services	205	656	324	On-site services involve Vitae Officers visiting sites to conduct informal wellbeing check-ins. Staff in public facing roles have reported to Vitae that these visits are appreciated.
Reflect and Learn sessions	11	37	18	Sessions are designed to assist staff to safely debrief conflict incidents that have occurred in public facing roles.

Enhance Wellbeing

Quarter 3 2024	Year to date Number of attendees	Target to be completed by End of FY 23/24	
Creating Respectful Workplaces (attendees)	22	60	This training encourages positive workplace relationships by addressing unacceptable behaviours such as bullying and harassment that could create internal and unhealthy conflict. The service provider was unable to present this workshop during Q2. Training has re-started in Q3.
Challenging Conversations & Resilience (attendees)	27	30	This workshop is designed to provide employees with practical information.
Tools for Change (attendees)	204	150	This training helps employees to identify thinking styles, recognise thinking traps and manage responses to change.
Manager completion of Leading Through Change	95	70	Provide managers with tools to lead their team through changing environments.
Manager completion of Understanding Mental Health in the Workplace	9	20	To date, 74 kaimahi (staff) have attended this training. Support can be enhanced if managers understand the impact of mental health on wellbeing. This training is currently being re-assessed so this target will not be reached.
Wellbeing Presentation (attendees)	76/96 (79% of new starters)	90% of new starters	This presentation helps to orient new starters to the wellbeing support available here at Council. This presentation was first created in February 2023 and is presented to all staff who attend Orientation Day.

- 1.7 Unmind app usage has increased this quarter. Unmind is a tool that takes a proactive, preventative approach to mental health. This includes wellbeing and mood trackers, courses and short videos focused on wellbeing. Top completed Unmind Shorts in January to March are (a) What Neurodiversity Really Means, (b) Pink Noise (a sleep tool) and (c) Mastering the Art of Acceptance.
- 1.8 Presentations were offered to all staff on nutrition, sleep and financial wellbeing. These presentations were planned to supplement our Unmind courses and have been provided with no cost to Council.

Offboarding Data (Exit Survey)

- 1.9 As a result of feedback from the Risk & Assurance committee this section on Offboarding data has been included in the report. This data represents people that have completed the survey; up to three options were able to be selected. Over time, Employee Experience worked on improving this data collection process and due to these improvements, we expect an increase in the uptake of the survey and the ability to analyse trends.

Reason contributing for decision to leave	Q3 Response	Ranking change compared to previous 12 months
Career Development Opportunity	55%	= No change
Salary/Remuneration	27%	= No change
Personal reasons unrelated to work	18%	= No change
Working hours	18%	↑ 1 place
Voluntary termination e.g. retirement, end of fixed term contract, etc.	18%	↑ 1 place
Manager/Supervisor	18%	↑ 5 places

Participation Rate	% of surveys sent that have been completed	Number Completed
Q4 (April-June 2023)	29%	4
Q1 (July-Sept 2023)	35%	7
Q2 (October-December 2023)	21%	3
Q3 (January-March 2024)	67%	10
Previous 12 months	38%	24

Turnover – Employee initiated

Year	18/19	19/20	20/21	21/22	22/23	July 2023 - Mar 2024 (9 months)
Number	67	85	120	123	114	73
%	12.0%	14.1%	20.9%	19.8%	18.8%	14.9% Annualised

Month	Turnover for Month	Turnover Previous 12 Months	Percentage (annual)
Jan 23	14	127	20.0%
Feb 23	9	130	20.6%
Mar 23	9	128	20.3%
Apr 23	11	126	19.9%
May 23	7	119	18.8%
Jun 23	8	114	18.0%
Jul 23	10	112	17.7%
Aug 23	8	112	17.7%
Sep 23	5	105	16.6%

Oct 23	10	107	16.9%
Nov 23	8	107	16.7%
Dec 23	9	108	16.4%
Jan 24	9	103	15.7%
Feb 24	10	104	15.9%
Mar 24	4	99	15.2%

Turnover by Unit (12 months to March 2024)

Chief Executive Unit	5	13.5%
Customer	38	16.0%
Finance	8	24.2%
Infrastructure	42	16.0%
People & Performance	4	7.8%
Strategy & Planning	1	3.8%
Headquarters	1	25%

1.10 Turnover has continued to decrease since February 2023.

1.11 Our trends show that the highest turnover occurs in the first 12 months of employment. This is standard globally and we are not unique in this instance.

