

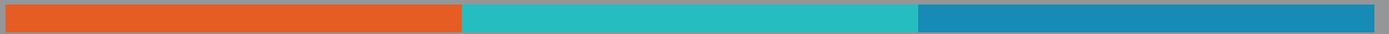


Business Leaders'
Health & Safety Forum

ZERO HARM WORKPLACES

MONITORING WHAT MATTERS

How to identify the critical health and safety indicators needed to understand performance in your business



A guide for CEOs

How to use this guide

Maintaining effective oversight of health and safety can be challenging for CEOs. It can be hard to get the information you need – or to even know what you need.

This guide will help CEOs assess and improve their monitoring of health and safety. It has three parts:

» **Step 1: CEO assessment**

CEOs can use these questions to assess how well they are informed by current monitoring in the three key areas of *risks, relationships* and *resourcing*

» **Step 2: Digging deeper**

Senior executives and health and safety professionals can use these questions to do an in-depth assessment of monitoring in important operational areas

» **Step 3: Setting indicators**

Senior executives and health and safety teams can use this information to identify indicators that might assist CEOs to improve their monitoring of performance. Includes examples of dashboards.

What should we monitor?

Risk, Relationships, Resourcing

There is no 'one-size fits all' set of indicators that will measure performance in *all* businesses.

But there are 'drivers of performance' common to all businesses.

Health and safety in any business is determined by:

- » **Risk:** The state of its *risk control*
- » **Relationships:** The quality of its *relationships with employees and contractors*
- » **Resourcing:** The sufficiency of the *resources applied to health and safety* (people, plant and processes).

This guide will help you find the 'best fit' lead and lag indicators to measure performance in these three key areas.

Not everything that influences performance can be measured with numbers. So, some of the suggested indicators are descriptions and analysis of the data.

The CEO's role in monitoring health and safety



Due diligence duties

This guide will help CEOs and directors meet their legal duties as officers and PCBUs by supporting them to:

- » Understand the risks in their business
- » Manage these risks

- » Verify the effectiveness of their risk management.

Keep a record of using this guide, as part of your due diligence records.

Step 1: CEO assessment

To be completed by CEOs

How confident are you that your current monitoring answers these questions about your risks, relationships and resourcing.

 RISK	Not confident	Some confidence	Reasonably confident	Very confident	Completely confident
Are the serious risks to both health and safety understood?	<input type="radio"/>				
Are our serious health and safety risks controlled to tolerable levels?	<input type="radio"/>				
Are our risk controls understood and implemented by everyone?	<input type="radio"/>				
Do we learn from success and failure?	<input type="radio"/>				
Are our risk controls in line with industry good practice?	<input type="radio"/>				

TIPS

- Good risk management covers acute, health and catastrophic harm.
- It spans all activities including procurement and resourcing.
- Critical risk controls, that prevent serious injury/illness, are a key thing to monitor.

What do we do well? Where are the gaps?



RELATIONSHIPS

	Not confident	Some confidence	Reasonably confident	Very confident	Completely confident
Do leaders demonstrate commitment to both health and safety in all relationships?	<input type="radio"/>				
Is there an effective partnership between leaders and workers on health and safety?	<input type="radio"/>				
Is communication effective in all business relationships?	<input type="radio"/>				
Are the health and safety roles, responsibilities and expectations in key business relationships defined and managed?	<input type="radio"/>				
Is our sphere of 'influence' and 'control' understood and effectively managed?*	<input type="radio"/>				

TIPS

- Relationships with workers affects the culture in your business.
- Relationships in the supply chain affect your 'overlapping duties' as a PCBU.
- So, you need to understand the state of these key business relationships.



RESOURCING

	Not confident	Some confidence	Reasonably confident	Very confident	Completely confident
Are the appropriate plant, equipment and assets in place to ensure effective risk management?	<input type="radio"/>				
Are the allocated financial resources ensuring effective risk management?	<input type="radio"/>				
Are our processes aligned to our risk profile, and effectively supporting our people?	<input type="radio"/>				
Do all workers have the capability and capacity to manage risk in their roles?	<input type="radio"/>				
Is there visibility of health and safety practices through the layers of our business?	<input type="radio"/>				

TIPS

Monitoring of resourcing should cover:

- People, and their capacity and capability to do the job.
- Plant and equipment; also capital/operational spending.
- Processes and system; including infrastructure and IT.

* Under the Health and Safety at Work Act, the steps that businesses must take to meet their legal requirements depend on how much influence and control they have over what has created the risk.

Step 2: Digging deeper into RISK

To be completed by senior executives or health and safety professionals

How confident are you that your organisation's monitoring answers these questions about **risk**?

What do we do well? Where are the gaps?

