

## Case Study: Site Traffic Management – Continuous Improvement at Delmaine Fine Foods

### BACKGROUND

Delmaine’s primary site in Mount Wellington, Auckland is home to the manufacturing and distribution of ‘European-inspired but New Zealand made’ food products such as dips, hummus, and shelf sauces.

Delmaine employs 180 staff. Their operations are over 3 shifts, 5 days a week.

There are 2 forklifts that transit from the warehouse area and the back of site on a regular basis and there is an average of 20-30 trucks that access the site per day to be loaded and unloaded in the loading bay area. A common critical risk for many in the sector is the movement of vehicles and mobile plant where people may be present. Delmaine, like many in the sector, is aware of the risk this presents and is currently on a journey of improvement.

### CHALLENGES

In 2020, Sarah Fair (Health and Safety Advisor) and David Tauhore (Warehouse and Logistics Manager) discussed some of their site traffic management challenges with the ShopCare team and what steps they were considering, to make the workplace safer for employees, contractors, and visitors.

### APPROACH

There were a number of changes made at Delmaine in regard to managing the risks around people and vehicles, some of which are detailed below:

#### *Rapid Doors:*

A recent addition of two new automated ‘rapid’ roller doors is an engineered control put in place which is only activated when a Forklift approaches the door. They will not open if a Pedestrian walks past.

Prior to the rapid doors being installed Delmaine used plastic curtains which created safety issues such as the inability to see through clearly when dirty; allowing dirt and dust to enter the building easily and replacing the curtain strips which broke or got too dirty was quite expensive.



*Line markings and other controls:*

Line marking and other controls have been implemented which has decreased the risk and likelihood of a pedestrian being struck by mobile plant, these include physical barriers, tree trimming and lighting:

- Demarcation (painted lines) and designated pathways inside and outside the Warehouse; access ways, crossings, and other areas where mobile plant access or operate.
- Installing physical barriers including bollards, barriers, and gates.
- Creating a designated 'Driver Safety Zone'.
- Improving external lighting.
- Trimming of trees which were overhanging walkways.
- Developing a Traffic Management SOP.
- Encouraging staff and visitors to 'reverse park' into parking spaces
- Improving general site housekeeping standards.



*Driver safe zone*



*Pedestrian walkways*



*Pedestrian walkways*



*Newly painted lines*

**OUTCOMES & BENEFITS**

The outcome of the new controls is that there is a managed risk to people working in and around vehicles and ultimately people are now safer in the workplace. The benefits of undertaking an activity such as this are numerous, such as working as a team to devise new solutions, working with external contractors to consider solutions, and demonstrating continual improvement and critical thinking.

## CHALLENGES, LEARNINGS & WHAT'S NEXT

These are just a few of the latest controls the team at Delmaine have worked on implementing since ShopCare last visited and it is great to see progress in an extremely challenging year for the entire industry due to Covid-19.

While Sarah noted the recent WorkSafe guidelines on [Site Traffic Management](#) were of use in reviewing their controls, Sarah noted she would welcome the opportunity to participate in site tours with other businesses of the same size therefore we will be working with the team at Delmaine to host a site tour soon. Site tours can provide valuable opportunities to engage with other businesses who may face similar health, safety, and wellbeing challenges. A site tour can offer an opportunity for a two-way dialogue – the business hosting can show others what controls they have used while those visiting will be able to provide a fresh set of eyes and offer their feedback to the hosts. Site tours are a great way to network, learn, collaborate, and offer a variety of perspectives. With reducing covid-19 risks, ShopCare hopes to re-engage businesses in site tours. If you would like to host a site tour, please get in touch with any of the ShopCare team for a chat.

Thanks to Sarah and David for opening their doors to ShopCare and for allowing us to share some of their progress with the industry. This is a great demonstration of leadership within the industry and we will continue to follow the team at Delmaine on their journey of continual improvement in both site traffic management and critical risks.