

Chairperson and Committee Members
AUDIT AND RISK COMMITTEE

13 SEPTEMBER 2018

Meeting Status: **Public**

Purpose of Report: For Information

**HEALTH AND SAFETY ANNUAL REPORT FOR THE PERIOD
1 JULY 2017 – 30 JUNE 2018**

PURPOSE OF REPORT

- 1 This report presents the Annual Health and Safety Report for 1 July 2017 – 30 June 2018 and the Health and Safety Draft Action Plan 2018 – 2020.

DELEGATION

- 2 The Audit and Risk Committee has delegated authority to consider this report under the following delegation in the Governance Structure, Section B.3:
 - *Ensuring that Council has in place a current and comprehensive risk management framework and making recommendations to the Council on risk mitigation;*
 - *Assisting elected members in the discharge of their responsibilities by ensuring compliance procedures are in place for all statutory requirements relating to their role;*
 - *Governance role in regards to the Health and Safety Leadership Charter and Health and Safety Plan.*

BACKGROUND

- 3 This Annual Health & Safety Performance Report is intended to provide Council with an overview of the past 12 months and an insight into initiatives and activities, and their progress, as part of our organisations commitment to providing a safe and healthy place to work. The contents and any subsequent discussions arising from this report can support Council officers to meet their due diligence obligations under the Health & Safety at Work Act (HSWA) 2015.

ISSUES AND OPTIONS

Issues

- 4 Between July and September 2017 the Simpson Grierson Health and Safety team were engaged to review how the Council was progressing with changes and planned initiatives following the introduction of the Health and Safety at Work Act (HSWA) 2015. The findings were presented back to this Committee in November 2017. This review identified areas for improvement, in particular where we can improve some current processes to further strengthen our ability to more effectively monitor and verify.

- 5 A Health and Safety Draft Action Plan 2018 - 2020 has been developed in conjunction with recommendations from the review and takes account of priority work already underway. This action plan is included as Appendix Two to this report.

CONSIDERATIONS

Policy considerations

- 6 There are no policy considerations.

Legal considerations

- 7 There are no legal considerations.

Financial considerations

- 8 Budget has been provided for implementation of the action plan initiatives as part of the 2018-38 Long Term Plan development process.

Tāngata whenua considerations

- 9 There are no tāngata whenua considerations.

SIGNIFICANCE AND ENGAGEMENT

Significance policy

- 10 This report does not trigger the Councils Significance Policy.

Publicity

- 11 There are no publicity considerations.

RECOMMENDATIONS

- 12 That the Audit and Risk Committee notes the Health and Safety Annual Report for the period 1 July 2017 – 30 June 2018 and the Health and Safety Draft Action Plan 2018 – 2020 included at Appendix One and Appendix Two to Report OD-18-605.

Report prepared by

Approved for submission

Dianne Andrew
Organisational Development Manager

Wayne Maxwell
Chief Executive

ATTACHMENTS

Appendix 1 – Annual Health and Safety Report 1 July 2017 – 30 June 2018
Appendix 2 – Health and Safety Draft Action Plan 2018 – 2020

KĀPITI COAST DISTRICT COUNCIL
Health and Safety Annual Report to Audit and Risk Committee
1 July 2017 – 30 June 2018

Executive Summary

Following the recommendations from the Simpson Grierson review we continue to make steady progress on the overall work programme. The work programme for the three current organisational critical risk areas: Asbestos Management; Hazardous Substance Management; and Driving are progressing. Significant work continues in the area of improvement and enhancements to the Contractor Management process.

The draft Health and Safety Plan 2018 – 2020 is scheduled to be presented to this committee at the 13 September 2018 meeting. The plan is based on areas of recommendation from the Simpson Grierson review and has a particular focus on:

- skill and capability of our people
- managing our critical risks, and
- leadership and engagement.