Are our serious health and safety risks understood? Is there clarity about:

Not confident Some confidence Reasonably confident Very confident Completely confident

	Not confident	Some confidence	Reasonably confident	Very confident	Completely confident
Existing risks that could cause serious injuries or death?	<input type="radio"/>				
Existing risks that could cause harm to health?	<input type="radio"/>				
Existing risks that could cause catastrophic events, like fires, explosions?	<input type="radio"/>				
Indirect risks, like the impact of procurement decisions on risks?	<input type="radio"/>				
Emerging risks, like those created by new technology?	<input type="radio"/>				
The critical controls needed to effectively manage these risks?	<input type="radio"/>				

Are our serious health and safety risks controlled to tolerable levels? Have we:

Not confident Some confidence Reasonably confident Very confident Completely confident

Defined what is a tolerable risk level?	<input type="radio"/>				
Identified the critical elements of risk control (things that must happen to ensure safety and health) and implemented them?	<input type="radio"/>				
Ensured the controls in place are appropriate to the level of risk?	<input type="radio"/>				
Defined and communicated who has authority to accept a risk as tolerable?	<input type="radio"/>				
Captured all controls identified with workers?	<input type="radio"/>				

Are our risk controls understood and implemented by everyone?

Are the controls communicated in a way that's appropriate for our workers?	<input type="radio"/>				
Does everyone know the controls, and have the ability and authority to implement them?	<input type="radio"/>				
Is there ongoing checking to ensure the controls are in place and are effective?	<input type="radio"/>				

Do we learn from success and failure? Are we:

Asking why things go wrong and why they go well?	<input type="radio"/>				
Reviewing risk controls in light of changes in circumstances or other events?	<input type="radio"/>				
Confident there is communication across the business about risk – no silos or inconsistency?	<input type="radio"/>				

Are our risk controls in line with industry practice? Do we:

Learn from other businesses in our industry?	<input type="radio"/>				
Lead and support opportunities to do better in the industry?	<input type="radio"/>				

Step 2: Digging deeper into **RELATIONSHIPS**

To be completed by senior executives or health and safety professionals

How confident are you that your organisation's monitoring answers these questions about **relationships** with contractors/partners and employees?

What do we do well? Where are the gaps?

Do leaders demonstrate commitment to health and safety in all relationships? Are they:

	Not confident	Some confidence	Reasonably confident	Very confident	Completely confident
Demonstrating clear vision and commitment?	<input type="radio"/>				
Being highly visible on health and safety in their communications?	<input type="radio"/>				
Getting personally involved in health and safety activities like safety walks or briefings?	<input type="radio"/>				
Calling out good and poor practice?	<input type="radio"/>				
Doing what they say they will do?	<input type="radio"/>				

** Under the Health and Safety at Work Act, the steps that businesses must take to meet their legal requirements depend on how much influence and control they have over what has created the risk.*

Is there an effective partnership between leaders and workers on health and safety? Are we:

Not confident Some confidence Reasonably confident Very confident Completely confident

Giving others authority to take action on health and safety?	<input type="radio"/>				
Embedding health and safety in decision-making at the leadership table?	<input type="radio"/>				
Managing operational pressures so they don't compromise health and safety?	<input type="radio"/>				
Ensuring ideas and concerns can be freely raised, and are acted on?	<input type="radio"/>				
Creating effective ways workers can get involved, including in decision-making?	<input type="radio"/>				
Building trust in our commitment and plans for health and safety?	<input type="radio"/>				

Is communication effective in all business relationships? Are we:

Tailoring information to the needs (literacy level, ethnicity etc.) of the audiences?	<input type="radio"/>				
Communicating frequently enough, and using appropriate delivery channels?	<input type="radio"/>				
Ensuring communication is two-way, and extends across the supply chain?	<input type="radio"/>				

Are the health and safety roles, responsibilities and expectations in key business relationships defined and managed? Have we:

Categorised the nature of our relationship with each business we work with, and alongside, to identify the impact of those relationships on health and safety?	<input type="radio"/>				
Defined and agreed our approach to health and safety for each relationship?	<input type="radio"/>				
Set and communicated clear expectations?	<input type="radio"/>				
Ensured we've implemented the agreed approach?	<input type="radio"/>				

Is our sphere of 'influence' and 'control' understood and effectively managed? Do we:

Understand who, what and how we influence?	<input type="radio"/>				
Understand who, what and how we control?	<input type="radio"/>				

Step 2: Digging deeper into RESOURCING

To be completed by senior executives or health and safety professionals

How confident are you that your organisation's monitoring answers these questions about **resourcing** of health and safety?

What do we do well? Where are the gaps?

Are plant and equipment in place to ensure effective risk management? Are they:

Not confident Some confidence Reasonably confident Very confident Completely confident

	Not confident	Some confidence	Reasonably confident	Very confident	Completely confident
Fit for purpose?	<input type="radio"/>				
Designed to be safe and healthy?	<input type="radio"/>				
Maintained in good working order?	<input type="radio"/>				

Are the allocated financial resources ensuring effective risk management?

Do we allocate sufficient capital and operational spending to support good health and safety?	<input type="radio"/>				
Do those responsible for health and safety outcomes also have the authority to approve spending on health and safety?	<input type="radio"/>				

Are our processes aligned to our risk profile, and effectively supporting our people?

