

Attachment 3 – Risk assessment
Risk Assessment Ops and MD Sites



COVID-19 Risk Assessment

The Hazard

That there is COVID in the business to the extent that it impacts Watercare's ability to provide water and waste-water services to our customers.

In Tamaki Makaurau, we have been in lockdown level 4 or 3 for eight weeks, with more ahead. We expect that COVID cases in the community will continue to rise which means more exposure for all our teams and contractors. As with the rest of Aotearoa, we are looking at our longer-term approach to keeping our people and sites safe over the next 6-12 months as restriction change.

This table lists current controls and discusses effectiveness for the longer term.

The addition of a requirement for anyone coming onto a site to have had two COVID vaccinations is included as an engineering control.

Operations – Water and Wastewater Plants, Pump Stations etc.			
Controls	Actions	Details	Challenges with effectiveness
Eliminate	Locking sites down from any community contact	Operators live on site Include dedicated maintenance crew Camper vans and food deliveries	This works for short term, emergency lockdowns. This approach is not sustainable over a longer term because there is a significant risk of fatigue. We will struggle to have enough staff to provide full coverage
	Eliminate non-critical work	Maintenance postponed	Again, this is not sustainable Over time, this will lead to increased unplanned maintenance as breakdowns occur Additionally, regular certifications and safety checks may not be conducted

Substitute	Plants automated – substitute people for automated processes	Some procedures are / can be automated	Automated processes must be monitored and managed, so control rooms still need to operate Automation has a limited time limit - we have some processes we can leave but only for so long Breakdown / interruptions requires human intervention and often need someone to be on or go to site
Isolate	Island Mode Intra-site Bubbles Cars	A & B Teams Dedicated maintenance crew Leadership team working from home Contactless handover Cleaning between shifts No visitor access to sites Segregate work groups Separate toilets and facilities No shared resources One person per vehicle Wipes and cleaning	This approach has been working for us, but we are seeing fatigue in the workforce. Planned maintenance and upgrade activity has been limited with skeleton crews on site and crews that can't move from site to site. Connection between leaders and collaboration between work groups is difficult These bubbles are a challenge to maintain. Success requires conscious effort and discipline for individuals not to go into an area they shouldn't and particularly to ensure areas like smoko rooms and toilets are cleaned between use. This is currently working. We may experience a shortage of vehicles if the volume of work increases
Engineering	Increased Cleaning Mandatory Vaccinations	Deep cleaning on standby High-touch surfaces Increased cleaning frequency Two doses of vaccination required to enter any Watercare site	This is working well. There may be occasions when cleaners can't get to all areas / surfaces between each person. Some staff, contractors or visitors are unwilling or unable to be vaccinated

		Provide proof of vaccination via vaccination certificate	
Admin	Incident Management Team	Meets daily Priority is COVID Auckland Council representation Intelligence review daily	This team is also experiencing fatigue although is working well
	Communication	Jon's catch-ups COVID Intranet page Intranet stories Teams meetings Incident Management Team comms E-mail address for questions	With all communication, it is a challenge to reach all staff. A number of channels are being used. There are frequent updates and changes requiring regular updates for everyone to keep up with.
	Training	Immerse modules Videos to answer questions and demonstrate procedures	There is no opportunity for face-to-face delivery Workers are time-challenged to complete learning modules and may not have access to Immerse when they need it
	Procedures	COVID page and Management plan	Because of the isolation, it is a challenge to get worker input and to disseminate all new information. As above, there is a challenge with communicating new or amended procedures to all workers
	Voluntary vaccination	In work time Strongly encouraged by the business Communication and information Sessions with Occupational Health Nurses Survey	Some workers do not have the vaccine Some workers unwilling to work with unvaccinated team members No formal record of vaccination status
	Surveillance testing	Compulsory for those crossing the boundary	Voluntary and partially taken up by workers

	Use of QR Codes at all sites	<p>App to record and remind of testing</p> <p>In work time Communication and information</p> <p>Posted at entrances and noticeboards on all sites</p>	We can forget to scan in
PPE	<p>Existing PPE and protocols protect workers from harmful pathogens, including COVID</p> <p>No evidence of live virus in waste-water</p> <p>Masks</p> <p>Hand sanitiser / wipes</p>	<p>Freely available for staff at all sites</p> <p>Disposable and re-usable options</p>	<p>As always, PPE can be used / worn incorrectly which reduces effectiveness</p> <p>Can be forgotten e.g. take mask off to have a drink and forget to put it back on</p>

Risk Assessment Infrastructure Sites



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This table lists current controls and discusses effectiveness for the longer term.

The addition of a requirement for anyone coming onto a site to have had two COVID vaccinations is included as an engineering control.