Lost Time (Days)

2020 Ave/Qtr	2021 Ave/Qtr	2022 Ave/Qtr			Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
233.6	379.6	325.8			257	263	358	180.53	257.7

1.12 The above lost time includes non-work injuries.

1.13 The number of lost days is significantly lower, due to less accidents.

1.14 Recruitment continues to improve compared to 12 months ago with only one role needing to be re-advertised in this quarter. In the March quarter 31 roles were filled and usually there is more than one suitably qualified candidate. Difficult to fill roles have been Civil Works drivers, construction workers and operations staff at resource recovery.

2. BACKGROUND

2.1 Wellbeing is interconnected with a variety of individual and systemic factors which makes it a difficult area to report on.

2.2 The Employee Experience team continue to review the provision of Mental Health/Resilience training to identify opportunities and improvements to capture our workforce and equip our people with skills and tools.

3. NEXT STEPS

3.1 Explore opportunities in the wellbeing space to prevent harm, provide support and enhance wellbeing. This includes presenting preliminary recommendations for psychosocial risk management via the Chief People & Performance Officer to the Executive Leadership Team.

3.2 Further review of appropriate wellbeing spaces at different Council sites will be undertaken over the next quarter.

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	No
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 5: A Driven & Enabling Council	
The recommendations contribute to the achievement of action/actions in (Not Applicable)	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Providing information to Council about the ongoing progress towards the good performance of the organisation regarding wellbeing. The wellbeing of our kaimahi (staff) directly relates to how the strategic direction is implemented.

ATTACHMENTS

Nil

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 22 May 2024

TITLE: Strategic Risk Management Reporting January to March 2024 (Quarter 3)

PRESENTED BY: Stephen Minton, Risk Management Advisor and Jason McDowell, Head of Risk and Resilience

APPROVED BY: Cameron McKay, Chief Financial Officer

RECOMMENDATION(S) TO RISK & ASSURANCE COMMITTEE

1. That the Committee receive strategic risk assessments:
 - Strategic Risk 1: Failure to meet Financial Obligations (Attachment 1),
 - Strategic Risk 6: Health, Safety and Wellbeing (Attachment 2);
 and the Strategic Risk Dashboard (section 5.2).
-

1. ISSUE

- 1.1 The Council agreed the 11 strategic risk statements presented to the Risk & Assurance Committee on 6 March 2024. The assessments of the first two strategic risks are presented to the Committee.

2. BACKGROUND

- 1.2 Officers have prepared assessments of the strategic risks on the basis laid down in the Risk Management Framework. This includes an assessment of the risk rating against the approved risk tolerance along with determination of control effectiveness and reliance (as defined in the attachment and Risk Management Framework).
- 1.3 Officers have articulated principal controls for the strategic risks. Where Officers deem the need for changes, improvements or realignment to controls/mitigation, summary actions are described.

3. STRATEGIC RISK NO. 1: FAILURE TO MEET FINANCIAL OBLIGATIONS

- 3.1 The assessment of this strategic risk is attached as Attachment 1.

4. STRATEGIC RISK NO 6: MAJOR FAILURE OF HEALTH, SAFETY AND WELLBEING POLICIES AND PROCEDURES

- 4.1 The assessment of this strategic risk is attached as Attachment 2.

5. STRATEGIC RISK DASHBOARD

- 5.1 The strategic risk dashboard is set out below. The risk ratings have been determined on the basis of the current risk environment and consequences of the risk event, the controls and their effectiveness, and the reliance on the individual controls.
- 5.2 The dashboard includes only those strategic risks for which a full assessment has been completed. Unrated strategic risks are work in progress and will be progressively reported to the Committee.