Not confident Some confidence Reasonably confident Very confident Completely confident

Have we been clear about our expectations?	<input type="radio"/>				
Do we have effective policies, operating procedures, guidance, information and tools?	<input type="radio"/>				
Have they been deployed and regularly checked to ensure they stay up-to-date?	<input type="radio"/>				
Are they agile and do they change as the business changes?	<input type="radio"/>				

Do all workers have the ability to manage risk in their roles? Do they:

Have sufficient time to do the job in a safe and healthy way?	<input type="radio"/>				
Have the right information?	<input type="radio"/>				
Get the support, training and supervision they need?	<input type="radio"/>				
Get assessed to ensure they have the knowledge, skills, and fitness required for the job?	<input type="radio"/>				
Maintain the knowledge, skills and fitness required to do the job?	<input type="radio"/>				

Is there visibility of health and safety practices through the layers of our business? Do we:

Have visibility over all locations and across the supply chain?	<input type="radio"/>				
Have a mechanism to get the information we need from all layers of the business (including that contained in different IT systems, decentralised record-keeping systems, spreadsheets etc.)?	<input type="radio"/>				

Step 3: Setting indicators to monitor RISK

For senior executives or health and safety professionals

Use this information to identify sources of information to learn about performance and to find indicators relevant to your business. This includes indicators to monitor acute, chronic and catastrophic **risks**.

TIPS

When setting indicators ask yourself:

- Will they focus attention on the things that will prevent serious injury or illness?
- Do they include a mix of data, descriptive information and analysis?
- Are the benefits worth the time and cost of collecting the information?

Sources of information to learn about performance

- Risk assessment activities, such as 'bow ties' or hazard and operability study (HAZOPs) methodologies
- Corporate risk framework
- Accident and near-miss information (within own and others businesses)
- Health and safety committee minutes
- Training and induction records and processes
- Reports on exposure monitoring
- Health surveillance reports
- Information in procurement documentation
- Information about what others in the industry are measuring gained from publications, websites, networking meetings etc.
- HR metrics (demographics, turnover, recruitment and recruitment health screening)
- Observations and conversations with workers
- Reviews and audits (internal and external)
- Legislation, regulations, industry guidance and standards
- Advice from consultants or other competent people
- Business plans (identification of future work/projects)
- Maintenance records
- Financial data such as capital or operational expenditure

Examples of indicators

Everyone should have access to this information

- Number of risk assessments completed for activities/locations/items of equipment versus total number identified as required
- Injury frequency rates such as Total Recordable Injury Frequency Rate and Lost Time Injury Frequency Rate
- Absence/ illness/ Employee Assistance Programme (EAP) attendance rates with corrective actions
- Follow-up actions taken in response to worker-raised ideas or issues, or accidents
- Number of ACC/insurance claims.

Many will have access to this information

- Critical risk presentations by owners of each critical risk covering where the risk occurs, who is impacted, the control measures, any gaps in the controls, and monitoring practices to ensure controls are effective and implemented
- Near miss or unexpected loss of control events – e.g. loss of containment, deterioration of equipment, items found without tags. Or reports on hazards and corrective actions taken
- Progress against the health and safety plan of the business
- Summary of emerging issues and trends
- Number of health monitoring tests done versus number of workers exposed to a health risk
- Results of exposure or environmental monitoring, and actions taken.

Some will have access to this information

- Indicators for specific risk controls in your business – e.g. number of alarms activated, instruments operating outside safe limits or work permits signed out incorrectly
- Stories of success
- Number of health impact assessments completed prior to projects or processes commencing, or new equipment introduced
- Number and nature of projects where health and safety have been built in during the design phase – prior to procurement or start-up.

Step 3: Setting indicators to monitor **RELATIONSHIPS**

For senior executives or health and safety professionals

Use this information to identify sources of information to learn about performance and to find indicators relevant to your business. This includes indicators to monitor **relationships** with contractors, business partners and employees.

TIPS

Interrogate the information you receive and ask yourself:

- Does it answer my questions?
- Does it tell a coherent story of performance?
- How well are we performing?

Sources of information to learn about performance

- Annual reports, business plans/strategies
- Health and safety strategy
- Executive team meeting minutes
- Health and safety committee minutes
- Worker surveys
- Conversations with workers and observations of work activities
- Stories of recognition
- Documents (like MOUs and stakeholder 'maps') that describe our relationship with various partners, and who is doing what in relation to health and safety
- HR metrics
- Health and safety audits, and potentially other types of operational audits
- Advice from consultants or other experts
- Customer complaints or worker grievances
- Accident/incident data
- Project debrief meetings
- Communication plans and language used in communications and training material
- Contractor reviews

Examples of indicators

Everyone should have access to this information

- Number of key actions from engagement forums completed or outstanding
- Number and type of deficiencies identified during monitoring of contracted work
- Number and type of contracts that have successful health and safety outcomes and practices
- Number of contractors with current verified health and safety capability versus number unverified
- Number of inspections of contracted work conducted and a summary of the findings.

Many will have access to this information

- Number of 'push-backs' – when someone said no to a task or asked that work cease – and the actions taken as a result
- Percentage of corrective actions and investigation findings communicated through the business
- Staff turnover rate
- Number and nature of people celebrated for their actions
- Summaries of outcomes of health and safety audits, and potentially other relevant operational audits
- Complaints/issues/incidents/ideas from those who work with us.

Some will have access to this information

- Percentage of contracts or product procurements that meet the required health and/or safety weighting of the business at first attempt
- Number of sector-wide health and safety forums attended by senior leaders
- Scores from engagement or culture surveys, and actions taken as a result
- Summary of how well the organisation is working with different types of stakeholders, and actions taken across key groups of stakeholders to achieve improvements.

