Organisational Excellence Committee

9 July 2026

Report for Agenda Item | Rīpoata moto e Rāraki take [1]

Department: **Corporate Services**

Title | Taitara: **Health Safety & Wellbeing Report**

Purpose of the Report | Te Take mō te Pūroko

The purpose of this report is to provide the Organisational Excellence Committee with a regular update on the Health and Safety performance of the organisation.

Recommendation | Kā Tūtohuka

That the Organisational Excellence Committee:

1. **Note** the contents of this report.

Prepared by:

A Thomas

Name: Alan Thomas
Title: Health & Safety Manager
16 June 2026

Reviewed and Authorised by:

Katie Church

Name: Katie Church
Title: Director of People & Capability
16 June 2026

Context | Horopaki

1. The Queenstown Lakes District Council (QLDC) has duties under the Health and Safety at Work Act 2015 and subsequent regulations to ensure the safety of employees, and all other persons, at, or in, the vicinity of work or subsequently affected by the work. This duty is upheld through QLDC's safety management system, which is guided by good practice and designed to address operational risks and workforce behaviour.

2. **Reporting Period**

   As health, safety and wellbeing information is captured at the end of each calendar month, the statistics in this report cover the period from 1 March 2026 to 31 May 2026.

3. **Key Risks**

   Key organisational health and safety risk themes that require continuous or improved management, are outlined below:

   Contractor Activities

   - Refers to contract workers and work, engaged by or on behalf of QLDC.

   Fleet Operations

   - Refers to all QLDC work related vehicle and mobile plant use.

   Public Interaction

   - Refers to all direct engagement with the public for work purposes.

   Fitness for Work

   - Refers to workers physical and mental capacity to perform work safely.

   Isolated Workers

   - Refers to workers operating alone or from remote locations.

   Volunteer Activities

   - Refers to volunteer workers and work, engaged by or on behalf of QLDC.

4. Please refer to Attachment A for the full health, safety and welling statistics report for the period 1 March 2026 to 31 May 2026**.**

Analysis and Advice | Tatāritaka me kā Tohutohu

4. This report is for noting only, so no options are presented.

Consultation Process | Hātepe Matapaki

Significance and Engagement | Te Whakamahi I kā Whakaaro Hiraka

5. This matter is of low significance, as determined by reference to the Council's Significance and Engagement Policy because it is purely operational in matter.

6. The persons who are affected by or interested in this matter are employees, contractors, volunteers, and public persons engaged with Council for the purposes of work or directly influenced by the Council's work process.

7. The Council has not consulted directly on this matter in the past.

Māori Consultation | Iwi Rūnaka

8. Iwi consultation is not required for this matter.

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

9. This matter relates to the Workforce risk category. It is associated with RISK10032 Health, safety or wellbeing incident affecting employee within the QLDC Risk Register. This risk has been assessed as having a moderate residual risk rating.

Financial Implications | Kā Riteka ā-Pūtea

10. There are no financial implications.

Council Effects and Views | Kā Whakaaweawe me kā Tirohaka a te Kaunihera

11. The following Council policies, strategies and bylaws were considered:

   - Reference alignment with and consideration of the principles of the Strategic Framework, including the Vision Beyond 2050: Our Strategic Framework | Queenstown Lakes District Council.
   - Workplace Health and Safety Management System.
   - Health and Safety Policy Statement.

12. The recommended option is consistent with the principles set out in the above named policies, since the report is for noting only.

13. This matter is not included in the Long Term Plan/Annual Plan.

Legal Considerations and Statutory Responsibilities | Ka Ture Whaiwhakaaro me kā Takohaka Waeture

14. QLDC has legal duties owed under the Health and Safety at Work Act, and associated regulations, which must be considered in all Council health, safety, and wellbeing matters.

Local Government Act 2002 Purpose Provisions | Te Whakatureture 2002 o te Kāwanataka ā-Kīaka

15. Section 10 of the Local Government Act 2002 states the purpose of local government is (a) to enable democratic local decision-making and action by, and on behalf of, communities; and (b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. Council adhering to good practice and legislative health, safety and wellbeing practices contributes to the wellbeing of staff, and the community Council serves.

16. The recommended option:

- Can be implemented through current funding under the Long Term Plan and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not significantly alter the intended level of service provision for any significant activity undertaken by or on behalf of the Council or transfer the ownership or control of a strategic asset to or from the Council.

Attachments | Kā Tāpirihaka

A	Health, Safety & Wellbeing Report: March 2026 - May 2026
B	Health & Safety Contractor Management System-HSCMS 001

Health Safety & Wellbeing Report: March 2026 - May 2026

1. **Health & Safety Committee Chair: Quarterly Summary**

There were no Notifiable Events to WorkSafe during the reporting period.

There continues to be a high level of engagement for the organisation's wellbeing initiatives. Highlights during this reporting period included excellent participation in Pink Shirt Day on 15 May and at the Unconscious Bias and Diversity Webinar on 16 April (with 78 attendees). In addition, April saw a record number of employees (228) receiving a flu vaccination from a nurse in one of QLDC's offices. With the arrival of winter, Health and Safety representatives are once again engaging with their teams to emphasise the importance of driving safely and of staying at home when feeling unwell.

2. **Health & Safety Manager**

During this reporting period, one employee Lost Time Injury (LTI) was recorded. Following the incident, it was identified that the 'Injury Requiring Offsite Treatment' procedure was not followed which caused a delay in the employee seeing a medical provider. This contributed to the incident becoming an LTI. See section 6 of this report.

The organisation remains committed to ensuring employees receive prompt and effective care following any workplace injury. The Health and Safety Team continues to work with managers and employees to reinforce injury reporting and treatment procedures, supporting early treatment and recovery.

During this reporting period, contractors recorded two Serious Occurrences involving strikes to buried services. Further information is provided in Section 6 of this report.

Contractor engagement and safety management:

WorkSafe provides guidance on their expectations for Persons Conducting a Business or Undertaking (PCBU) in a contracting chain, please see WorkSafe publication [PCBUs working together: advice when contracting]

Council developed a good practise guideline, see attachment Health and Safety Contractor Management System-HSCMS 001. This aligns with WorkSafe's advice.

As part of this a training workshop was developed which employees who are involved with contractors must attend, there is also a requirement for refresher training to be completed at least every two years.

Currently a contractor version of this training is being prepared for roll out, it is targeted to be available later this year.

The HSCMS was selected for the Site Safe Awards 2024 - Safety Leadership Award as one of the top three finalists. This demonstrates the quality of the contractor management system in place at Council.

3. **Performance Indicators - Reporting Period 1 March 2026 to 31 May 2026**

Note that results that follow from this point relate specifically to the reporting period 1 March 2026 to 31 May 2026. These address detailed safety performance results since the last Audit, Finance and Risk Committee now the Organisational Excellence Committee

4. **Lead Indicators**

Positive Safety Actions

a. Health and Safety Meetings conducted within departments or with contractors. (Total 239)

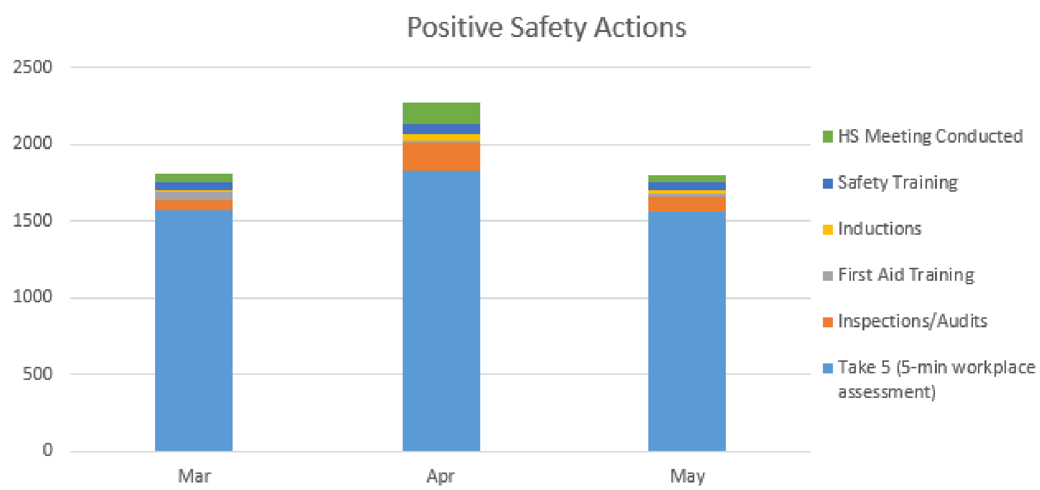
b. Safety Training-Education: Any sessions conducted with employees that provide skills and knowledge to perform work safely. (Total 166)

c. Inductions. The first step in engaging our employees in working safely at QLDC. (Total 83)

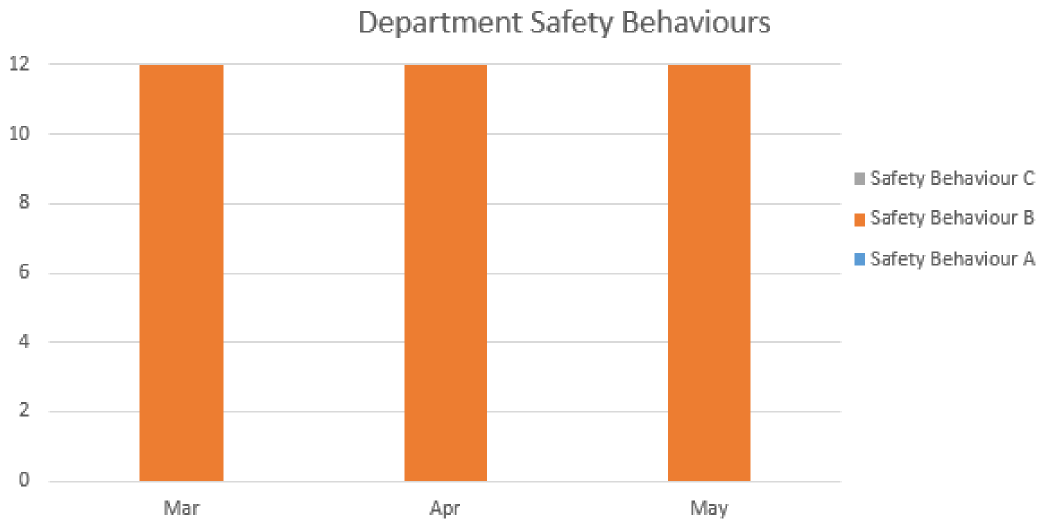
d. First Aid Training. (Total 77)

e. Inspections/Audits. Opportunities for improvement and to ensure that our workplace or our contractor's workplaces are compliant. (Total 355)

f. Take 5. Any assessments that identify the risks and control measures associated with a work process or situation. (Total 4955)



g. **Department Safety Behaviours** Council departments are required to rate their monthly safety performance based on a simple question; Have they improved safety (A score), or has it been business as usual (B score). A department is expected to rate themselves a C in response to a significant incident occurring where insufficient (or no) action has been taken to remedy