LEAD INDICATORS

1. CORPORATE HEALTH AND SAFETY TRAINING COMPLETED () indicates no. of attendees

TASK RELATED:	(2017/18)	(2016/17)
• Confined Spaces & Gas Detection	(7)	(5)
• Safety Traffic Management	(8)*	(32)
• Trench Safety Awareness Training	(18)	(0)

**2018 Safety Traffic Management is to retain current certification after initial training and is time bound*

ROLE RELATED:

• First Aid	(75)	(75)
○ <i>First Aid training review in conjunction with the work to be undertaken on job task analysis continues. From 1 July 2018 only roles which require a 'comprehensive' level of first aid competency will undertake the certified first aid courses, other roles across the organization will be provided with CPR and Defibrillator (AED) training.</i>		
• CDEM Training	(88)*	(57)
• CLASS 2L Vehicle Licence	(7)	(1)
• Playground Inspection & Maintenance Course	(1)	(0)
• Child Restraint Technician	(1)	(0)
• Hi-Ab Training	(4)	(0)
• Fire Evacuation and Fire Warden Training	(15)	(0)
• H&S Representative Training	(2)	(7)
• Growsafe Introduction	(1)	(5)
• Disability Responsiveness & Awareness Workshop	(45)	(35)

**2017/18 CDEM training includes the refresher training and induction component for new staff.*

CRITICAL RISK RELATED:

- Hazardous Substance Inventory – as at 30 June 2018 there were over 1,000 entries in our new inventory. Training on the use of the new database and the revised procedures regarding procurement of hazardous substances has been rescheduled for completion by the end of November 2018.

KĀPITI COAST DISTRICT COUNCIL
Health and Safety Annual Report to Audit and Risk Committee
1 July 2017 – 30 June 2018

- | | (2017/18) | (2016/17) |
|---|-----------|-----------|
| • Asbestos Awareness | (29) | (0) |
| ○ <i>Training to raise awareness of the dangers of working in and around asbestos commenced in this period for those staff and contractors who are required to work in and around asbestos in accordance with our Asbestos Management Plan.</i> | | |
| • Driving – Defensive Driver training | (23) | (0) |
| ○ <i>Training to raise awareness and keep skills up to date commenced in this period for those staff who are required to regularly drive Council pool car vehicles.</i> | | |

HEALTH AND SAFETY RELATED:

- Personal Safety in the Workplace is a regular training for all front line staff. To further support the training provided to date we have introduced a phase two version of this workshop to further assist staff in developing their skills in detecting and being proactive in customer facing situations that have the potential to get out of hand. This was trialled by Library staff between May – July following a spate of incidents with challenging situations in Library spaces. To date a total of 79 front line staff, Customer Services, Aquatics and Library staff have attended these workshops.
- Drug and Alcohol Awareness training workshops were provided for both new general staff and new managers during this period. The training cycle provides for initial workshop attendance for new staff followed annually with refresher workshops.

2. EMERGENCY EVACUATION DRILLS

- Emergency evacuation drills for Council sites were undertaken as per the corporate review cycle. No issues of concern.
- Written reports are provided on outcomes. Recommendations are fed back to the Site Manager and Fire Wardens to address any issues and monitored by the H&S Committee.

SITE	DATES
Civic Building	20/06/2017 05/03/2018
Maple Building	15/01/2018 15/07/2018
Paraparaumu Library	15/01/2018 15/07/2018
Waikanae Library	15/01/2018 15/07/2018
Ōtaki Library	05/03/2018
Coastlands Aquatic Centre	05/03/2018
Ōtaki Pool	05/03/2018
Paraparaumu Depot	05/03/2018
Emergency Operations Centre	05/03/2018
Animal Management	26/09/2017
Waste Water Treatment Plant	05/03/2018
Waikanae Water Treatment Plant	15/01/2018 15/07/2018
Kapiti Community Centre	15/01/2018 15/07/2018

- Discussion on emergency procedure only drills for the following sites - Waikanae Pool site (during opening summer months), the I-site and the Paekākāriki Library.