Step 3: Setting indicators to monitor **RESOURCING**

For senior executives or health and safety professionals

Use this information to identify sources of information to learn about performance and to find indicators relevant to your business. These indicators should cover *people*, *plant* and *processes*.

TIPS

Identify what indicators need to come up to the CEO and board, and what can be reviewed by others so they aren't overwhelmed with data.

- Frequency of reporting for all indicators will depend on the business, situation and indicator. What counts is that it is sufficient to support effective decision-making.

Sources of information to learn about performance

- Asset maintenance records and processes
- Procurement standards
- Capital and operational expenditure
- Health and safety management documentation, and potentially documentation for other management systems like quality, environment etc.
- Conversations with workers and observations of work taking place
- Health and safety committees and minutes from meetings
- Notifications from ACC and insurance companies about reported injuries
- Industry news via associations, magazines and websites etc.
- Health and safety audits – internal and external
- Analysis of training needs
- Analysis of the quality of performance and development plans
- Conversations and meetings with businesses working alongside or with your business
- Information gathered from contractors through review meetings, evaluations, conversations, etc.
- Findings from project debrief meetings
- Summaries of how well the business has managed change.

Examples of indicators

Everyone should have access to this information

- Number/percentage of training programmes completed, with a description of what they are
- Number of items of equipment removed or replaced for deficiencies or maintenance defects
- External audit score for health and safety management system.

Many will have access to this information

- Number of supervised assessments of worker capability
- Summaries of project debriefs
- Number of standard operating procedures, policies and procedures that have been updated versus the number that need reviewing.

Some will have access to this information

- Proportion of overall operational and capital expenditure that is focused specifically on management of risks
- Percentage of workers in safety-critical roles assessed for their physical fitness to work
- Number of incidents or near-miss events where plant/equipment design is a contributory cause
- Summaries of how health and safety is being built into the design of the work
- Audit results on percentage of health and safety data stored in appropriate software, log books or spreadsheets versus what is not recorded
- Surveys of assets for asbestos and summary management plans
- Percentage of business-as-usual processes that have health and safety integrated into them
- Summaries of workload levels for high-risk teams.

Examples of health and safety dashboards

The following are three examples of health and safety dashboards for fictitious companies. They draw on more than 30 health and safety reports provided by Forum members, as well as international research. They are illustrative only – and are meant to inform and inspire rather than to offer templates.

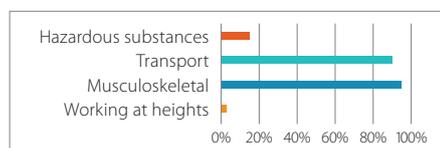
Example 1 – health and safety dashboard

AREA OF INTEREST	DATA	VARIATION ON LAST QUARTER	COMMENTARY
Number of notifications	4	+ 20%	Investigating reason for increase
% emergency response tested and on time	20%	+ 50%	Role clarity identified as an issue in warehouses
% buildings inspected for asbestos	80%	n/a	1 building with asbestos. Management plan being developed
% vehicles serviced on time	95%	+ 20%	Remaining 5% relates to staff absences
Number speeding incidents	10	+ 60%	Investigating use of GPS technology
% contractors meeting safety standards on review first time	50%	- 10%	Work at heights identified as a key issue
% staff inducted onto site	100%	Same	New IT system working well
Number of leadership safety conversations	4	+ 80%	Tier-four to be included in next round
% turnover	12%	+ 2%	Turnover increased in warehouses. Better engagement to be investigated
Absence rate	18%	n/a	New metric introduced in last quarter
Number EAP visits	7	+ 5%	2 for specific safety reasons.

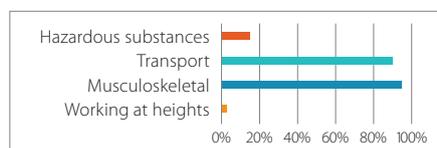
Progress on initiatives

RISK PROFILE

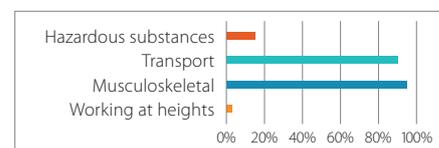
Risk assessments – % completed



Controls implemented – % completed

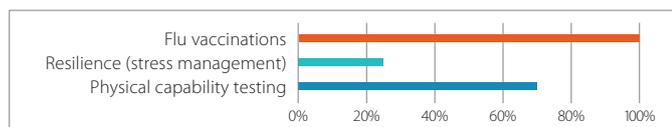


Verifications controls are in place – % completed

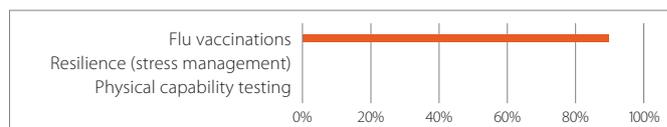


FITNESS FOR WORK INITIATIVES

Planning for initiatives – % completed



Initiatives executed and reviewed – % completed



LEARNING AND IMPROVEMENT

Summary of learning opportunities from our successes and failures:

- Transport-related accident investigation – this has led to a new one-way system being implemented in Petone warehouse. Cost of \$25,000 to re-plan warehouse layout. To be rolled out across all sites.
- No hazardous substances incidents have occurred in Christchurch warehouse since 2013 – only warehouse to record this result. This was investigated and it was found to be the result of procurement changes. Reviewing all sites to ensure same substances are used where possible nationally.