Operations – Infrastructure Sites			
Controls	Actions	Details	Limitations
Eliminate	Locking sites down from any community contact	Workers/contractors/management live on site Drive-in, drive-out residential camp Potential long term rotational shifts 3-1	This works for short term, emergency lockdowns. This approach is not sustainable over a longer term because there is a significant risk of fatigue.
	Eliminate non-critical work	Many sites closed	Again, this is not sustainable
Substitute	Use technology rather than people	Automated processes	Infrastructure Construction requires resources and manpower, substitution is not possible.
Isolate	Island Mode - Inter-site Bubbles	Leadership team working from home No visitor access to sites Limited client contact with sites	This approach has been working for us, but we are seeing fatigue in the workforce.

	<p>Intra-site Bubbles</p> <p>Cars</p>	<p>Segregate work groups Separate toilets and facilities No shared resources Inability to identify non-work activities that may compromise work groups on Watercare sites. Enhanced cleaning of facilities</p> <p>One person per vehicle Wipes and cleaning</p>	<p>Skeleton crews on site and crews that can't move from site to site. Connection between leaders and collaboration between work groups is difficult</p> <p>These bubbles are a challenge to maintain. Success requires conscious effort and discipline for individuals not to go into an area they shouldn't and particularly to ensure areas like smoko rooms and toilets are cleaned between use.</p> <p>This is currently working. We may experience a shortage of vehicles if the volume of work increases</p>
Engineering	<p>Increased Cleaning</p> <p>Mandatory Vaccinations</p>	<p>Deep cleaning on standby High-touch surfaces Increased cleaning frequency</p> <p>Two doses of vaccination required to enter any Watercare site Provide proof of vaccination via vaccination certificate</p>	<p>This is working well. There may be occasions when cleaners can't get to all areas / surfaces between each person.</p> <p>Some staff, contractors or visitors are unwilling or unable to be vaccinated</p>
Admin	<p>Rapid Antigen Testing</p> <p>Incident Management Team</p>	<p>Weekly surveillance testing Prior to entering site</p> <p>Meets daily Priority is COVID</p>	<p>Less accurate than nasal swab / saliva testing Self-administered</p> <p>This team is also experiencing fatigue although is working well</p>

		Auckland Council representation Intelligence review daily	
	Communication	Jon's catchups COVID Intranet page Intranet stories Teams' meetings Incident Management Team comms E-mail address for questions	With all communication, it is a challenge to reach all staff. A number of channels are being used. There are frequent updates and changes requiring regular updates for everyone to keep up with.
	Training	Immerse modules Videos to answer questions and demonstrate procedures	There is no opportunity for face-to-face delivery Workers are time-challenged to complete learning modules and may not have access to Immerse when they need it
	Procedures	COVID page and Management plan	Because of the isolation, it is a challenge to get worker input and to disseminate all new information. As above, there is a challenge with communicating new or amended procedures to all workers
	Voluntary vaccination	In work time Strongly encouraged by the business Communication and information Sessions with Occupational Health Nurses Survey	Some workers do not have the vaccine Some workers unwilling to work with unvaccinated team members No formal record of vaccination status
	Surveillance testing	Compulsory for those crossing the boundary App to record and remind of testing	Voluntary and partially taken up by workers

	Use of QR Codes at all sites	In work time Communication and information Posted at entrances and noticeboards on all sites	We can forget to scan in
PPE	Existing PPE and protocols protect workers from harmful pathogens, including COVID No evidence of live virus in waste-water Masks Hand sanitiser / wipes	Freely available for staff at all sites Disposable and re-usable options	As always, PPE can be used / worn incorrectly which reduces effectiveness Can be forgotten e.g. take mask off to have a drink and forget to put it back on

Risk Assessment for Laboratory Services



COVID-19 Risk Assessment

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This table lists current controls and discusses effectiveness for the longer term.

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Laboratory			
Controls	Actions	Details	Limitations
Eliminate	Locking sites down from any community contact	Laboratory staff only on site Include dedicated maintenance crew Food deliveries	This works for short term, emergency lockdowns. This approach is not sustainable over a longer term because there is a significant risk of fatigue. We will struggle to have enough staff to provide full coverage
	Eliminate non-critical work	Critical & priority tests (analysis) only	Again, this is not sustainable Over time, this will lead to increased unplanned maintenance as breakdowns occur Additionally, regular certifications and safety checks may not be conducted