KĀPITI COAST DISTRICT COUNCIL
Health and Safety Annual Report to Audit and Risk Committee
1 July 2017 – 30 June 2018

3. EMPLOYEE HEALTH AND SAFETY INDUCTIONS

	2017/18	2016/17
• Inductions for new employees*	(50)	(90)
<i>*follow up with managers continues to improve process for return of completed documentation</i>		

4. WELLNESS INITIATIVES

• Annual Influenza vaccinations	(119)	(94)
• Eye Examinations	(26)	(23)
• Annual hearing assessments (<i>due August 2018</i>)	(-)	(43)
• Ergonomic Work Assessments	(39)	(18)
• EAP Services (Hours)	(98)	(97)
◦ <i>High usage not unexpected during this period</i>		

5. PRE EMPLOYMENT MANAGEMENT

• Drug and Alcohol Tests	(132)	(61)
◦ Pre-Employment	(128)	(59)
◦ Reasonable Grounds	(0)	(01)
◦ Post Incident	(04)	(01)
<i>Increase in D&A testing this period following a change in policy whereby new employees undergo testing prior to job offer, including internal transfers. Previously it was only safety sensitive roles tested.</i>		

6. STANDARD OPERATING PROCEDURE (SOP) REVIEW

- This programme of work has been extended from initially focusing on the Infrastructure Services Group area of work to now cover all SOPs required across the organisation. Consistency in SOP format and process was one of the recommendations of the Simpson Grierson health and safety review.
- Priority focus has been given to those SOPs which are related to tasks which rely on information in the new and developing Hazardous Substances Inventory. As these SOPs are developed and implemented, further SOPs for general safety priority tasks will be reviewed, updated and implemented. This work is allowed for in the 2018-2020 work plan.
- The SOPs currently in place are in use but going forward they will all be consistent in format, wording and language with imbedded references to other SOPs which have relevance to the task.

7. CONTRACTOR MANAGEMENT

- As at 30 June 2018 a total of 194 Contractors were listed as 'approved' on the Contractor Register.
- Significant work continues in the area of contractor management in conjunction with the recommendations from the Simpson Grierson health and safety review.
- This work includes the development of 'procedure' documents to provide increased review and verification activity by council project/contract managers.

8. HEALTH AND SAFETY POLICY REVIEW PROGRESS

- The health and safety policy review continues to ensure consistency in referencing council values and providing effective linkage to other policies for more easy access to documentation and related information. This is consistent with recommendations from the Simpson Grierson review.
- The overarching HSMS review complements the policy review as it incorporates the refresh of procedures and further develops documents required for health and safety activity in a much more straight forward format to encourage easy access, easy understanding and more effective retrieval. The new intranet 'HubKap' is expected to better support the new look and feel of the health and safety toolkit.

KĀPITI COAST DISTRICT COUNCIL
Health and Safety Annual Report to Audit and Risk Committee
1 July 2017 – 30 June 2018

- Following implementation of the Working Alone Policy and the Care Register, the next stage to support safety in our workplace will be to implement the 'app' Get Home Safe for monitoring the workers who go off site alone. Implementation was delayed due to resourcing issues and a new trial of the 'app' was commenced in late June. Implementation has been rescheduled for the end of September 2018 and is planned to initially apply across all mobile devices issued to staff in roles who work off site and 'after hours'.
- To date the following 'procedures' have been drafted and are currently under review in preparation for presentation to the SLT and the Health and Safety Committee:
 - Incident Reporting and Management Procedure
 - Emergency Preparedness
 - Emergency Management Procedure
 - Emergency Situation Assessment Checklist
 - Emergency Scenario Test Record - template
 - Risk Management
 - Hazard & Risk Management Procedure
 - Reporting and Managing Hazards
 - Critical Risk Gap Analysis template and action plan
 - Critical Risk Plan template
 - Job Safety Analysis
 - Safe Working Practices Procedures Checklist
 - Safe Operating Practice - template
 - Contractor Management Procedure, including revised
 - H&S Contractor Pre Selection Form
 - H&S Contractor Minor Works pre-selection Form
 - H&S Contractor Pre Commencement Checklist
 - H&S Contractor Performance Evaluation Form
 - H&S Contractor Practices Verification Form, and
 - H&S Contractor Arrangements and Expectations Handbook
- These procedures form a significant piece of work based on recommendations from the Simpson Grierson review and which are incorporated in the work plan. Together these will better position the Council's ability to manage organizational H&S related risks and also provide a more robust approach to managing contractors and working with multiple PCBUs.