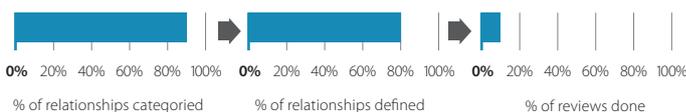
TAKE OUTS

A summary of key insights in this dashboard:

- Performance – we are on track with initiatives and metrics are trending well. Level of activity is in line with strategic plan.
- Actions/decisions needed – additional resourcing required for warehouse one-way system of \$25,000.
- Emerging trends
 - **Risk** – hazardous substance management is improving. Increased visibility of transport safety.
 - **Relationships** – a process to map our overlapping duties as a PCBU under the new law. Good engagement with other businesses and staff.
 - **Resourcing** – H&S management system being reviewed. New communication approach needed.

Working with other PCBUs

Categorised the nature of our relationship with each business we work with or alongside. Defined our approach to working with each business on H&S (e.g. they take the lead, we take the lead, we do it together). Reviewed the approach to check it's working and see if any changes are needed.



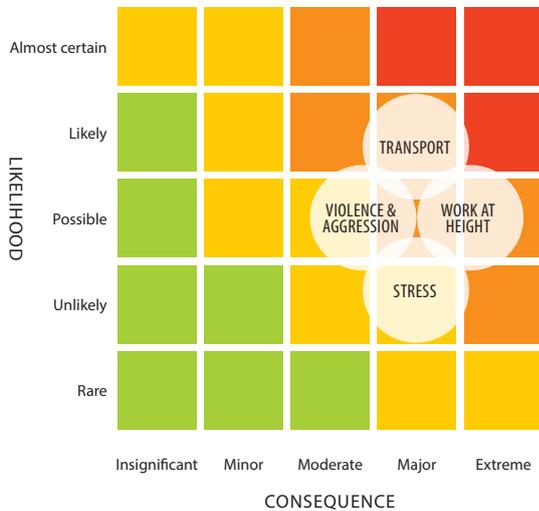
ENGAGEMENT AND PARTICIPATION

Key items raised at H&S committee meetings, and other worker feedback

- Workers have suggested that worker engagement teams that include people from across the organisation, including contractors, are created to work on specific H&S issues. Budget and authority to be defined.
- Key points from the last H&S Committee meeting were:
 - Sign off completed for new terms of reference for engaging employees on health and safety
 - Identified that security needs to be improved at rear of Rotorua warehouse.

Example 2 – health and safety dashboard

Risk profile



COMMENTARY ON RISK PROFILE

- There have been no changes to the H&S risk profile this month.
- A review of office H&S risk registers was completed with the H&S committee.
- A risk profile review was completed on service delivery operations by the H&S team, the H&S committee and the service delivery leadership team.

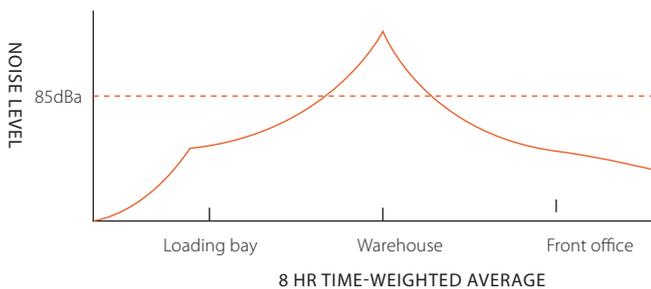
Key metrics

METRIC	MTH/QTR	YTD	SAME PERIOD LAST YEAR
TRIFR rate	1.2	1.7	1.8
LTIFR	0.52	0.57	0.76
Near-miss reports	7	25	13
Fitness to work assessment completed	20	40	10
Hazard management assessments completed	10	15	n/a
# violence & aggression incidents	6	12	12
# positive drugs & alcohol tests	0	1	2
Absence rate	5%	5.5%	Not known
Turnover rate	15%	12%	17%
% health exposure tests with results over thresholds	0	0	1

COMMENTARY ON METRICS

- Injury rates appear to be improving off the back of safety initiatives.
- New protocols around hazard management supporting increase in assessments completed.
- Turnover rate continues to have implications for H&S.

Exposure monitoring



Learning opportunities

OPPORTUNITY	LEARNING	ACTION
New materials-handling equipment implemented with no injury/near-misses, plus an increase in stock deployment	Staff improved warehouse flow by working in pairs.	CEO sending personal email to each member of the staff working group that led the project.
Incident at transport depot	Signage is confusing.	Feedback to H&S reps reminding them they are empowered to take action when they identify such issues.

Equipment/plant condition

TYPE	COMMENT
Vehicles	Fleet is aging. New 4-wheel drives required.
Buildings	Asbestos survey required.
Materials-handling equipment	Speed limiters to be fitted to reach trucks. Seat belts required on counter-balance.

Progress against h&s plan

ACTION	STATUS	COMMENT
Revision of processes by Q3	New processes going through consultation with H&S reps.	Additional H&S team resource needed to cope with BAU workload. Explore temporary contact.
Flu vaccinations by May	80% customer-facing staff vaccinated.	Issues with allocation of time to attend vaccinations. Roster team to be consulted next year.