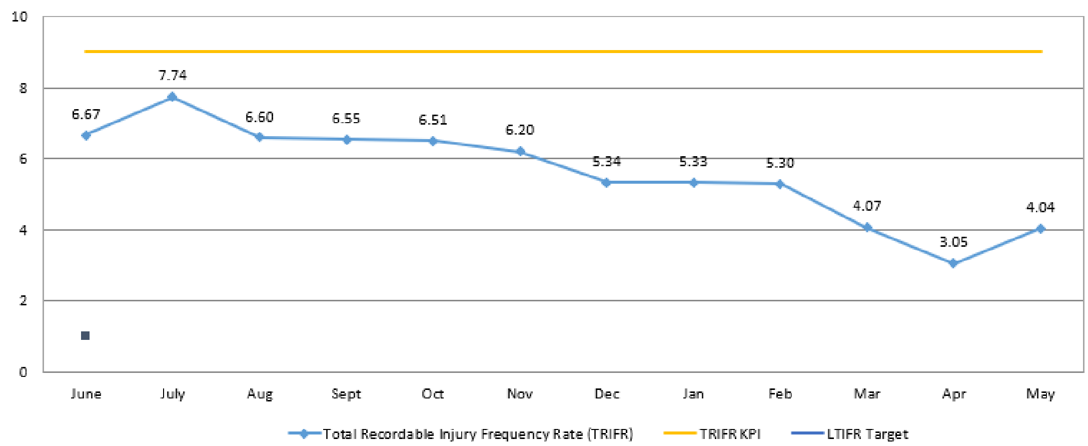
NB: A rating of 'B' score is considered a positive result, as it reflects Business as Usual (BAU). A 'B' score indicates that expected controls, processes, and systems are functioning effectively and that activities are being managed in accordance with normal operational requirements

5. **Safety Statistics**

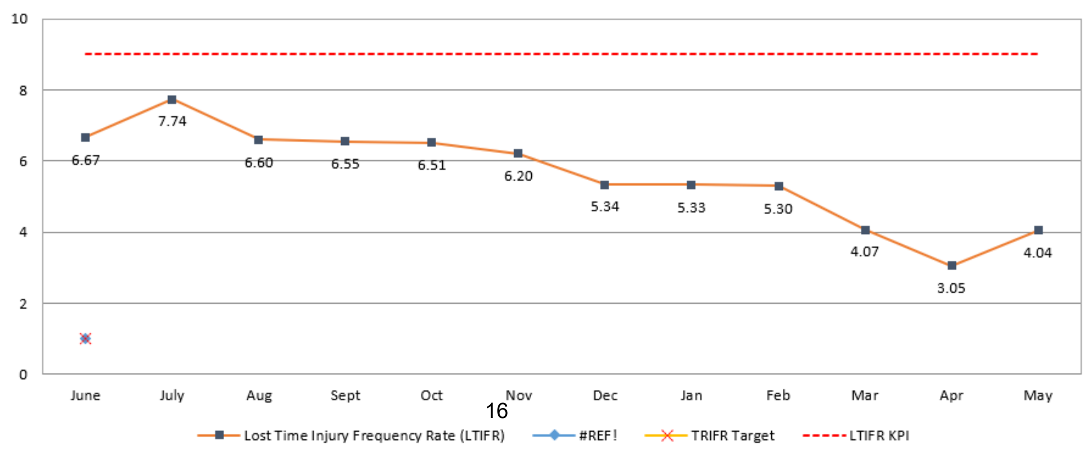
   a. **Total Recordable Incident Frequency Rate (TRIFR)** (These include all Recordable incidents: Medical Treatment Case, MTC. Restricted Work Case, RWC. Lost Time Injury, LTI.)

   b. **Lost Time Injury Frequency Rate (LTIFR)** (This only covers Lost Time Injury). The number of recordable cases, multiplied by 1,000,000, then divided by the total number of exposure hours worked

TRIFR Rolling 12 month average

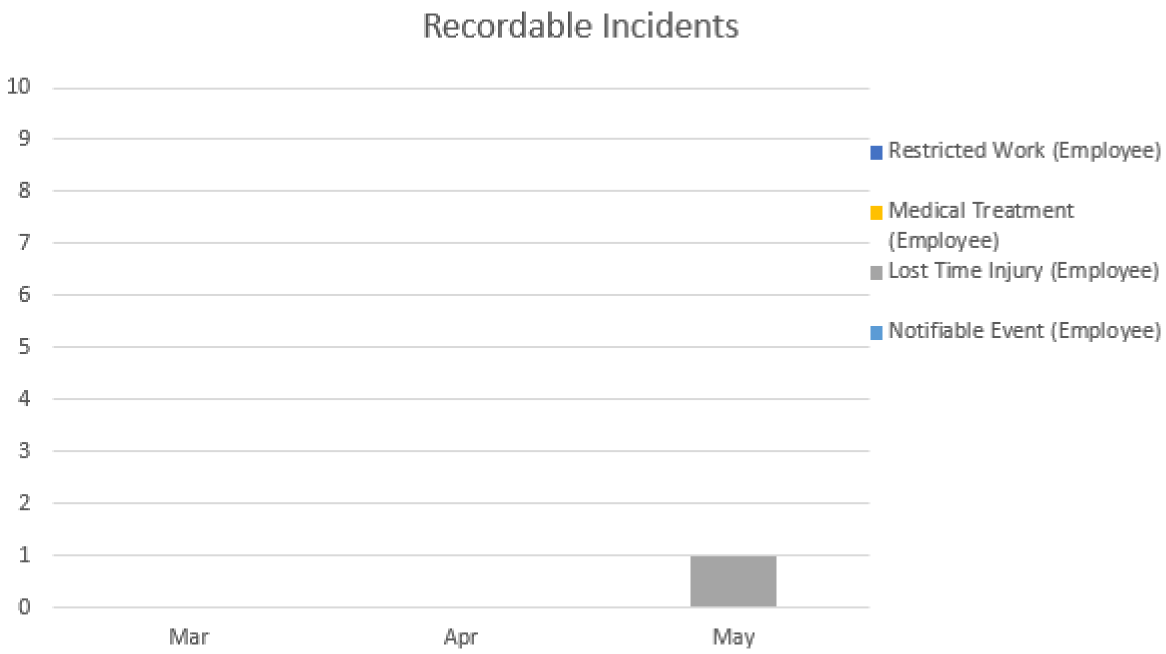


LTIFR Rolling 12 month average



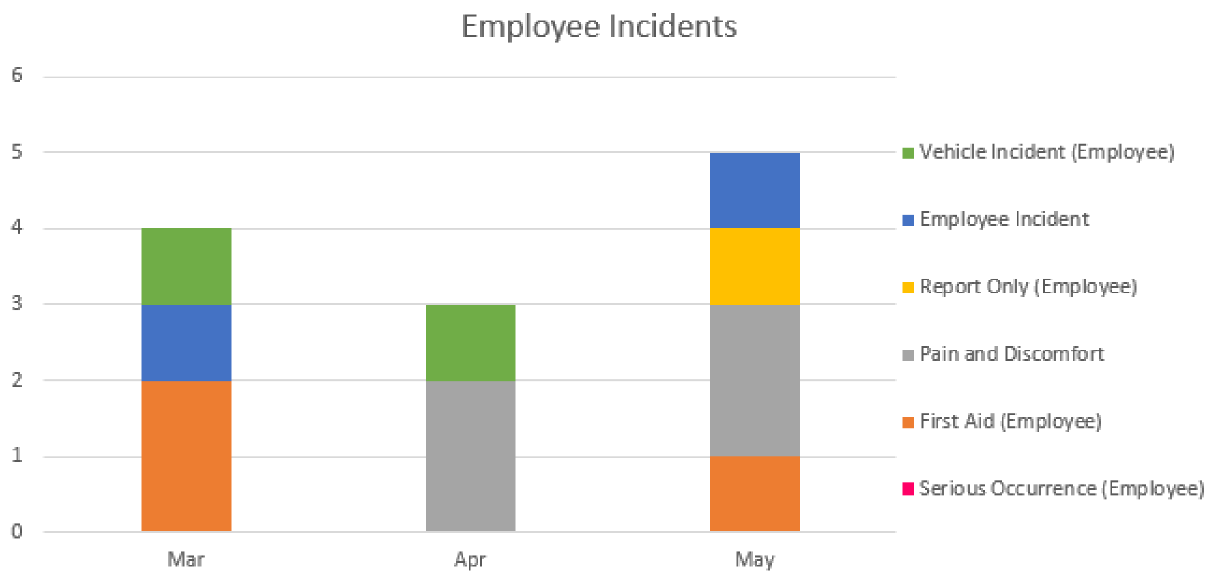
NB: There has been one Lost Time Injury (LTI) during this reporting period, this is summarised at item 6. Council's LTIFR KPI is 9 or below for the end of the year, currently this is at 4.04, i.e. a positive trend

c. **Employee Significant Incidents** These are Recordable Incidents plus any Notifiable Events. Notifiable Events are notifiable to WorkSafe New Zealand.