9. RISK MANAGEMENT

- As part of the draft work program, three organizational critical risk areas have been identified as current: Asbestos Management, Hazardous Substance Management, and Driving.
- Work has commenced in each of these areas.
 - Compilation of a Hazardous Substance Inventory for all of council has commenced and as at 30 June 2018 over 1000 items have been listed. Site audits with the exception of the three Council Pool facilities have been completed. Pool sites are scheduled for completion by the end of September 2018.
 - An asbestos management plan has been developed which going forward will include provisions detailed for property, infrastructure and people. In simple terms – how we identify where asbestos is present, how we work with it, and what we do with the information.
 - Property includes how we manage the presence of asbestos in all buildings, including rental accommodation, owned by the council
 - Infrastructure includes how we work with materials containing asbestos

KĀPITI COAST DISTRICT COUNCIL
Health and Safety Annual Report to Audit and Risk Committee
1 July 2017 – 30 June 2018

- People includes how we monitor the health of our workers who are required to come into contact with asbestos during the course of or in the nature of their work for the council.
- Driving continues to be an ongoing critical risk for any employer who has vehicles and staff regularly on the road. We have a revised training plan and assessments will become a regular cycle for all council staff who are required to regularly drive a council vehicle. Specific training for specialist vehicle's (pump trucks, bulldozers etc) is already in place. Not only is safety an issue but also organizational reputational risk as all vehicles are clearly council logoed.
- As at 30 June 2018 there were 31 reported Care Register events/hazards.

10. HEALTH AND SAFETY COMMITTEE (HSC)

- The HSC and the Operations Working Group have continued to meet monthly where possible. Focus continues on health and safety policy consultation, incident management, risk strategies and general health and safety matters. Turnover within the Committee has resulted in elections for vacancies scheduled for August 2018.