Substitute	Equipment automated – substitute people for automated processes	Some procedures are / can be automated (sampling)	Automated processes must be monitored and managed, so control rooms still need to operate Automation has a limited time limit - we have some processes we can leave but only for so long Breakdown / interruptions requires human intervention and often need someone to be on or go to site
Isolate	Island Mode	Two days on / off roster Dedicated maintenance crew Leadership team working from home or on dedicated roster Contactless handover Cleaning between shifts No visitor access to sites	This approach has been working for us, but we are seeing fatigue in the workforce. Planned maintenance and upgrade activity has been limited with skeleton crews on site and crews that can't move from site to site. Connection between leaders and collaboration between work groups is difficult
	Intra-site Bubbles	Segregate work groups Separate toilets and facilities No shared resources	These bubbles are a challenge to maintain. Success requires conscious effort and discipline for individuals not to go into an area they shouldn't and particularly to ensure areas like tea rooms and toilets are cleaned between use.
	Cars	One person per vehicle Wipes and cleaning, masks, sanitizers	This is currently working. We may experience a shortage of vehicles if the volume of work increases
Engineering	Increased Cleaning	Deep cleaning on standby High-touch surfaces Increased cleaning frequency	This is working well. There may be occasions when cleaners can't get to all areas / surfaces between each person.
	Mandatory Vaccinations	Two doses of vaccination required to enter any Watercare site	Some staff, contractors or visitors are unwilling or unable to be vaccinated

		Provide proof of vaccination via vaccination certificate	
Admin	Rapid Antigen Testing	Weekly surveillance testing Prior to entering site	Less accurate than the nasal swab / saliva testing Self-administered
	Incident Management Team	Meets daily Priority is COVID Auckland Council representation Intelligence review daily	This team is also experiencing fatigue although is working well
	Communication	Jon's catch-ups COVID Intranet page Intranet stories Teams meetings Incident Management Team comms E-mail address for questions	With all communication, it is a challenge to reach all staff. A number of channels are being used. There are frequent updates and changes requiring regular updates for everyone to keep up with.
	Training	Immerse modules Videos to answer questions and demonstrate procedures	There is no opportunity for face-to-face delivery Workers are time-challenged to complete learning modules and may not have access to Immerse when they need it
	Procedures	COVID page and Management plan	Because of the isolation, it is a challenge to get worker input and to disseminate all new information. As above, there is a challenge with communicating new or amended procedures to all workers
	Voluntary vaccination	In work time Strongly encouraged by the business Communication and information Sessions with Occupational Health Nurses Survey	Some workers do not have the vaccine Some workers unwilling to work with unvaccinated team members No formal record of vaccination status

	<p>Surveillance testing</p> <p>Use of QR Codes at all sites</p>	<p>Compulsory for those crossing the boundary</p> <p>App to record and remind of testing</p> <p>Posted at entrances and noticeboards on all sites</p>	<p>Voluntary and partially taken up by workers</p> <p>We can forget to scan in</p>
PPE	<p>Existing PPE and protocols protect workers from harmful pathogens, including COVID</p> <p>No evidence of live virus in waste-water</p> <p>Masks</p> <p>Hand sanitiser / wipes</p>	<p>Freely available for staff at all sites</p> <p>Disposable and re-usable options</p>	<p>As always, PPE can be used / worn incorrectly which reduces effectiveness</p> <p>Can be forgotten e.g. take mask off to have a drink and forget to put it back on</p>

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This table lists current controls and discusses effectiveness for the longer term.

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Maintenance Services - Networks			
Controls	Actions	Details	Limitations
Eliminate	Locking sites down from any community contact	Staff only No contractors on sites Food deliveries	This works for short term, emergency lockdowns. This approach is not sustainable over a longer term because there is a significant risk of fatigue. We will struggle to have enough staff to provide full coverage
	Eliminate non-critical work	Non-critical maintenance postponed P1, P2 work only	Again, this is not sustainable Over time, this will lead to increased unplanned maintenance as breakdowns occur Additionally, regular certifications and safety checks may not be conducted

Substitute	Substitute people for automated processes	Some procedures are / can be automated	Automated processes must be monitored and managed, so control rooms still need to operate Breakdown / interruptions requires human intervention and often need someone to be on or go to site
Isolate	Separate Shifts	A & B Teams Leadership team working from home Contactless handover Cleaning between shifts No visitor access to sites	This approach has been working for us, but we are seeing fatigue in the workforce. Planned maintenance and upgrade activity has been limited with skeleton crews on site and crews that can't move from site to site. Connection between leaders and collaboration between work groups is difficult
	Intra-site Bubbles	Segregate work groups Separate toilets and facilities No shared resources	These bubbles are a challenge to maintain. Success requires conscious effort and discipline for individuals not to interact and particularly to ensure areas like smoko rooms and toilets are cleaned between use.
	Vehicles	Two person per vehicle (max) Wipes and cleaning Masks Sanitizer	This is currently working. We may experience a shortage of vehicles if the volume of work increases
Engineering	Increased Cleaning in Depots	Deep cleaning on standby High-touch surfaces Increased cleaning frequency	This is working well. There may be occasions when cleaners can't get to all areas / surfaces between each person.
	Mandatory Vaccinations	Two doses of vaccination required to enter any Watercare site Provide proof of vaccination via vaccination certificate	Some staff, contractors or visitors are unwilling or unable to be vaccinated