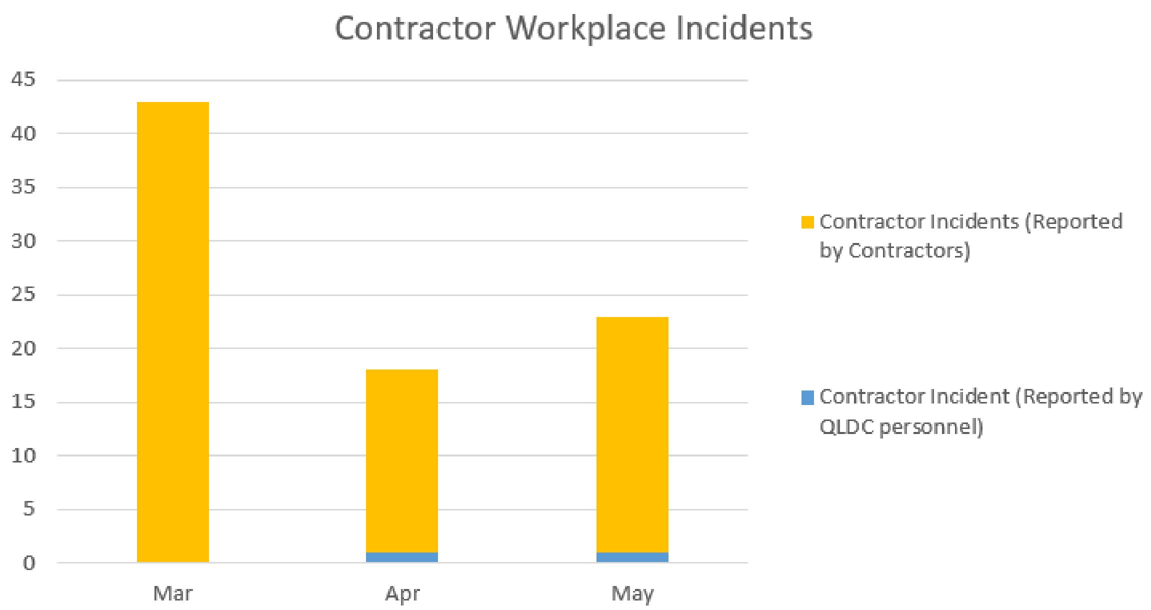
NB: One Lost Time Injury (LTI) was recorded during this reporting period which is summarised in section 6 of this report

d. **Employee Incidents**



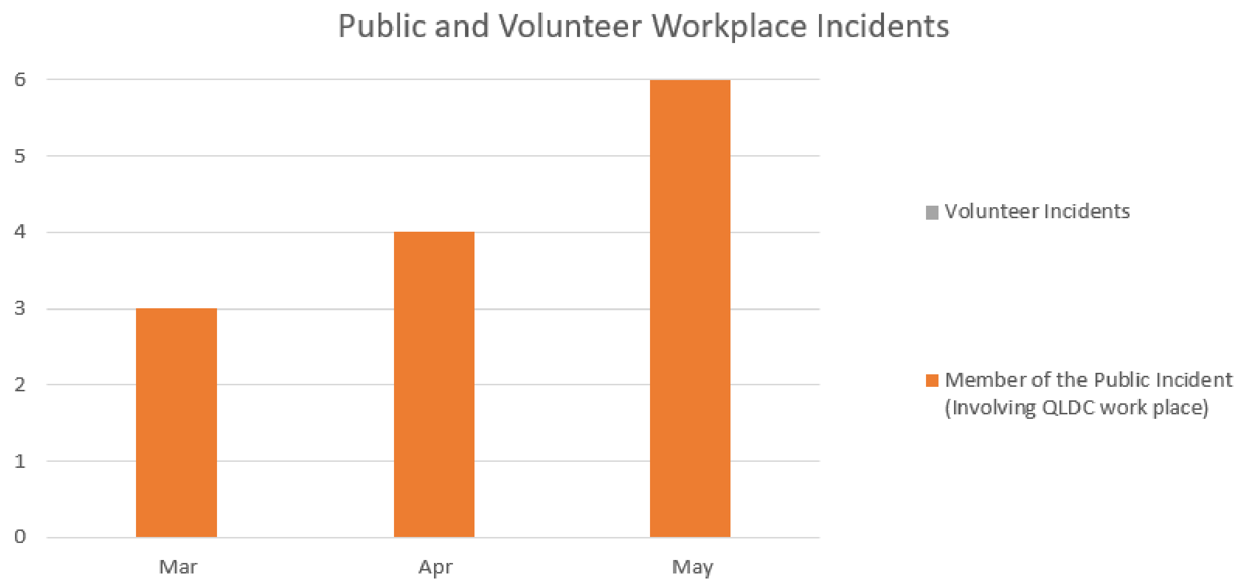
NB: Significant employee events are recorded at item 5b of this report and summarised at item 6

e. **Contractor Incidents**



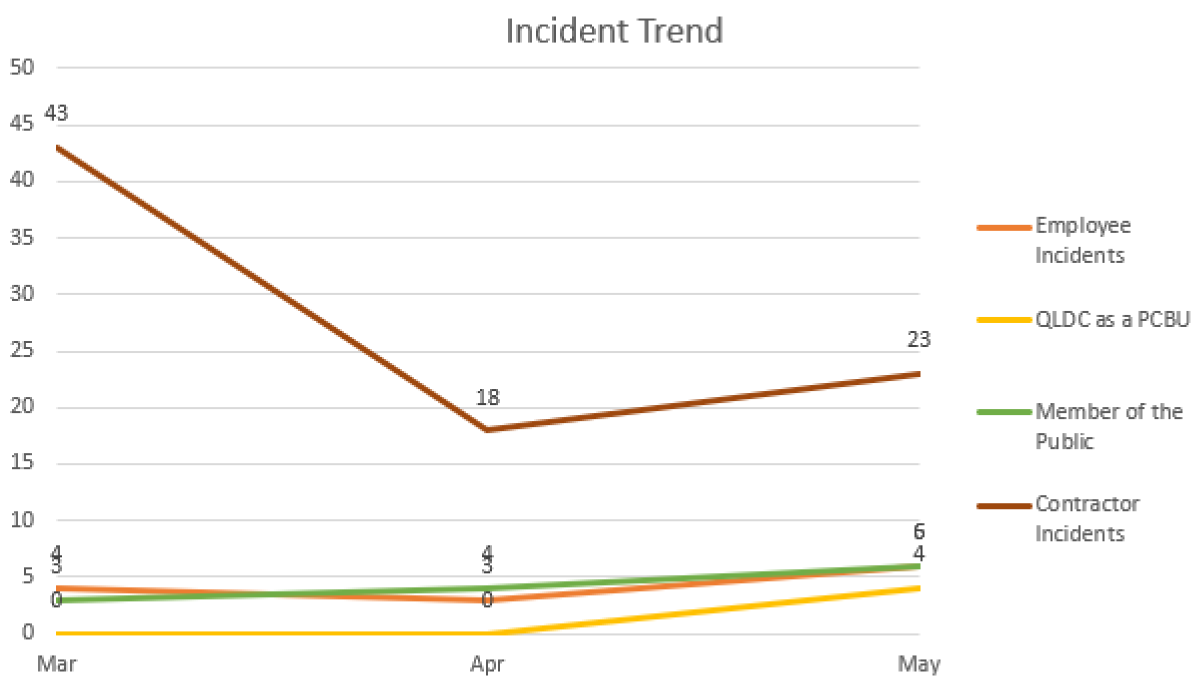
NB: During this reporting period, contractors recorded two Serious Occurrences. These are summarised at Item 6

f. **Public and Volunteer Incidents.** These are incidents involving a QLDC workplace as defined in the Health and Safety at Work Act



NB: All incidents were of a minor nature

g. **Incident Trend** These are workplace incidents as defined under the Health and Safety at Work Act involving a QLDC employee, QLDC as a PCBU, contractor incidents and incidents involving members of the public



5. **Significant Incidents (1 March 2026 to 31 May 2026)**

Incident	Findings and Action taken
Employee: Lost Time Injury Employee was moving equipment when they felt pain in their lower back	• Employee stated they have a previous history of back pain • Employee had completed manual handling training, and were followed at the time • The procedure for Injury Requiring Offsite Treatment was not followed, resulting in a delay in getting the employee to a medical provider and contributing to the lost time injury
QLDC as a PCBU: Serious Occurrence A facility switchboard was found to be in a significantly deteriorated condition with degraded wiring, damaged components. Thermal imaging identified 'hot spots'	• The switchboard has been replaced • The switchboard contains no safety related systems so is not required to be inspected as part of the building warrant of fitness • Council have implemented annual inspections by a qualified electrician to include switchboards not covered under the building warrant of fitness
Contractor Incident: Serious Occurrence During potholing to locate a sewer main, excavation was extended for access and investigation, resulting in an excavator bucket contacting and damaging the outer sheath of a communications cable	• The asset owner attended site but was unable to identify and locate the services prior to potholing. Operations continued with the asset owner as 'stand-over' • The asset owner had not followed their own procedures for correctly burying and recording the services • The QLDC HS Manager reviewed the investigation and was satisfied that all reasonably practicable steps were taken to locate underground services

<u>Contractor Incident: Serious Occurrence</u>
 	
During trenching works a strike of an underground power cable occurred. The cable was not live at the time of the incident and is believed to be redundant or only intermittently energised
	• A Before You Dig report identified a low voltage cable running parallel to the trench and known services were exposed and verified prior to excavation
	
	• Hydro excavation, GPR surveys, surface marking and CAT and Genny scanning were completed, with identified cables matching the documented service plans
	
	• The cable was not detected prior to excavation, as it was not live at the time, and its actual location differed from the documented alignment
	
	• There are three modes that the Cat and Genny can be used to locate cables.
	  ○ **Power Mode** – Detects live current-carrying cables
	  ○ **Radio Mode** – Detects metallic cables even without current
	  ○ **Generator Mode** – Uses a signal transmitter for precise tracing
	
	• Contractor only used Power mode. Contractors have been reminded to use all three modes when locating cables

6. **WorkSafe Notification:** Unsafe events/tasks that require reporting to the regulator.

WORKSAFE NEW ZEALAND		
Notifiable Event Type	**#**	**Description**
None	0	N/A

7. **Communications:** Critical safety warnings or information that is broadcast across the organisation.

SAFETY ALERT	**Safety Alerts**
None	N/A

8. **Training: Courses that have been prepared to ensure employees perform work safely**

Month	Type
March 2026	• Excel Training • Demystifying Procurement Workshop • Customer Service Experience Training
April 2026	• Health and Safety Contractor Management System (HSCMS) Training
May 2026	• Rainbow Awareness Training • Te Tiriti O Waitangi Workshop • Customer Experience (CX) Foundation Workshop

Health and Safety

Health and Safety Contractor Management System

Process and Procedures

DATE ISSUED: December 2023
Reviewed: February 2026

QUEENSTOWN LAKES DISTRICT COUNCIL

OVERVIEW

Queenstown Lakes District Council (QLDC) operates a Health and Safety Contractor Management System to ensure that it meets its duties under the Health and Safety at Work Act 2015 and internal Health and Safety requirements.