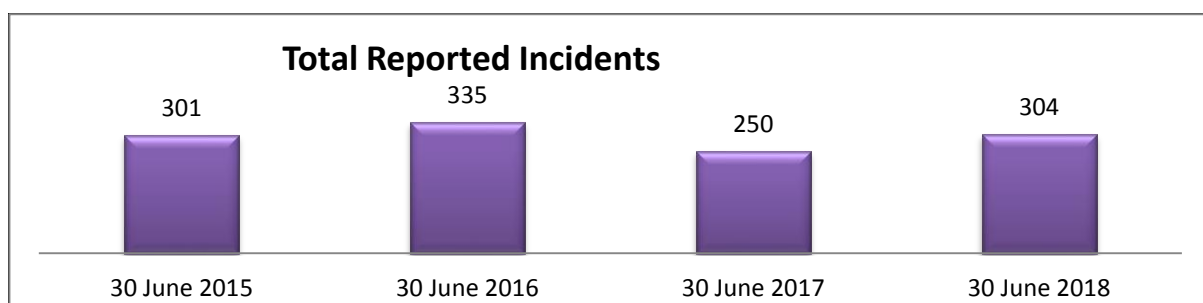
LAG INDICATORS

11. INCIDENTS, INJURIES AND NEAR MISS 1 JULY 2017 – 30 JUNE 2018

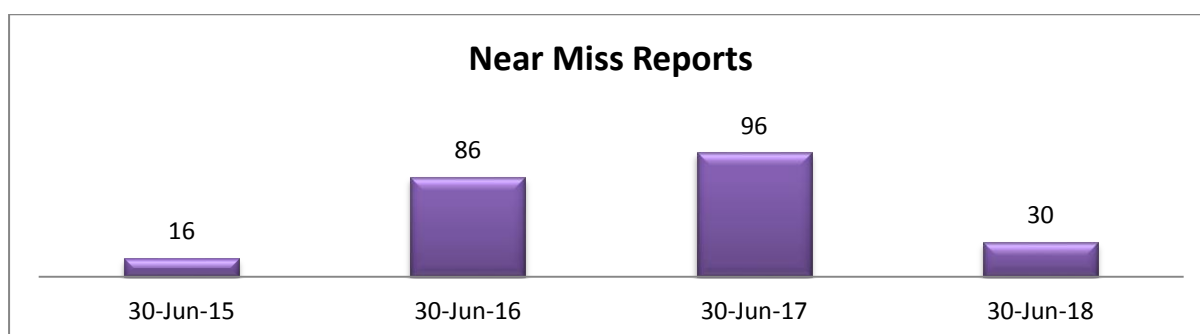
	2016/2017	2017/2018
Near Misses	96	30
Incidents	102	216
Injury	51	57
Illness	1	1
Grand Total	250	304

- *Changes to reporting will continue to expand the differences in types of incidents and report in more detail on trends over both the type of incident and injury.*

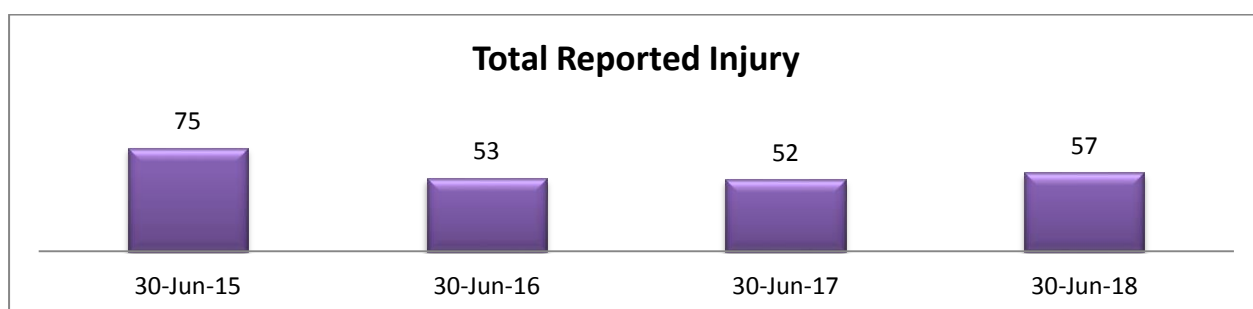
KĀPITI COAST DISTRICT COUNCIL
Health and Safety Annual Report to Audit and Risk Committee
1 July 2017 – 30 June 2018



- Total Reported Incidents includes contractor workers and third party
- Increase in reported incidents overall supports greater awareness for reporting and monitoring health and safety. This may be attributed to increased awareness following training and discussions with managers and staff and the proactive approach from H&S Reps.