Supply chain collaboration

SUPPLIER	PROJECT	STATUS
Logistics Ltd	New transport routes	Time and motion study to be completed on new routes taking into account H&S.
DNA Suppliers	Manufacturing goods	Safety-in-design review needed for proposed new products.
Plumb Works	Significant maintenance work	Approach to how we work with them on H&S still being defined.

Forums & partnerships

FORUM	ACTIVITY	SUMMARY
H&S committee	Currently meeting quarterly. H&S plan objectives to be reviewed to give direction to members.	Internal forums working well. Good staff engagement.
Logistics sector forum	Working to define industry standards on PPE on site – specifically type of hi-vis vests to be worn.	Sector forums proving useful in learning good practice.
Business Leaders H&S Forum event	Attended meeting where businesses shared learnings on working with contractors under the new Act.	Providing opportunity to learn about leading practice.

Example 3 – health and safety dashboard

Summary of all critical risks

RISK	DESCRIPTION	MANAGEMENT OVERVIEW	LEVEL OF ASSURANCE	INCIDENTS/ISSUES/ EVENTS
Hazardous substance use	Use of multiple chemicals and compressed gasses for cleaning, maintenance, repair, along with storage of chemicals and gas for sale.	Training completed for some workers. Contractor safety not verified for all contractors. Storage conditions under review, MSDS missing for most substances. Spill kits and first aid not appropriate to the substance. Decanting into unlabelled containers. Exposure monitoring not undertaken.		Review of substance procurement underway and refresher training for staff by Q3.
Workplace transport	See this month's drill down.			
Violence and aggression	Customers can become aggressive if we don't serve them restricted goods. There is a potential for robbery.	Full review almost completed of security across site. Additional lighting to carpark ordered. Staff de-escalation training booked. Risks assessments almost completed.		Robbery in New Plymouth. No staff harmed. Full security review underway.

Health

ACTIVITY	EXPLANATION	ACTIONS REQUIRED
Health impact assessments undertaken	Impact on health from roster systems.	Roster under review. Complete Q2.
Fitness to work process	Security personnel.	Fitness assessment to be implemented two-yearly.
Health surveillance results	Hearing testing for plant room workers.	On track.
Flu vaccinations	All customer-facing staff.	Set dates for vaccination programme by Q1.

Learning and improvement

SUMMARY	FINDINGS
A truck was involved in an accident in the loading bay in which a customer drove a car through the security gate and was struck by the truck as it was reversing. The collision badly damaged the front of the car and caused it to get stuck under the truck. The driver suffered minor injuries and had to be cut from the car.	<p>Main contributing factors were:</p> <ul style="list-style-type: none"> Carpark layout is confusing and road markings were worn almost to the point of being invisible. Personal factors may have contributed (issues known to manager resulting in light duties and counselling the day prior to the incident). <p>Recommendations:</p> <ul style="list-style-type: none"> Consider redesign of traffic route and repaint road markings. That drivers, after being stood down, are assessed appropriately, either by driver trainers or other appropriate person to ascertain suitability to return to work.

Leadership and engagement

ACTION	FINDING/OUTCOMES/ ISSUES RAISED	FUTURE PLAN/ RECOMMENDATIONS
Safety conversations by executive team	Issue raised by workers – not enough staff to do the job on some rosters.	Review roster system. Complete Q2

Contractor safety management

CONTRACTOR SAFETY VERIFICATIONS COMPLETED	NUMBER OF CONTRACTORS ON-SITE	CONTRACTOR MONITORING FINDINGS
5	30	Contractors working at heights with no harnesses. Contract review undertaken.

Interaction with other businesses

ISSUES RAISED	ACTIONS (US AND OTHERS)
PPE inconsistency for drivers to site	Standardised rules developed and communicated to all parties by Q2.
ABC Coolstores moving in next door	Ammonia is the refrigerant gas and joint emergency committee to be established with ABC to ensure all aware of management and response by Q2.
Role confusion during unloading	A meeting to clarify roles and responsibilities in unloading is planned with Logistics & Co in June.

Monthly critical risk drill down: transport

RISK	DESCRIPTION	PERSON EXPOSED	MANAGEMENT	GAPS/IMPROVEMENT/ PROGRESS	LEVEL OF ASSURANCE	INCIDENT/ISSUES/ EVENTS
Workplace transport	<p>There is a risk of vehicle/vehicle collision and person/vehicle collision on our site in the following locations:</p> <ul style="list-style-type: none"> • Carpark • Delivery bay • Warehouse. <p>We have forklifts operating in the warehouse next to people unloading and packing goods manually.</p> <p>We have delivery trucks and forklifts operating in the loading bay, with people helping the trucks to reverse and to park.</p>	<p>Workers (ours and contractors). Visitors to site. Customers.</p>	<p>Operation of forklifts requires licence. Forklifts are designed to cut out if there is an impact pending supervisor attention. Forklifts are speed limited. Deliveries are scheduled for early morning during quiet customer hours.</p> <p>All delivery operators are required to wear high-vis vests to our set standards on our site.</p> <p>There is a 3 metre rule around forklifts in operation.</p> <p>If any person comes within 3 metres they stop.</p>	<p>60% of contractors exposed to this risk have had their capability verified. 80% of our workers exposed to this risk have attended training.</p> <p>Considering redesign of traffic routes throughout the warehouse to make the traffic flow one-way. Decision by May.</p>		<p>1 issue (see details below)</p> <p>Monitoring and observations indicated potential for injury on multiple occasions.</p>

Assets, plant and equipment

ISSUE	DETAILS	ACTION
Service of vehicles behind schedule	Vehicles are old and need replacing. Only have 4-star Ancap rating.	Programme to replace with 5-Star Ancap rated vehicles by 2018.
Safety in design review	Multiple opportunities for improvement highlighted.	Recommendations with leadership team.