The Health and Safety Contractor Management System (HSCMS) applies to all 'Physical Works' contracts which includes contracts involving the design, construction or alteration of structures, plant or substances. This procedure relates to health and safety requirements only. There are other matters that must be considered during the management of contractors, including but not limited to procurement, environmental management, land acquisition and consenting.

Examples of Physical Works include but are not limited to:

- Construction, installation or upgrade work
- Maintenance and repair activities
- Service and cleaning contracts
- Environmental monitoring
- Audits and inspections of physical works sites
- Designing, manufacturing, importing or supplying structures, substances or plant to be used in a workplace
- Installing, building or commissioning plant or structures to be used or that could be or reasonably expected to be used, at a workplace

If you require advice and guidance on what constitutes Physical Works, please contact the HS Team.

Important: For the purposes of this safety management system; Management of projects or influence over the safety of works on a project or site is considered Physical Works

Unless otherwise stated, the terms used throughout this document are as defined within Part 1, Subpart 3, of the Health and Safety at Work Act (HSWA) 2015.

CONTENTS

0 INTRODUCTION

0.1 PURPOSE OF THE HEALTH AND SAFETY CONTRACTOR MANAGEMENT SYSTEM

The HSCMS provides step by step guidance to ensure the right procedures are followed at each stage of engaging and managing a contractor. It explains what is required at each stage, with links that will direct you to the relevant processes, documents and templates.

It also provides guidance to contractors in terms of the expectations QLDC has of them to apply and follow good health and safety practices in all physical works undertaken for QLDC.

The HSCMS follows WorkSafe New Zealand good practice guidelines, PCBUs Working Together: Advice When Contracting.

Each stage is clearly defined and takes you through scoping the work, prequalifying the contractor, awarding and monitoring a contract to post contract evaluation. This helps to ensure consistency of approach and delivery across our contractors and provides systems to support all physical works activities within QLDC, from minor maintenance work through to large complex infrastructure projects.

As part of this procedure an excel Workbook, HSCMS Forms, has been provided. This contains the templates that are to be used to assist and record as you move through each stage of the process. NOTE: Throughout this document examples of the relevant pages of the HSCMS Forms have been provided as examples in PDF format, this is due to the limitations of SharePoint into linking to specific tabs within an excel workbook.

0.2 WHO NEEDS TO USE THE HSCMS

The HSCMS is to be used by all Persons Conducting a Business or Undertaking (PCBU) and QLDC employees and contractors (workers) who are intending to select, engage or manage a Physical Works Contractor, or who are accountable or responsible for administering a Physical Works contract for or on behalf of QLDC.

A contractor is defined as any person or company (from sole trader to multi-disciplinary consultancy) who performs work for QLDC. For the purposes of this document, a consultant will be referred to as a contractor.

In addition to note:

- Where a designer engages or is working with a contractor, the designer has the same duties under the Health and Safety at Work Act 2015 (HSWA)
- Where works are performed under a NZS3910, NZS3916 or NZS3917 construction contract, there are obligations on the Engineer or their delegated representatives, to ensure that appropriate health and safety documentation and measures are in place for the contract works. This does not preclude or supersede the duties put upon the person in control of the work as detailed in this health and safety procedure
- All PCBU’s have the same duty of care under the Health and Safety at Work Act 2015 (HSWA) this includes designers, engineers and their contractors or delegated representatives

0.3 MEANING AND DUTIES OF A PCBU

A PCBU is a Person Conducting a Business or Undertaking. A PCBU may be an individual person or an organisation. QLDC is a PCBU.

A PCBU's Primary Duty of Care is to ensure, so far as reasonably practicable, the health and safety of its workers while at work for the PCBU and any workers whose activities in carrying out work are influenced or directed by the PCBU while carrying out the work.

A PCBU must also ensure, so far as reasonably practicable, that the health and safety of other persons is not put at risk from work carried out as part of the conduct of the PCBU.

Note: Each contractor engaged by QLDC is also a PCBU and has the same Primary Duty of Care.

0.4 WORKSAFE'S EXPECTATIONS OF A PCBU

A PCBU such as QLDC is required by WorkSafe to:

> Be a health and safety leader
> Set clear health and safety expectations and incorporate these into contracts with contractors
> Work with designers to eliminate risks so far as is reasonably practicable, or minimise risks if they cannot be eliminated
> Choose the best contractors for the job using prequalification, not simply choosing them based on cost
> Check health and safety records of potential contractors
> Put clear and effective reporting procedures in place so they can be confident all duties are being met
> Set up a clear framework for information sharing for the duration of the project

The HSCMS procedure provides direction to QLDC workers and any contractor managing physical works to help them carry out their respective duties and obligations in relation to health and safety.

0.5 MEANING AND DUTIES OF A WORKER

A Worker is an individual who carries out work in any capacity for a PCBU. A worker may be an employee, a contractor or subcontractor, an employee of a contractor or subcontractor, an employee of a labour hire company, an outworker (including a homeworker), an apprentice or a trainee, a person gaining work experience or on a work trial, or a volunteer worker. Workers can be at any level (managers are workers too).

Workers must take reasonable care for their own health and safety and that their actions or inactions do not adversely affect the health and safety of others. They must also follow any reasonable health and safety instructions given to them by the business and cooperate with any reasonable policy or procedure relating to health and safety in the workplace.

0.6 MEANING AND DUTIES OF OTHER PERSON AT WORKPLACE

Examples of Other Person at Workplace include visitors, customers, casual volunteers (not volunteer workers).

Other Persons at a Workplace must take reasonable care for their own health and safety and that their actions or inactions do not adversely affect the health and safety of others. They must also follow any reasonable health and safety instructions given to them by the business and cooperate with any reasonable policy or procedure relating to health and safety in the workplace.

0.7 OVERLAPPING DUTIES

PCBU's that work together will likely share health and safety duties in relation to the same matter. These are known as Overlapping Duties. When QLDC engages a contractor there will be overlapping duties.

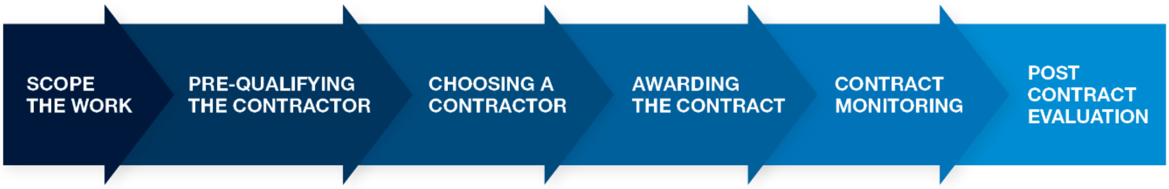
Duties will overlap in a shared workplace, or in a contracting chain, where contractors and subcontractors provide services to QLDC. The HSWA requires PCBU's with overlapping duties to consult, cooperate and coordinate activities with all other PCBU's they share overlapping duties with.

A 'quick guide' on Overlapping Duties can be found on the WorkSafe site, and further details in WorkSafe's PCBU's Working Together; Advice When Contracting.

0 THE SIX STAGE PROCESS

The HSCMS follows a systematic process which is aligned with WorkSafe's six stage process in their good practice guidelines, [PCBUs Working Together: Advice When Contracting](#).

The Six Stages are:



1 STAGE ONE - SCOPING THE WORK

1.1 UNDERSTANDING THE TASK

At the beginning of any project, think about health and safety as a priority before work starts.

Understanding the work, you are undertaking and planning the scope of the work to be done is an essential first step before engaging a contractor.

Careful consideration of health and safety risks during the planning phase will help you to pick the right contractor for the job and will give better outcomes over the lifecycle of the contract.

Typical questions to ask yourself include:

> What exactly do I need done?
> Why does it need to be done? (e.g. what is driving the need for the work)
> What is the nature or type of work? (e.g. construction, maintenance, cleaning, other?)
> What am I asking the contractor to do? (e.g. one task, or a series of tasks, or a programme of works)
> When can the contractor be given access to start the work?
> When does the work need to be completed? Is the timeframe reasonable for the contractor to complete the work safely?
> What are the outcomes I expect (e.g. what does the finished work look like, what are the quality standards that need to be achieved?)
> Are there any lessons learnt from previous projects that could help to understand the task?

Use the [HSCMS 002 Job Scoping Form](#) to help you formulate your thinking and define the work that needs to be carried out.

1.2 INITIAL PROJECT HAZARD NOTIFICATION

After defining the scope of the work required, you need to determine what type of contractor would be appropriate to carry it out, and what are the appropriate experience and certifications they will need to have.

In the first instance, refer to the HSCMS 003 Physical Works Contractor Type Matrix and Guide. This will help you identify the level of risk relating to the work to be carried out – that is HIGH, MEDIUM or LOW-risk.

Note: most works will fall in the MEDIUM to HIGH category.

As part of your duty of care, you must undertake an initial project safety assessment or risk assessment to inform the contractor of known potential hazards and risks.

Use the HSCMS 004 Initial Hazard Assessment Form to identify the known risks and hazards specific to the proposed works, then record them in HSCMS 002 Job Scoping Form. These include any risk or hazards that a contractor may not be reasonably aware of. For example, asbestos may be contained in the structure of a building, there may be fall hazards, electrical or security hazards or public specific hazards or access restrictions.

The assessment shall consider the following:

> The scope and nature of the proposed works
> Known hazards or existing risk assessments relating to the proposed works
> Knowledge captured from previous or similar projects and lessons learned
> The geographical location of the proposed works
> Any specific controls that are required by QLDC that need to be outlined to the contractor
> Is the work of a specialist nature?
> Does the work need any special equipment?
> Is the work classed as 'Particular Hazardous' work (Notifiable Works)?

It is the responsibility of the person in control of the work to ensure that the assessment is maintained until the formal engagement of a contractor.

If you are unsure or need any advice in completing an initial safety assessment or risk assessment, consult with your Tier Three Manager, or other adequately experienced Contract Manager or Subject Matter Expert, or the Health and Safety Team.

Important: This initial assessment must also be provided to any contractor who needs to visit the site to carry out scoping or pricing works ahead of any appointment, and prior to them visiting the site.