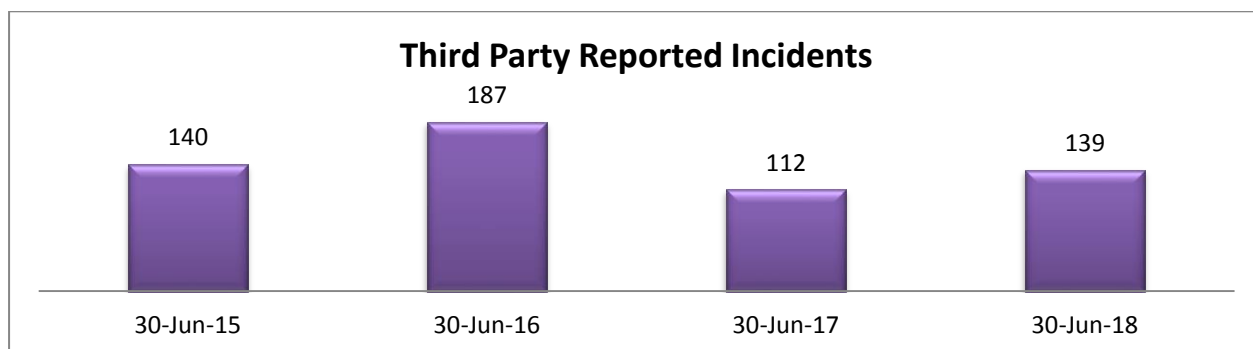


- Near Miss Reporting has decreased this period. This is under investigation as near miss reporting is a crucial part of preventing future harm and supporting learning and improvement.



- Total Reported Injury includes third party injuries. Libraries and Aquatic facilities continue to dominate in these incidents. Waikanae Pool season and the use of inflatables during school holidays makes a considerable contribution to these incidents.

KĀPITI COAST DISTRICT COUNCIL
Health and Safety Annual Report to Audit and Risk Committee
1 July 2017 – 30 June 2018



- Third Party Incident reports have increased this period. This is not unexpected given the range of major works projects the Council engaged external contractors to undertake during this financial year.
- Library sites and Council Aquatic areas account for approximately 85% of all third party events.

12. REVISED MONITORING OF LEAVE USAGE

- Overall the usage of leave provisions remains steady. Any areas of under or over use are followed up and monitored to help enable a healthy work environment and assist with achieving a work-life balance.
- Regular use of annual leave is improving due to monitoring and encouragement of leave plans for the use of accumulated leave.
- Slight increase in non- work ACC related leave this period. Non work related absences relate primarily to injuries requiring surgery and/or lengthy rehabilitation.
- Sick leave has increased slightly. A particularly bad winter for influenza.
- Requests to cash-up unused leave (as permitted under legislation) remain steady.

DRAFT HEALTH AND SAFETY PLAN 2018-2020

EVERYONE HOME SAFE EVERY DAY

CURRENT SITUATION

- There has been good progress on health and safety in the organisation, as evidenced by previously achieving tertiary level accreditation in the ACC Workplace Safety Management Practices programme.
- Simpson Grierson review (September 2017) provided feedback on effective performance in a number of areas and guidance on key areas of focus for improvement - **leadership, health and safety management systems** and **contractor management**.



- Workers in our organisation are exposed to all level of risk, from more minor levels to potentially serious harm and/or death. As a result critical risks have been identified for the organisation – **hazardous substances, asbestos, driving** and **contractor management**.
- Engagement across the organisation has improved, reporting is on the increase and attitudes, accountability and participation is changing.
- The Council Health and Safety Committee has been developed, and requires some tweaking to ensure worker participation and the most effective committee performance.
- Health and Safety Representatives have been elected, however not all work groups are represented, and the roles and responsibilities need further development.
- The Council Senior Leadership Team is committed to leading by example and guiding the organisation through continuous improvement on health and safety. The Team commits to supporting this Health and Safety Plan and ensuring, by sponsorship, a focus on our key strategic priorities.

OUR PERFORMANCE

- Previous health and safety trend reporting has focused on 'lagging indicators', e.g. injury statistics. While some analysis is still required, lagging indicators tend to focus on what has occurred in the past, rather than more proactive, preventative indicators.
- Going forward there is a need to focus on more 'leading indicators', e.g. near miss reporting, ongoing management of critical risks, progress on improvement projects, review and monitoring, and training and development.
- In addition the most effective leading indicators for the organisation need to be identified, and their progress monitored and reviewed as a priority.