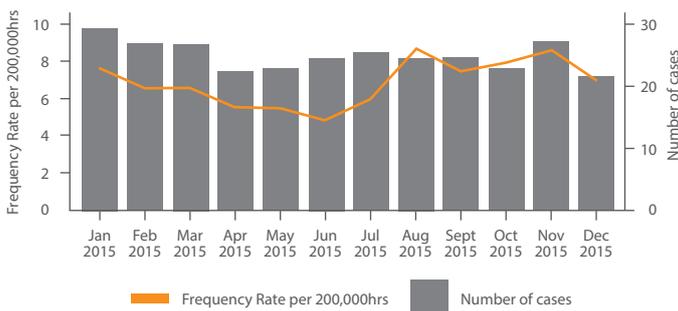
Process development and deployment

AUDIT SUMMARY	STRENGTHS	AREAS FOR IMPROVEMENT
Internal audit of processes	Staff understand the processes in place.	There are not processes in place for all pieces of equipment or activities.

Injury rates

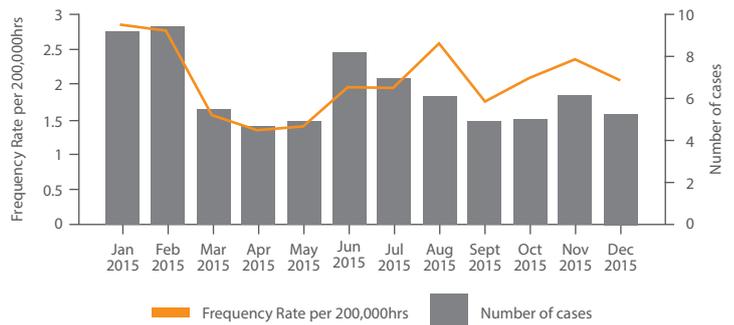
TOTAL RECORDABLE INJURIES

The following shows TRI actuals and per 200,000 hours reported by workers (including contractors).



LOST TIME INJURIES

The following shows LTI actuals and per 200,000 hours reported by workers (including contractors).



Example 4 – Health and safety scorecard from Delta

The example below is based on the actual scorecard used by one Forum member, Delta. Thanks to Delta for sharing the format of its scorecard.

SAFETY PERFORMANCE SCORECARD

RISK FOCUSED

	MONTH 31 CLOSE CALLS	FYTD 71		MONTH 22 NON INJURY INCIDENTS	FYTD 59		MONTH 6 INJURY INCIDENTS	FYTD 16		MONTH 2 ENVIRONMENTAL INCIDENTS	FYTD 4
	MONTH 4 FIRST AID INJURIES	FYTD 12		MONTH 0 MEDICAL TREATMENT INJURIES	FYTD 1		MONTH 0 RESTRICTED WORK INJURIES	FYTD 0		MONTH 0 LOST TIME INJURIES	FYTD 0

SUBMISSIONS	SEVERITY				TRIFR <small>(per 200,000 hours)</small>	MONTH	FYTD	FYTD TARGETS	
	EXTREME	HIGH	MEDIUM	LOW					
CLOSE CALLS			1	30		0.00	0.88	3.50	-75%
NON-INJURY			7	15					
INJURY			1	5					
ENVIRONMENTAL				2					
					LTIFR <small>(per 200,000 hours)</small>	0.00	0.00	1.0	--

TOP 5 NATURE OF INJURIES <small>(PERCENT OF TOTAL INJURIES)</small>			
MONTH	%	FYTD	%
Strain/Sprain	28.6	Strain/Sprain	25.0
Scratch/Abrasion	14.3	Scratch/Abrasion	15.0
Laceration/Cut	14.3	Laceration/Cut	15.0
Open Wound	14.3	Open Wound	15.0
Crush Injury	14.3	Crush Injury	10.0

TOP 5 ROOT CAUSE FACTORS <small>(PERCENT OF TOTAL INJURIES)</small>			
MONTH	%	FYTD	%
Manual Handling	57.1	Manual Handling	55.6
Animal, Human or Biological	14.3	Powered Tools & Eqp	11.1
Non-Powered Tools & Eqp	14.3	Animal, Human or Biological	5.6
Machinery or Fixed Plant	14.3	Materials/Substances	5.6
		Motor Vehicle	5.6

	CRITICAL RISK CONTROLS						CRITICAL RISK MONITORING		
	OPs. DUNEDIN	OPs. CENTRAL	OPs. TASMAN	GSP	TREE SERVICES	DELTA WIDE		MONTH	FYTD
# AUDITS PASSED <small>(MONTH FYTD TARGET)</small>	1 1 5	1 1 5	1 5	1 1 5	1 5	3 3 25	# TICKETED SPEEDING VIOLATIONS	6	6
% FLEET SERVICES OVERDUE	OPERATIONS			ENVIRONMENTAL		TOTAL	# FAILED D&A TESTS	1	1
	0.3			0.5		0.4	# NO. EVENTS >20 OVERTIME HRS / WEEK	25	58

HEALTH AND SAFETY MANAGER COMMENTARY

Close call reporting has remained high with 31 recorded this month. While this is pleasing to see, we can still look to improve. Close call reports are invaluable to us as they can lead to solutions on issues before harm actually occurs by letting us know where something has occurred that might not have resulted in an incident, harm or damage but the potential for this to occur was present.