2 STAGE TWO – PREQUALIFYING THE CONTRACTOR

2.1 THE PURPOSE OF PREQUALIFICATION

Prequalification of all contractors gives QLDC the ability to understand the safety commitment and experience of the contractor, the safety management system they work under and their capability to work safely.

We can also use prequalification to assist and support contractors who may not yet have the right level of experience or certification to improve their health and safety practices, and to prequalify them in the future.

2.2 THIRD PARTY PREQUALIFICATION AND PERMISSIBLE EXEMPTIONS

If the work has been determined to have a Low-risk rating, then it may be appropriate to grant an exemption to this requirement. Exemptions can only be granted by the Health and Safety Team.

- The Health and Safety Team may, at their discretion, apply an exemption to the requirements for a specific contractor for specific works. This exemption shall not be a broad, overarching exemption for the contractor or the works
- An exemption shall not be given to any contractor that is engaging other contractors on behalf of QLDC, or who may have significant influence over others during the proposed works

If you believe that an exemption may be appropriate, then you must request this via email from the Health and Safety Team before this can be granted.

If the risk rating for the work is HIGH or MEDIUM, then the contractor MUST have a third-party prequalification, QLDC recommends SiteWise as a prequalification provider with a minimum overall score of 75% or more.

As part of the prequalification process, you must ensure the contractor has appropriate systems in the categories for the work you are engaging them for. For example, engaging a contractor for specialist high-risk work, would have an expectation to see good scores in planning high-risk activities and relevant training.

Prequalification Tips:

Reviewing a contractors' prequalification report provides an indication of their safety management system, in particular reviewing the comments against each of the scores. These are found in the SiteWise data base by clicking on the contractor's company name in the first column.

Most prequalification providers award scores based on the information provided. These give a quick indication of the contractors' assessment, and where there are areas with lower scores. These shall be read in conjunction with the prequalification assessors' comments.

We can use prequalification reports to assist and support contractors to improve their safety. In some cases, a contractor may have missed something or not demonstrated it sufficiently and if resubmitted for assessment would lift their score in a particular area. If the score for a particular question you are engaging the contractor for is not sufficient, i.e. below 75% of the questions score, then it is worth discussing with the contractor to understand the reasons why and if a resubmission would be helpful.

SiteWise have several useful videos that are available to guide contractors' through improving their SiteWise Score: **SiteWise - H&S Assessment Help**

Industry Equivalent Prequalification:
If your contractor does not have a SiteWise prequalification but has an industry equivalent, they may still be eligible for prequalification. Alternative accreditation can only be authorised and accepted by the Health and Safety Team.

Selected Contractors Database:
SiteWise has the facility for PCBU's like QLDC to add contractors to their own selected contractors list within the SiteWise database. You can look up whether a contractor is included in the QLDC selected contractors list or in the national SiteWise database and what their rating is. Note: Selected QLDC contractors will be highlighted in green. To view QLDC's selected contractor list in SiteWise, ensure you have the 'Only Show Selected Contractors' radio button on, i.e. it displays 'Yes':

If the contractor does have a suitable SiteWise score and is not included in the QLDC selected contractor list, then you must request inclusion to the list through the Health and Safety Manager via email.

If you do not have access to SiteWise, you can request a login from the Health and Safety Team.

Important:

- It is the responsibility of the contractor to ensure that they maintain a suitable prequalification, training, insurances and where required accreditation standards whilst working for or on behalf of QLDC
- The person in control of the work, i.e. the QLDC contract/project manager is responsible to check that this is maintained during the contract

2.3 CONTRACTORS ENGAGING, MANAGING OR INFLUENCING THE SAFETY OF OTHER CONTRACTORS

If you are engaging a contractor who is engaging other contractors directly or indirectly on behalf of QLDC, or managing or influencing the safety of other contractors, you must ensure they have the appropriate systems in place to manage their health and safety duties under the HSWA. This includes the duty to consult, cooperate and coordinate, section 34 (1) of the Health and Safety at Work Act 2015.

Particular attention must be given to Question 5 of the SiteWise Prequalification Assessment Report for "How do you prequalify the health and safety systems of subcontractors/contractors that you engage or manage?"
Note: Other Third-Party Prequalification's will have this as a different number/section, you will need to read the report to find the appropriate information. If you need advice, please contact the Health and Safety Team.

2.4 PERFORMANCE HISTORY WITH QLDC

Before recommending or making an appointment of any contractor, you must check their past performance record. This may be from your own previous experience using the contractor or information from other team members or other teams. Past records should be available under the 'notes' section in the SiteWise database as they become available through this system.

Note: Prequalification assessments ask the contractor if they have had any investigations conducted by regulators within the last five years. If there have been any investigations, then you must contact the Health and Safety Team to discuss.

Important: The engagement of any contractor that is pending a prosecution or has been prosecuted for a health and safety related offence within the previous five years will need to be approved by the Health and Safety Team.

3 STAGE THREE - CHOOSING A CONTRACTOR

3.1 PREFERRED CONTRACTOR

For some work and tasks, you may already have identified the contractor that you would like to work with.

Other work may need to be tendered to find the most appropriate contractor for the work.

Note: In either case, you must also be aware of the rules of the Procurement Policy and the delegated authorities within QLDC; this sets the rules regarding the value of contracts that can be awarded without a tender process (i.e.

direct or panel appointments) and what needs to be run as a competitive tender process. It also sets the value of contract or engagement that any QLDC officer is authorised to approve and sign. Refer to the following:

> Procurement Policy
> Procurement Guidelines

These considerations and processes shall be run in parallel with the HSCMS procedures. If you already have a preferred contractor in mind and the requirements of the Procurement Policy have been met, you may move directly to the engagement of a contractor if:

1. The contractor is already on QLDC's selected contractors list within SiteWise and is suitably qualified for the work, i.e. for working at height etc; or
2. The risk rating from the HSCMS 003 Physical Works Contractor Type Matrix & Guide for the work is LOW; and prequalification assessment is not needed, and an exemption has been approved by the Health and Safety Team; and
3. the contractor does not have a poor performance record with QLDC; and
4. is not pending a prosecution or has been prosecuted for a health and safety related offence within the last five years

Important: The engagement of any contractor that is pending a prosecution or has been prosecuted for a health and safety related offence within the previous five years will need to be approved by the Health and Safety Team.

If the criteria above at 1, 3 and 4 for MEDIUM to High-risk work, or for Low-risk work 2, 3 and 4 is met, you may go to Stage 5 – Contract Monitoring.

If any of the above criteria is not met, then you must follow the process set out from Stage 4 – Awarding the Contract of this document onwards.

Important: At point 2 above; this does not remove your duty to check that the contractor has processes and appropriate resources to:

> Eliminate or minimise risks to health and safety, and uses them; and
> communicates and considers information about work health and safety, and responds to that information; and
> complies with any duties and requirements under the HSWA, and uses them

4 STAGE FOUR – AWARDING THE CONTRACT

4.1 COMPETITIVE TENDERING – WHAT TO INCLUDE IN YOUR "REQUEST FOR TENDER"

If the contractor is to be engaged through a competitive tender process, then the minimum health and safety requirements set out in this HSCMS Procedure must be included in the Request for Tender documentation and must be properly evaluated by the tender evaluators as part of the contractor selection process.
As part of the tender process, the person in control of the procurement process shall verify the type of previous work that the contractor has undertaken and their experience in relation to the work to be undertaken.

The person in control of the procurement process shall outline the previous history and experience of potential contractors to the procurement panel, including any past poor performance with QLDC and any pending prosecutions or prosecutions for a health and safety related offence within the previous five years.

4.2 CONSULT, COOPERATE AND COORDINATE

All contractors must demonstrate how they shall consult, cooperate and coordinate both with QLDC and any other contractor working at the same location or if they intend to engage a subcontractor. The contractor must demonstrate their understanding and compliance with the duty to consult, cooperate and coordinate required by section 34 (1) of the Health and Safety at Work Act 2015.

4.3 INFORMING THE CONTRACTOR OF KNOWN HAZARDS

Once a contractor has been identified, and before their engagement, you have a duty to inform them of all known potential project-specific health and safety hazards that may affect their work and that they may not reasonably be aware of.

The person in control of the work must undertake a risk assessment to identify these hazards. If you are not experienced in this, then you must consult with the your Tier Three Manager, or other adequately experienced Contract Manager or Subject Matter Expert, or the Health and Safety Team to advise you in undertaking an Initial Risk Assessment - refer to HCMS 004 Initial Hazard Assessment.

4.4 AWARDING A CONTRACT

Before awarding a contract, please ensure you have discussed the contract type and any specific areas around health and safety with Procurement, the Legal Team and the Health and Safety Team. Any non-QLDC contract used must have appropriate regard given to health and safety obligations for QLDC and the contractor

Every contract between, or on behalf of QLDC and a contractor for the supply of services, shall include health, safety and environmental obligations. These obligations shall include at minimum the requirement to:

- Comply with all the contractor's duties under the Health and Safety at Work Act 2015 and relevant regulations
- Cooperate with any QLDC health and safety investigations, or requests for investigations
- Take steps, so far as reasonably practicable to control any hazards or risks identified as part of the contractor's work
- Apply relevant approved codes of practice and industry good practice guidelines
- Comply with all reasonable health, safety and environmental requests that have been notified to the contractor in connection with the contractor's works
- To the extent permitted by law, indemnify QLDC against liability costs for any breach of the Health and Safety at Work Act 2015, or related regulations, to the extent such breach, liability or costs arise from the contractor's works or where otherwise the responsibility of the contractor. However, the indemnity may exclude liability and costs to the extent they are caused or contributed to by QLDC's negligence or wilful default

4.5 CONTRACTOR HEALTH AND SAFETY ASSUMPTIONS

Where contractors have made assumptions around any aspects of health and safety, they must outline these to the person in control of the proposed works.

The Health and Safety Team can be consulted on any assumption that relates to high-risk work. To view the list of 'High-risk Work' refer to HSCMS 003 Physical Works Contractor Type Matrix & Guide.

4.6 PRESTART DOCUMENTATION REQUIRED

Whatever the type of contract, it must include the following minimum requirements, which the contractor must submit to QLDC's satisfaction before they start the work:

> Site or Contract Specific Safety Plan (SSSP); or
> Task Analysis (TA)

Additionally, depending on the nature and complexity of the work, it may also require:

> Traffic Management Plan
> Safety in Design documentation

4.6.1 SITE OR CONTRACT SPECIFIC SAFETY PLAN OR TASK ANALYSIS

A Site or Contract Specific Safety Plan (SSSP) is used for managing a work site and a Task Analysis (TA) is used for managing a task or job.