Moving forward once this plan is approved key graphs (including those listed below as examples) will be included in updates and reports:

- Injury trend over time (covering a 2 year period)
- Injury trends by type of injury (covering a 2 year period)
- Near Misses by type (covering a 2 year period)
- Safety observations (commencing from 2018)
- Progress on agreed objectives (from previous to current financial year)

HEALTH AND SAFETY PLAN 2018-2020 (DRAFT AUG18)

EVERYONE HOME SAFE EVERY DAY

Strategic priorities	Definition	Key focus area	Outcomes	Actions	Responsibility/Lead	Timing	Progress update
LEADERSHIP AND ENGAGEMENT	<i>Improve organisational H&S culture and increase H&S performance levels.</i>	Improve H&S engagement across all levels (Q1 2019)	'Conversations for engagement' sessions developed and delivered	Develop and deliver sessions for all workers at all levels, including SLT and workers without direct reports	SLT sponsor	Commencing October 2018	
			H&S is a part of all team interaction	H&S is an agenda item in all meetings, including SLT meetings HSRs contribute to all meetings they attend	SLT Managers	In progress	Work in conjunction with collaboration initiatives
			Survey is developed and shows improvements over time	Survey is developed, to capture H&S perception and engagement and run at least annually.	OD Manager H&S Committee/Reps	Commencing February 2019	
			Workers are given formal recognition on a regular basis	Develop a worker recognition programme with supporting documentation	OD Manager H&S Committee	In progress	
		Improve H&S understanding across all levels (Q4 2019)	Proactive H&S communications to all workers	Regular H&S communications, e.g. on HubKap H&S committee minutes are communicated in a timely manner	SLT	Commencing October 2018	In conjunction with Hubkap H&S Toolkit update
			Relevant safety messages are communicated after incidents	Learning from H&S incidents are shared	SLT Managers	In progress	SLT report backs incorporated into agenda item
			Relevant H&S training becomes an integral part of performance and skill assessment	SLT, HSRs and H&S committee take part in appropriate H&S training at least annually	SLT sponsor	HSR & Committee training by January 2019 SLT workshop to be scheduled after new GMs appointed.	Elections underway for HSC
		Increase effectiveness of H&S Committee and H&S Representatives (Q4 2018)	H&S committee participation, consultation and engagement increases A stronger relationship exists between SLT and the H&S committee	H&S committee role, responsibilities and relationships are clarified	SLT	Commencing October 2018	Vacancies on HSC - elections underway
			Elections have ensured coverage of work areas, participation agreement is met HSRs are working collaboratively with their work areas	HSRs attend adequate training to equip them to effectively support their work area	SLT sponsor	Commencing October 2018	
		Improve H&S reporting to better understand and evaluate performance (Q1 2019)	Updated reporting formats in use. A relationship/impact has been established between lead and lag indicators	Update H&S reporting format, including both lead and lag indicators, and establish the relationship between them and provide trending.	OD Manager	In progress	Revised format in use with further developments on trending reporting to be developed
			Regular H&S communication internally and externally of H&S performance	HS& reporting becomes incorporated on a regular basis	SLT sponsor	Proposed changes underway from 1 July	Requires peer review through SLT before further development
MANAGEMENT SYSTEMS	<i>Develop and implement an appropriate and proactive H&S management system, including processes and documentation, to drive good behaviour and reduce risk and harm.</i>	Fit for purpose H&S management system (Q1 2019)	Updated Vault HSMS is in place and operational	Upgrade completed and updates to Vault. Training and refresher training sessions for key staff.	OD Manager	Upgrade completion due by end November 2018 Training scheduled for November 2018	
		Improve incident management and root cause analysis, and reduce potential for harm (Q2 2019)	Incidents are managed effectively and appropriately Corrective actions are implemented in a timely manner Learning from incident management is business as usual Reduction in incident reoccurrences	Processes and procedures are revised for continuous improvement Learning from incident management is shared regularly amongst teams – team meetings, HubKap H&S news	OD Manager	Commenced May 2018	12 procedures drafted and currently under review
			Incident management training completed for both workers and managers	Investigation training schedules set in place for managers	Group Managers	Commencing January 2019	
		Empowering our people through improved skills and capabilities	Matrix developed, skills/capability by role determined Job Task Analysis completed for roles	Identify preferred training providers Develop H&S skill/capability matrix incorporated with job task analysis and competency measures	OD Manager	Training providers confirmed by December 2018	