Progress continues with our health monitoring. Delta is committed to providing a safe and healthy work environment for our employees, contractors and the communities in which we operate. Health Monitoring has two purposes: 1) to assess *environmental exposures* that may pose a significant hazard to an employee’s health, and 2) to detect change in an employee’s personal health due to a known hazard. We are currently seeking input from field staff on what hazards are believed to pose a health threat in their role to inform decisions on how and what monitoring is carried .

Further improvements have been made on keeping our plant current and functional, with a drop in plant outside of service stats down to now 0.4% across the business.



DO IT FIRST

DO IT RIGHT

DO IT TOGETHER

WORKER ENGAGED

ENGAGEMENT								
Charity Challenge Donations FYTD: \$0	RETAIL SERVICES	LOGISTICS	DIST. DUNEDIN	DIST. CENTRAL	DIST. TASMAN	GSP	TREE SERVICES	CCC PARK
% OF TEAM MEMBERS REPORTING CLOSE CALLS	17.8	3.1	0.9	1.4	0.0	14.9	2.7	6.9

WORK MANAGEMENT				CONFIDENCE			
	OPERATIONS	ENVIRO	DELTA WIDE		OPERATIONS	ENVIRO	DELTA WIDE
# INTERNAL OBSERVATIONS (MONTH FYTD)				# DAYS TO CLOSE INVESTIGATION	14	0	14
CONTRACTORS:	IP	IP	IP	# ICAM OVERDUE ACTIONS	0	0	0
DELTA STAFF:	8 8	14 14	22 22	% OF CAs AUDITED	100	0	100
# HEALTH CHECKS OVERDUE	0	0	0	# NCL AUDITS COMPLETE	0	0	0
% STAFF TURNOVER (MONTH FYTD)	-	-	2.2 15.9	% WORK COMPLETE WITH NO HARM	IP	<i>This will be available for Tree Services as of Sep 2018</i>	IP

COMPETENCE & TRAINING				
	DELTA WIDE		OPERATIONS	ENVIRO
# STAFF INDUCTIONS (MONTH FYTD)	10 21	# SAFETY DAYS HELD (MONTH FYTD)	1 1 <i>Dunedin Distribution</i>	1 2 <i>GSP – Lower Sth Is</i>
# THINK LEADERS	42	% ATTENDANCE AT SAFETY DAYS	100	100
# SWAT REPS	24	# APPRENTICE WORKERS	24	4
# ICAM TRAINED		YEAR ONE	6	2
INTERNAL:	-	YEAR TWO	7	2
EXTERNAL:	38	YEAR THREE	11	0

TRAINING OFFERED	
OPERATIONS	ENVIRONMENTAL
	TREE SERVICES: <ul style="list-style-type: none"> Rigging/lowering/use of rigging equipment (all staff) Licences on UAV (Unmanned aerial vehicles or Drones) (2 staff) GREENSPACE: <ul style="list-style-type: none"> Growspace (Nelson) First Aid (Rangiora)

LEADERSHIP

INFORMATION PROVISION				SAFETY & LEADERSHIP DECISION MAKING		
	MONTH	FYTD	TARGET		MONTH	FYTD
# EXEC SAFETY OBSERVATIONS	20	32	100	# H&S AGENDA ITEMS IN LEADERSHIP TEAM MEETINGS	4	14
# BOARD SAFETY OBSERVATIONS	1	4	10	# ACTION POINTS CLOSED IN SWAT MEETINGS	IP	IP
# SAFETY ALERTS IMPROVEMENTS ISSUED	2 0	5 0		# OF HIGH SEVERITY INCIDENTS WITH LEADERSHIP DECISIONS AS A ROOT CAUSE	0	0



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About this guide

This guide is based on research commissioned by the Forum.

It was written with the help of health and safety consultancy **Cosman Parkes** (cosmanparkes.co.nz) and includes input from several Forum members.

It is a joint initiative of the Forum and WorkSafe NZ.



Also see

CEO Risk Management toolkit

This series of guides supports CEOs to lead the management of health and safety risks. See the guides below at www.zeroharm.org.nz/resources/risk

- CEO Guide to Risk – Supports CEOs to understand current performance and offers suggestions to improve.
- What Good Looks Like – Examples of health and safety risk management tools.
- Digging Deeper – Detailed questions to assess the effectiveness of your health and safety risk management.

International resource

- www.hse.gov.uk/research/rrpdf/rr734.pdf
-

About the Forum

The Business Leaders' Health and Safety Forum inspires and supports its members to become more effective leaders on health and safety.

The Forum has more than 350 members, who are Chief Executives or Managing Directors of significant New Zealand companies.

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Or find out more at: www.zeroharm.org.nz