Refer to the relevant sections below to help you determine the most appropriate process for your project, task or job. If you are still unsure, please consult with your Tier Three Manager or other adequately experienced Contract Manager or Subject Matter Expert, or the Health and Safety Team for advice.

4.6.2 SITE OR CONTRACT SPECIFIC SAFETY PLAN (SSSP)

A Site or Contract Specific Safety Plan (SSSP) is used to document the health, safety and environmental plans to control exposure to risks at a specific site or contract. The purpose of a SSSP is to take a formal approach to:

> Determining or anticipating existing and potential hazards
> Formulating and implementing a response plan
> Monitoring for compliance and identifying any changing conditions

Through the SSSP process, the potential hazards associated with the scope of work are identified and safe work practices are defined to eliminate or minimise exposure to those hazards. The SSSP also establishes the process to ensure adherence to legislation, regulations and stakeholder expectations.

A SSSP addresses site level known potential hazards, while the Task Analysis (TA) further dissects the job/project scope to define job steps, hazards, and controls for a specific task.

A SSSP shall, at a minimum, contain the following:

> The contact details for key staff onsite
> Any significant hazards and their controls
> Any specific high-risk activities or Notifiable Works (Particular Hazardous Work, WorkSafe NZ Notifications) and any "hold point"
> Any work that will require Task Analysis to be undertaken. Note: this may include pre prepared TA's or a list of tasks that require a TA to be developed
> Important: TA's must be developed fully and reviewed by suitably competent site personnel prior to the work being undertaken
> Any specific risk assessment that has been undertaken concerning the works
> Incident registers to be kept
> The incident notification and investigation process
> Details on how consultation, cooperation and coordination shall occur onsite
> A relevant training and competency register for all workers
> Copies of licences, certifications, and any other critical documentation
> Details of the emergency procedures on the site

> Details of any hazardous substances, including their safety data sheets
> Rescue Plans as appropriate to the work (for example working in confined spaces, or at height)
> The ongoing monitoring requirements, including health monitoring where required.
> Monitoring of worker health where it is required under the Health and Safety at Work General Risk and Workplace Management Regulations 2016

The SSSP must be reviewed to make sure it is appropriate and covers all necessary aspects. Where hazards are identified by the person in control of the work and communicated to the contractor, the SSSP must also include how those hazards will be managed. The contractor shall include how they will manage any hazards that they or their subcontractors will introduce at site.

For a SSSP checklist, refer to HSCMS 005 Site Specific Safety Plan Checklist. If you are not experienced in reviewing SSSP's or have any doubts about any element of the SSSP, then you must consult with your Tier Three Manager, or another adequately experienced Contract Manager or Subject Matter Expert, or the Health and Safety Team, to advise you in completing your review.

Before work commences on site and where there is more than one contractor undertaking work, all parties need to share their SSSP's and agree to work in a coordinated manner. All parties have an obligation under section 34 (1) of the Health and Safety at Work Act 2015 to consult, cooperate and coordinate their activities.

A SSSP must be reviewed regularly by the contractor. SSSP's are activity based and if an activity or the scope of work changes, then the SSSP must be updated to ensure all hazards are addressed and resubmitted to the person in control of the work for review.

Once you have completed the review of the SSSP your Tier Three Manager, or another adequately experienced Contract Manager or Subject Matter Expert, must sign off that the review has been completed. This must be done before acceptance of an SSSP can be given.

4.6.3 TASK ANALYSIS (TA)

Where the work doesn't require an SSSP then Task Analysis (TA) will need to be developed to integrate accepted health and safety practices into the task or job. Each step of the TA helps to identify potential hazards and to define the safest way to do the job or task.

The contractor must provide a TA and evidence of suitable training/certification for all activities that require them.

A separate TA shall be required for each different task or activity performed during the work. Where tasks are of a similar nature then it is permissible to use a single TA to cover these activities.

The task analysis shall, at a minimum, contain the following:

> A description of the work steps to be undertaken
> The hazards identified for those work steps
> The controls that shall be implemented to manage the hazards of the work steps
> Identification of any permits to work that shall be used during the work
> Where a task requires, then a safety/rescue plan shall be included (for example, work at heights, over, alongside or in water, confined spaces, lone working etc.)
> Any monitoring that is required, (for example, atmospheric monitoring for confined spaces, or noise levels)
> Monitoring of worker health where it is required under the Health and Safety at Work General Risk and Workplace Management Regulations 2016

Any Task Analysis submitted by the contractor must be reviewed to make sure it is appropriate and covers the significant hazards. Refer to HSCMS 006 Task Analysis Review Guideline. If you are not experienced in reviewing task analysis, then you must consult with your Tier Three Manager or other adequately experienced Contract Manager or Subject Matter Expert, or the Health and Safety Team for advice.

Once you have completed your review of the TA your Tier Three Manager, or another adequately experienced Contract Manager or Subject Matter Expert, must sign off that the review has been completed.

This is a hold point and must be done before acceptance of a TA can be given.

Note: A contractor may need to do pre-contract unpaid scoping to better understand the work. This is permissible provided the scoping does not involve any high-risk activities as per HSCMS 003 Physical Works Contractor Types Matrix & Guide.

Important: A task analysis is required before the contractor is allowed on site to undertake pre-contact scoping work, irrespective of whether a formal contract is in place.

Note: Review of a Task Analysis is not required for pre-contract unpaid scoping works unless it involves any tasks that are considered high risk, see HSCMS 003 Physical Works Contractor Types Matrix & Guide., or requires a permit to work, see section 5.1.2 of this document.

4.6.4 TRAFFIC MANAGEMENT PLAN (TMP)

Where traffic management is to be undertaken, it must be undertaken safely. A Traffic Management Plan (TMP) is required, and this applies to any work that encroaches on, or has the potential to affect, road, cycle or pedestrian traffic.

From 1 November 2024 the New Zealand Transport Agency's (NZTA) Code of Practice for Temporary Traffic Management (CoPTTM) will be phased out and replaced with the New Zealand Transport Agency's (NZTA) Guide for Temporary Traffic Management (NZGTTM). The guide uses a risk-based approach that prioritises the safety of road workers and road users and aids PCBU's involved with temporary traffic management to meet their legislative duties.

Important. The contractor is responsible for ensuring that Traffic Management Plans are peer reviewed before being submitted to QLDC in accordance with appropriate standards and guidelines, and that authorisation is obtained from the Traffic Management – Road Corridor Engineer before the commencement of any works on site.

4.6.5 SAFETY IN DESIGN REQUIREMENTS

A PCBU who designs plant, substances or structures has a duty under section 39 of the Health and Safety at Work Act to, so far as is reasonably practicable, ensure that the plant, substance, or structure is designed to be without risks to the health and safety of persons.

Health and Safety by Design is the process of managing health and safety risks throughout the lifecycle of structures, plant, substance or other products. Designers are in a strong position to make work healthy and safe from the start of the design process. Health and Safety by Design is not a separate concept from Good Design – they are the same thing.

The term "Designers" includes those who direct, constrain, undertake or alter designs. The following groups can have responsibilities as a designer to a greater or lesser extent depending on their involvement:

- Architects, engineers, interior designers, landscape architects, town planners, building service designers, temporary works engineers, planners, architectural designers
- Owners, clients and project managers because they direct or constrain designs and are responsible for employing suitably qualified persons to undertake the design
- Contractors undertaking works when they alter or change a design or materials in such a way that it changes the safety outcomes for an asset

Designers must:

- Ensure that structures, plant and substances are designed to ensure that health and safety risk are as low as reasonably practicable

> Carry out tests to ensure that the structure, plant or substance is designed so that health and safety risks are as low as reasonably practicable
> Provide all relevant information about their designs
> Consult, cooperate and coordinate with other PCBUs
> Ensure their designs comply with all relevant legislation

More information and guidelines can be found at the WorkSafe web page Health and Safety by Design: an introduction and also in SiteSafe publication Safety In Design In Construction: an introduction.

4.6.6 INSURANCE

All contracts must include details of the insurances required to be held by the contractor and must include a requirement for appropriate levels of Public Liability and General Liability cover that are relevant given the risks associated with the contract works. Contractors that are members of SiteWise must keep this current through their own document upload process. Where a contractor has another prequalification provider then these must be forwarded to the Health and Safety Team for upload.
Important: The QLDC contract/project manager is responsible to check that this is in place and maintained during the contract.

5 STAGE FIVE – CONTRACT MONITORING

5.1 STARTING WORK

Before a contractor can commence any works, they must have a Task Analysis or Site Specific Safety Plan which has been reviewed in accordance with sections 4.6.2 and 4.6.3 of this document.

Before the contractor can start any task or job within their work scope, they must consider the job specific hazards associated with the task, and any additional activity permits and notifications that need to be made before the works can commence.

This includes:

> Notifiable Works (Particular Hazardous Work, WorkSafe NZ Notifications)
> Work requiring a Permit to Work, see section 5.1.2 of this document
> Work involving Asbestos
> Demolition
> Hazardous Substances
> Location of Underground Services
> Flight Services must have an approved Civil Aviation Authority (CAA) flight plan in place
> Flights Services may involve lifting services, deploying agrichemicals, application of Vertebrate Toxic Agents (VTA) and fumigants and helicopter services over water beyond auto rotation distance from land. This does not include scheduled transport, i.e. passenger services. **Note:** Flight services other than passenger services where operations are to be carried out over congested areas without ready access to a landing site or emergency landing site must have approval from the Health and Safety Manager
> **Note:** This is not an exhaustive list

The Contractor shall produce a Task Analysis for each task that fully considers and identifies the hazards and risks associated with that task. Where legislation, or the HSCMS or SSSP requires permits, notifications, specialist subcontractors or other approvals, these shall be provided by the contractor prior to the task commencing.

5.1.1 WORKSAFE NZ NOTIFICATIONS

Irrespective of whether QLDC has approved the SSSP, certain works are considered "Particular Hazardous work (Notifiable works)".