HEALTH AND SAFETY PLAN 2018-2020 (DRAFT AUG18)

EVERYONE HOME SAFE EVERY DAY

Strategic priorities	Definition	Key focus area	Outcomes	Actions	Responsibility/Lead	Timing	Progress update
		(Q4 2020)	H&S KPIs are achieved	Review current H&S KPIs Include KPIs into revised role descriptions Development objectives to include skills/capability	SLT sponsor		KPI review preparation underway Capability matrix and competency measures to be done in conjunction with JD reviews
		Effective risk management (Q1 2019)	Critical Risk project group has been established and is operational	Establish a Critical Risk project group, consisting of SLT, HSRs and key workers	SLT sponsor	End of November 2018	
			Bowtie analysis, plan and priorities have been agreed	Develop and schedule critical risks bowtie workshops	OD Manager	November 2018 – February 2019	
		Effective management of critical risks (Q4 2019)	Hazardous substances legal compliance – Inventory completed and in use Procurement guidelines for staff completed and in use	Complete inventory Deliver training on use of inventory and legal compliance Launch procurement guidelines	OD Manager	By end October 2018 Training November 2018 – February 2019	Inventory has currently over 1000 entries covering worksites
			Asbestos – Council inventory, management plan, policy and updated SOPs, health monitoring programme all developed and in use	Complete Inventory and management plan Update SOPs covering all potential asbestos exposure Develop and implement Health Monitoring Programme	SLT sponsor	Commenced November 2017	3 areas – Property, Infrastructure, People
			Driving – Included in competency matrix where required. Scheduled training completed each financial year.	Competency matrix developed to include Driving. Develop and implement an annual Driver Assessment programme to include provision for initial training and assessment plus advance driver training	OD Manager	Phase one of training completed by June 2018 Phase two assessments Q1 2019 Competency matrix October 2018 – December 2019	Assessments to be incorporated into Corporate training Calendar from January 2019 Competency matrix completion in conjunction with KPI review
CONTRACTOR MANAGEMENT	Develop policy and procedures for working with other PCBUs, ensuring alignment with HSWA and best practice.	Council policy, procedures and templates (Q3 2019)	Legislative compliance Policy, procedures and templates are updated, easy to access and user friendly	Review Council policy, procedure and templates for working with other PCBUs as required by HSWA, including pre-qualification Update and refresh as appropriate Deliver refresher training to staff	OD Manager	In progress – commenced April 2018 Training to commence November 2018 -	Revised documentation for contractor management drafted and under review
		Monitoring / review procedures (Q3 2019)	On-going monitoring and review (annual, post incident) is taking place All PCBUs reviewed post incident and at least annually.	Review procedures for review, monitoring and verification of other PCBUs Update and refresh as appropriate Deliver refresher training to staff	SLT sponsor	In progress – commenced April 2018	Revised documentation for contractor management drafted and under review
		Improve engagement and collaboration (Q4 2019)	Refresher/coaching sessions for internal managers about their responsibilities when working with other PCBUs are incorporated into Corporate training calendar each financial year Annual forums held with other PCBUs Consistent management of other PCBUs	Develop and deliver internal coaching sessions Establish a forum with other key PCBUs to communicate new policy, procedures and expectations, e.g. contactors, volunteers	OD Manager	Commencing Q1 2019	