Admin	Rapid Antigen Testing	Weekly surveillance testing Prior to entering the site	Less accurate than nasal swab or saliva testing. Self-administered
	Incident Management Team	Meets daily Priority is COVID Auckland Council representation Intelligence review daily	This team is also experiencing fatigue although is working well
	Communication	Jon's catch-ups COVID Intranet page Intranet stories Teams meetings Incident Management Team comms E-mail address for questions	With all communication, it is a challenge to reach all staff. A number of channels are being used. There are frequent updates and changes requiring regular updates for everyone to keep up with.
	Training	Immerse modules & refreshers Videos to answer questions and demonstrate procedures	There is no opportunity for face-to-face delivery Workers are time-challenged to complete learning modules and may not have access to Immerse when they need it
	Procedures	COVID page and Management plan People Leaders & Workers Guides	Because of the isolation, it is a challenge to get worker input and to disseminate all new information. As above, there is a challenge with communicating new or amended procedures to all workers
	Voluntary vaccination	In work time Strongly encouraged by the business Communication and information Sessions with Occupational Health Nurses Survey	Some workers do not have the vaccine Some workers unwilling to work with unvaccinated team members No formal record of vaccination status
	Surveillance testing		Voluntary and partially taken up by workers

	Use of QR Codes at all sites	Compulsory for those crossing the boundary App to record and remind of testing Posted at entrances and noticeboards on all sites, Required for work vehicles	We can forget to scan in
PPE	Existing PPE and protocols protect workers from harmful pathogens, including COVID No evidence of live virus in waste-water Masks Hand sanitiser / wipes	Freely available for staff at all sites Disposable and re-usable options	As always, PPE can be used / worn incorrectly which reduces effectiveness Can be forgotten e.g. take mask off to have a drink and forget to put it back on.



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This table lists current controls and discusses effectiveness for the longer term.

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Office Sites			
Controls	Actions	Details	Limitations
Eliminate	Locking sites down from any community contact	Essential workers only Staff work from home No visitors or contractors	This works for short term, emergency lockdowns. Working exclusively from home can lead to stress, isolation, fatigue, disengagement, and poor mental health. Workers may not have a suitable, healthy or safe environment to work from at home e.g. crowded, noise, lack of confidentiality, unsuitable ergonomics
	Eliminate work that cannot be completed face-to-face	No face-to-face meetings, conferences, training	This is not sustainable

	Incident Management Team	<p>Meets daily Priority is COVID Auckland Council representation Intelligence review daily</p>	<p>This team is also experiencing fatigue although is working well</p>
	Communication	<p>Jon's catch-ups COVID Intranet page Intranet stories Teams meetings Incident Management Team comms E-mail address for questions</p>	<p>With all communication, it is a challenge to reach all staff. A number of channels are being used. There are frequent updates and changes requiring regular updates for everyone to keep up with.</p>
	Training	<p>Immerse modules Videos to answer questions and demonstrate procedures</p>	<p>There is no opportunity for face-to-face delivery Workers are time-challenged to complete learning modules and may not have access to Immerse when they need it</p>
	Procedures	<p>COVID page and Management plan</p>	<p>Because of the isolation, it is a challenge to get worker input and to disseminate all new information. As above, there is a challenge with communicating new or amended procedures to all workers</p>
	Voluntary vaccination	<p>In work time Strongly encouraged by the business Communication and information Sessions with Occupational Health Nurses Survey</p>	<p>Some workers do not have the vaccine Some workers unwilling to work with unvaccinated team members No formal record of vaccination status</p>
	Surveillance testing	<p>Compulsory for those crossing the boundary App to record and remind of testing</p>	<p>Voluntary and partially taken up by workers</p>

	Use of QR Codes at all sites	In work time Communication and information Posted at entrances and noticeboards on all sites	We can forget to scan in
PPE	Existing PPE and protocols protect workers from harmful pathogens, including COVID No evidence of live virus in waste-water Masks Hand sanitiser / wipes	Freely available for staff at all sites Disposable and re-usable options	As always, PPE can be used / worn incorrectly which reduces effectiveness Can be forgotten e.g. take mask off to have a drink and forget to put it back on