The Health and Safety in Employment Regulations 1995 clause 26 requires PCBU's who manages or controls a place of work to notify WorkSafe with at least 24 hours' notice of work that is Particularly Hazardous. Notifications of particularly hazardous work assist WorkSafe's workplace health and safety services to plan workplace visits to promote the prevention of harm to all persons at, or in the vicinity of a place of work.

Once the notification has been made, a copy shall be supplied to the person in control of the work, and QLDC no later than 24 hours before the work commences.

Examples of Notifiable Works are, but not limited to:

- Work with a risk of falling 5 metres or more
- Erecting or dismantling scaffolding with a risk of falling 5 metres or more
- Commercial Logging or tree felling
- Use of a lifting appliance where the appliance has to lift a mass of 500 kg or more a vertical distance of 5 metres or more
- Work in which a person is required to work underground
- Work in any excavation with a vertical height or steep slope of more than 5 metres
- Work in any pit, shaft, trench or excavation more than 1.5m deep, where the depth is greater than the width
- Work involving explosives
- Work in which a person breathes compressed air or other respiratory medium

Further details on what constitutes Notifiable Works, and WorkSafe's online notification form, can be found at the WorkSafe website.

5.1.2 PERMIT TO WORK

For certain high-risk works contractors shall operate a 'Permit to Work' system. A Permit to Work is a written authority to allow workers to undertake these activities in accordance with safe and environmentally sound work practices.

At minimum this will:

- Specify the work to be carried out, its location, the hazards and risks associated with the work and the environment, and the required methods of control
- The methods to be used and controls to be taken shall be agreed to by all parties beforehand and clearly stated on the permit. All parties must sign off before any work commences. Permits shall be valid until the specified time and date on the permit
- Any work requiring a permit must have a task analysis or a method statement and, where required a rescue plan
- The permit and any associated documentation shall be available at the work site, i.e. where the actual task is being undertaken

The following types of work are required to be controlled under the contractors permit to work system:

- Hot Works (work that includes but is not limited to welding, brazing, cutting, grinding or other flame or heat

operating equipment that produces a source of ignition. It is also applicable in any work area where a flammable atmosphere exists); except that which is carried out in a designated workshop
- Lifting that includes more than one crane or lifts over 75% of the crane's capacity (critical lifts)
- Working where Industrial Rope Access or Technical Access is required
- Work within 2 metres of an unguarded edge, inclusive of whether it is at or below ground level
- Work where there is a potential fall distance of 1.8 metres or more, or where there is a risk of a fall into suspension, i.e. fall arrest and not fall restraint, which could lead to suspension trauma. If you require clarification on fall arrest or fall restraint, please contact the Health and Safety Team
- Important: A fall from 1.8 metres or less can still result in serious injury and reasonably practicable steps must be employed to prevent this. A Task Analysis shall be undertaken to control these risks
- Confined space entry
- Work that involves, working over or entry into water
- Occupational diving or work requiring other respiratory mediums
- Demolition
- Work involving Asbestos
- Work within Minimum Approach Distances (MAD) of electrical lines
- Work on Live Electrical Equipment
- Work affecting medical, fire or security systems
- Work requiring the use of mechanical excavation equipment within 2 metres of an underground service
- Lock out procedures
- Tasks that have potential to release energy (pressure, electrical, mechanical, chemical, product) or hazardous materials
- Work involving explosives
- Use of firearms, i.e. pest control
- Hazardous Substances requiring a certified handler
- Use of Powder Actuated Tools

5.1.3 LOCATING UNDERGROUND SERVICES

Prior to commencing any excavation, the contractor is responsible to ensure that all underground services have been located. Contractors, at minimum, shall follow WorkSafe publication, Guide for Safety with Underground Services as well as the New Zealand Utilities Advisory Group code handbook, Think Safe, Work Safe, Home Safe (NZUAG guidelines) and Before U Dig safety practice guidelines. Please ensure that contractors you are engaging that are working around utility services work to these guidelines.

Important: Positive location of services must be undertaken, especially where mechanical excavation is intended to be employed. Where there is any doubt about the location of a service the contractor must contact the asset owner and ask them to provide a stand over person to guide the contractor in locating the service. Where an asset owner allows mechanical excavation to be undertaken without a stand over in place then written permission must be obtained by the contractor and kept on file.

5.2 SITE ACCESS RULES

For all workplaces controlled directly by QLDC and, prior to work starting on any QLDC controlled site, all contractors shall be given an induction by the person in control of the work or their representative.

For all workplaces controlled by the contractor, the contractor is required to:

- Have an induction process, and to make sure that all workers and persons entering the workplace are appropriately inducted into the workplace health and safety processes
- Keep and maintain a record of inducted workers
- Ensure that workers, where required, are appropriately supervised throughout all aspects of the contracted work
- Ensure that any plant and equipment used on worksites that QLDC has an interest in, is always maintained in a safe working order, and must comply with any relevant legislative requirements

5.3 COMMUNICATION OF HIGH-RISK WORK

Irrespective of any notification to WorkSafe, it is vital that all high-risk (see HSCMS 003 Physical Works Contractor Type Matrix and Guide) rated work to be carried out on behalf of QLDC, is communicated in writing to QLDC before work commences. The form of such communication shall be as identified in the approved SSSP or Task Analysis.

Details of the proposed work shall include:

- The scope of work
- Any detailed risk assessment
- The proposed controls
- The proposed emergency or rescue plan
- The process to monitor the activity
- Any training or skill requirements, and evidence of these being in place

5.4 CONSULT, COOPERATE, AND COORDINATE

It is essential that all contractors consult, cooperate and coordinate works that may affect other parties, with those parties.

Where members of the public may interact, or be impacted by the works, QLDC shall be consulted and liaised with in good time, in order that appropriate communications can be put in place.

5.5 INCIDENT REPORTING

All Health and Safety Incidents must be reported and acted upon in a timely fashion and in accordance with the following.

Health and Safety Incidents are categorised as follows:

- Notifiable Event as defined under the Health and Safety at Work Act 2015 section 25
- Serious Occurrence. Any incident that had the potential to cause a Notifiable Event, serious damage to assets, loss of containment or damage to reputation. **Note:** Any strike to utility services is considered a Serious Occurrence
- Incident. **Note**: A near miss is classed as an incident for reporting purposes
- Environmental Incident, i.e. release of a gas or fume or dust or spill of a substance that presents a risk to persons or the environment

Injury incidents are categorised as follows:

- Notifiable Event (a death or notifiable injury or illness)
- Lost Time Injury (LTI)
- Medical Treatment Injury (MTI)
- First Aid (FA)

Note: For more detail on the category definitions above see QLDC Incident Reporting and Investigation Procedure

Incident reporting time frames to QLDC:

- Any incident that requires notification to a regulator, i.e. Notifiable Events, must be notified to QLDC within **one hour** and an interim written report provided within **three days**
- Serious Occurrences must be notified to QLDC within **two hours** and an interim written report provided within **five days**
- WorkSafe Enforcement Notices, i.e. prohibitions, urgent instructions, warnings, infringements, must be notified to QLDC within **one hour**, and interim written report provided within **three days**

> Lost time and medical treatment injuries must be notified to QLDC within **48 hours**, or as per the KPI agreement where one exists, whichever is the sooner

Important: Any Notifiable Events, Serious Occurrences or WorkSafe Enforcement Notices must be reported to the Health and Safety Team by email at the time of the initial notification from the contractor.

Safety Observations shall be acted on immediately where the observation relates to a safety improvement but can be reported in weekly or monthly meetings and reporting as appropriate to the observation.

Incident Investigations are required for all Notifiable Events, Serious Occurrences, Lost Time Injuries and Medical Treatment Injuries or where requested by QLDC. An initial investigation must be conducted by the contractor and an interim incident report submitted to QLDC within the timeframes noted above. Full report and mitigation shall be targeted to be submitted within seven business days of the incident.

Any health and safety incident or report identified by QLDC staff, i.e. they witnessed or were involved in the incident shall be entered into QLDC online reporting system My Safety. QLDC Incident Reporting and Investigation Procedure shall be followed.

Important Note: Contractor incidents that involve a Notifiable Event, Serious Occurrence, Lost Time Injury shall be recorded by the QLDC Contract Manager, or their delegate, within 24 hours of being notified into QLDC's online reporting system My Safety.

Note: My Safety includes a drop down selection 'Contractor incident (reported by contractor)', to be used when recording these incidents. If you require any advice or training on entering incidents into My Safety please contact the Health and Safety Team.

An independent investigator may be appointed by QLDC in agreement with the departments General Manager, Tier Three Manager and the Health and Safety Manager.

Where the Contract Manager has access to 'Sentient', incidents shall be recorded into that system. Alternatively the HSCMS 007 Incident Reporting template shall be used to track and report monthly on your contract incidents.

Important: In all cases incident statistic numbers must be recorded through the department's monthly health and safety meeting minutes.

5.6 MONITORING REQUIREMENTS

Monitoring health and safety performance and compliance (inspections and audits) allows QLDC to support the contractor as well as ensuring the SSSP and TA's for the work are effectively implemented and remain relevant.

For all contractors engaged on a QLDC contract, a monitoring process shall be established and implemented to monitor that health and safety processes are being followed, that all duties are being performed by safe, competent workers, and that sites are managed appropriately to eliminate or minimise risk.

5.6.1 WORKSAFE NZ INTERACTIONS

Any planned interactions with a health and safety regulator i.e. invitation to or by WorkSafe NZ to visit the site, shall be advised to the Health and Safety Team prior to the interaction taking place.
Any interaction instigated by a health and safety regulator shall be reported to the Health and Safety Team within 24 hours, with details of the reason for the interaction, any findings and actions arising, and where appropriate a timeframe for implementing the directives or advice of the regulator.

A summary of the interaction shall be provided to QLDC in alignment with the KPI agreement, or as part of the project's monthly reporting if a KPI agreement does not exist.

5.6.2 INSPECTIONS AND AUDITS

Health and safety inspections of all physical works shall be regularly undertaken. All worksites may be randomly inspected or audited at any time by QLDC or a delegated representative that aligns with the works' risk profile.

In any case, contractors shall be self-policing and shall include in their SSSP a safety inspection/audit regime. Where a contractor is engaging a subcontractor, the main contractor shall be responsible to undertake and maintain safety inspections on the subcontractor.

The outcomes of any inspection or audit shall be made available to the person in control of the work and any immediate actions required shall be communicated directly to the contractor.