Strategic Risk Dashboard		As at 22 May 2024	
Risk Name	Raw Risk	Residual Risk	Target Risk
Risk 1: Failure to meet financial obligations	Extreme	Medium	Medium
Risk 2: Failure to deliver on key projects and programmes	Not Rated Yet	Not Rated Yet	Medium
Risk 3: Failure to manage and protect Council information	Not Rated Yet	Not Rated Yet	Medium
Risk 4: Environmental damage, including climate change related damage	Not Rated Yet	Not Rated Yet	Medium
Risk 5: Ineffective relationship and stakeholder engagement	Not Rated Yet	Not Rated Yet	Medium
Risk 6: Major failure of health, safety and wellbeing policies and procedures	Extreme	Medium	Low
Risk 7: Failure to attract and retain staff	Very High	Medium	Medium
Risk 8: Legislative non-compliance	Not Rated Yet	Not Rated Yet	Medium
Risk 9: Significant disruption to Council's continuity and/or lifeline utility disruption	Not Rated Yet	Not Rated Yet	Medium
Risk 10: Failure to manage critical/strategic assets	Not Rated Yet	Not Rated Yet	Medium
Risk 11: Loss of public trust	Not Rated Yet	Not Rated Yet	Medium


6. NEXT STEPS

- 6.1 Remaining strategic risks will be assessed and presented to the Committee as they are completed or as scheduling permits.
- 6.2 All strategic risks are subject to iterative reviews. Outcomes of reviews will be presented to the Committee.
- 6.3 Reviews may also be triggered if there is a significant change in one of the following parameters:
 - Significant change in the internal or external context, including major organisational or process changes (Reference Risk Management Framework, Section 4.3.1 for external and internal context descriptors).
 - Major risk event that is deemed to have an influence on the strategic risk.
 - Substantial control or mitigation failure.

7. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 5: A Driven & Enabling Council	
The recommendations contribute to the achievement of action/actions in (Not Applicable)	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	The risk management objectives cover all aspects of Council, including strategy, tactics, operations and compliance. The Risk Management Framework sets out the basis for managing risk across Council and a large part of this is culminated through the creation of risk registers and the strategic risk assessments.

ATTACHMENTS

1. Strategic Risk No. 1: Failure to Meet Financial Obligations [↓](#) 
2. Strategic Risk No. 6: Health, Safety & Wellbeing [↓](#) 

COMMITTEE WORK SCHEDULE

TO: Risk & Assurance Committee

MEETING DATE: 22 May 2024

TITLE: Committee Work Schedule

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. That the Risk & Assurance Committee receive its Work Schedule dated May 2024.

COMMITTEE WORK SCHEDULE – MAY 2024				
	Delegations Manual – Review of financial delegations and associated definition sections	CE Unit Manager	Presented to Strategy & Finance Committee meeting on 8 May 2024	Council 6 September 2023 Clause 147-23
May 2024	Fraud and Whistleblowing Policy Quarterly Update (Q3 January to March 2024)	Business Assurance Manager		26 April 2023 Clause 12-23
May 2024	Strategic Risk Management Reporting (Q3 January to March 2024)	Chief Financial Officer		Terms of Reference
May 2024	Health & Safety Quarterly Update (Q3 January to March 2024)	Chief People and Performance Officer		
May 2024	Wellbeing Quarterly Update (Q3 January to March 2024)	Chief People and Performance Officer		

September 2024	Health & Safety Quarterly Update (Q4 April to June 2024)	Chief People and Performance Officer		
September 2024	Wellbeing Quarterly Update (Q4 April to June 2024)	Chief People and Performance Officer		
October 2024	Review Annual Report	Chief Financial Officer		Terms of Reference
November 2024	Business Assurance six-monthly accountability report	Business Assurance Manager		Finance and Audit Committee 16 December 2020 Clause 68.2
November 2024	Review of Contract Management Framework	Business Assurance Manager		26 April 2023 Clause 2-23
November 2024	Health & Safety Quarterly Update (Q1 July to September 2024)	Chief People and Performance Officer		
November 2024	Wellbeing Quarterly Update (Q1 July to September 2024)	Chief People and Performance Officer		
TBC	3 Waters Transition – Assets and Liability Assessment	Chief Financial Officer		
Feb/March 2025	Annual review of Council's Risk Management Appetite and Tolerance Levels	Chief Financial Officer		6 March 2024 Clause 4-24
2025	Review of Legal Compliance Framework	Business Assurance Manager		26 April 2023 Clause 2-23

2025	LTP Debrief	Business Assurance Manager		6 March 2024 Clause 11-24
2025	Review of Health & Safety Framework	Business Assurance Manager		6 March 2024 Clause 11-24
2025	Review of Cyber Security	Business Assurance Manager		6 March 2024 Clause 11-24

Proactive Release of Confidential Decisions

All [released confidential decisions](#) can be found on Council's website.