Reports will be generated from each inspection or audit and distributed to inform site managers of positive behaviours, as well as areas that require corrective actions.

5.6.3 SITE VISITS

Any person visiting a site whilst undertaking work for QLDC must notify the site manager, or the person in control of the work of any health and safety related concerns or issues, as soon as reasonably practicable.

QLDC or their representatives where reasonably practicable may at any time visit a site to conduct audits or inspections.

5.6.4 SITE SPECIFIC SAFETY PLAN (SSSP) REVIEWS

All SSSP information is required to be readily available onsite, updated regularly, and monitored consistently.

SSSP's shall be reviewed regularly by the contractor, and at least monthly/quarterly as appropriate, to ensure that the plans remain specific and relevant to the work being carried out. Updates to the SSSP must be forwarded to the relevant Contract Manager.

Where an incident warrants, the current SSSP shall be reviewed and updated as appropriate. Updates must be sent to the person in control of the works for review. Examples include, any incident involving a Member of the Public, Lost Time Injury, Medical Treatment Injury, Serious Occurrence, Environmental Incident or any Notifiable Event reportable to a Regulator, see section 5.5 of this document. Note this is not an exhaustive list.

5.7 PROJECT MEETINGS

Health, safety and environmental matters shall be a set agenda item at all project meetings.

Upcoming work involving high-risk activities, or significant health and safety considerations, shall be discussed at the project meetings.

The contractor shall hold pre-start meetings for all operatives and subcontractors daily or as otherwise deemed appropriate. Pre-start meetings shall address works planned for the day or period, hazards and risks, and any learnings from Notifiable Events, incidents, non-notifiable events or observations over the preceding period. 'What went right, what went wrong'.
Any emerging KPI trends shall be discussed at both the project meetings and toolbox talks.

5.8 SPECIALIST REVIEWS (WHERE REQUIRED)

Where specialist works require, the person controlling the works may engage a health and safety specialist to provide opinions or advice to both the client and contractor team, and to undertake health and safety audits for the benefit of QLDC.
Note: Health and safety specialists engaged by QLDC must have prior approval from the Health and Safety Manager.

5.9 KEY PERFORMANCE INDICATOR (KPI) MONITORING

Where a KPI agreement has been agreed with the contractor, it is the responsibility of the person in control of the work to ensure that reporting is undertaken as per the agreed KPI.

The person controlling the works shall collate and consolidate the reporting to allow for trend identification. This must include, at a minimum, the Total Recordable Injury Frequency Rate (TRIFR), and Lost Time Injury Frequency Rate (LTIFR). The TRIFR and LTIFR are lagging indicators which measure past performance. As part of the contract KPI's lead indicators should be measured as well. Lead indicators are focused on future performance and continuous improvement. Examples of lead indicators include, health and safety meetings conducted, number of new hazards identified and controlled, inspections undertaken, task analysis created, safety training completed.
Please contact the Health and Safety Team if you require advice.

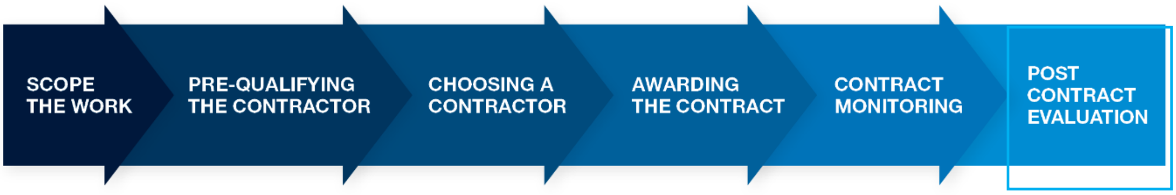
5.10 MANAGEMENT, SURVEILLANCE AND QUALITY ASSURANCE (MSQA) (WHERE REQUIRED)

Design consultants are often mandated to undertake a Management, Surveillance and Quality Assurance (MSQA) role but this does not relieve or supersede the obligations of all other parties to carry out their duties under the Health and Safety at Work Act 2015.

The MSQA consultant shall be responsible for ensuring that the works conform to the drawings, specifications and supplier issued instructions, both technically and in relation to health and safety.

The consultant shall ensure that any safety by design review is complied with during the works and that any work changes do not impact on the safety of the solution.

6 STAGE SIX – POST CONTRACT EVALUATION



6.1 POST PROJECT EVALUATION MEETING

QLDC values the importance of establishing and quantifying project objectives and deliverables to evaluate outcomes against the original objectives.

At the conclusion of the works and with a target of no longer than two months following completion, the QLDC representative managing or controlling the works shall convene a post-project Health and Safety evaluation meeting. The meeting shall cover all aspects of the project, and in relation to health and safety shall cover the following:

- Overall assessment and review of the project
- Incident metrics including TRIFR ratings where appropriate
- Performance against KPI's
- Key learnings
- Official closure of the project

6.2 CLOSE OUT REPORTS

Contract close out reports and an evaluation of health and safety performance shall be completed by QLDC at the conclusion of the contracted work. If the contracted work is long term, an evaluation shall be undertaken every two years. Evaluations shall cover all aspects of the completed work, and feedback shall be provided.

When the work has been completed, we shall review the health and safety performance of the contractor and share our findings with them.

Close out reports, HSCM 008 Lessons Learned, must be sent to the Health and Safety Inbox for upload to the SiteWise contractor database. This information helps other contract managers in their assessments of a contractor's suitability for projects or work going forward. Note this information is confidential and only visible to employees who have access to the QLDC selected contractors SiteWise database.

6.3 INCIDENTS AND SAFETY METRICS

All incidents and reporting metrics shall be included in the post works evaluation.

6.4 LESSONS LEARNED AND OPPORTUNITIES FOR IMPROVEMENT

Lessons Learned sessions and workshops shall be held with all contract parties. A template/pro-forma for a lessons learned workshop can be found HSCM 008 Lessons Learned.

Any learnings from significant incidents i.e. Notifiable Events, Serious Occurrences, Lost Time Injuries shall be discussed and shared.
Both positive and negative feedback of any aspect of the project's health and safety performance shall be included in the post works evaluation.

6.5 INSPECTION AND AUDIT HISTORY

On completion of a project, a review of all inspections and audits shall be included in the post works evaluation and close out report

The timeliness of the closeout of any inspection actions may be included in the post works evaluation.

6.6 KEY PERFORMANCE INDICATOR (KPI) REVIEW (WHERE REQUIRED)

Where a KPI agreement has been entered into, these KPI's will be reviewed as part of the post works evaluation.

A conformance assessment by the person in control of the work and the contractor shall be included as part of the post works evaluation.

6.7 CONTRACTOR RECORD

A summary of the outcome of the post works evaluation meeting shall be loaded into the notes section for the relevant contractor in SiteWise by the person in control of work or their delegate.
A full record of the post works evaluation meeting shall be kept in the relevant project folder by the person in control of the work. These records shall include, but will not be limited to:

- Contract value
- Incident reporting metrics (e.g. TRIFR)
- The number of negative interactions relating to health, safety and wellbeing
- The number of positive interactions relating to health, safety and wellbeing
- The outcome of any investigations
- The outcome of any audits conducted

The above information shall be retained for five years.

The information will be used for the sole purpose of maintaining institutional knowledge, relating to the health and safety experience of the contractor while working for QLDC.

6.8 NEGATIVE PERFORMANCE

Any negative performance on the part of the contractor that so warrants shall be uploaded to the notes section on the SiteWise database by the person in control of work or their delegate. Any such upload is only visible to other QLDC employees and may be used in the future evaluation of the contractor's suitability for repeat work with QLDC.

7 GUIDANCE, TOOLS AND TEMPLATES

Type	Title
QLDC Documents	Within the HSCMS, there are forms to assist you in the steps of this system. These can be found in the excel workbook 'HSCMS (insert project or work name) Forms' which can be found on the YODA Contractor Management page. **Please download the document, do not complete on YODA:** > HSCMS 002 Job Scoping Form > HSCMS 003 Physical Works Contractor Type Matrix & Guide > HSCMS 004 Initial Hazard Assessment > HSCMS 005 Site Specific Safety Plan Checklist > HSCMS 006 Task Analysis Review Guidelines > HSCMS 007 Incident Reporting. > HSCMS 008 Lessons Learned
QLDC Processes	> QLDC Procurement Policy > QLDC Procurement Guidelines > Incident Reporting and Investigation > QLDC online reporting system My Safety which can be found on YODA
Other	> Health and Safety at Work Act 2015 > Health and Safety at Work (General Risk and Workplace Management) Regulations 2016 > Hazardous Substances and New Organisms Act 1996 > Health and Safety at Work (Hazardous Substances) Regulations 2017 > Health and Safety in Employment Regulations 1995 > Health and Safety at Work (Asbestos) Regulations 2016 > WorkSafe Guidance Document "Overlapping Duties – PCBU's Working Together; Advice When Contracting" > New Zealand Transport Agency's (NZTA) New Zealand Guide to Temporary Traffic Management (NZGTTM)

8 TERM DEFINITIONS

Term	Definition
Contract Manager or Person in Control of the Work(s)	The officer or individual authorised to direct and oversee the contract works on behalf of QLDC. For the purposes of this document the term Contract Manager is interchangeable with the term Person in Control of the Work(s).

Term	Definition
Health and Safety Team or Manager	QLDC's Health and Safety Team or Manager
High-Risk Assumptions	Defining risk assumptions include determining the likelihood of the high-risk work impacting someone's health and safety and what the consequence or impact would be if it did occur
Hold Point	A Hold Point is a mandatory verification beyond which a process cannot proceed without authorisation from the relevant authorised person
'Must' or 'Shall'	Are used where the statement is a legal requirement, or where a practice is the minimum threshold for safety
My Safety	QLDC online incident reporting system on YODA
Reasonably Practicable	As defined under the Health and Safety at Work Act 2015 Section 22
Safety Observation	Evaluation of safety practices in the workplace, identifying positive and negative safety behaviours, addressing the behaviours and recording them for reporting purposes
'Should'	Is used where the statement, although not a legal requirement, is 'good practice' in safety
SiteWise	Contains the QLDC prequalified contractor's database and is the recommended prequalification provider for QLDC
Subcontractor	A PCBU engaged by a contractor to carry out temporary, paid work under contract. A subcontractor is referred to as a Worker under the HSWA 2015
Tier Three Manager	QLDC's Tier Three Managers are managers that report directly to a General Manager