

Health, Safety and Wellbeing Committee AGENDA

Notice of Meeting:

An ordinary meeting of the Health, Safety and Wellbeing Committee will be held on:

Date: Friday 9 June 2023
Time: 9.30 am
Venue: Committee Room 1, Level 2, Civic Offices,
53 Hereford Street, Christchurch

Membership

Chairperson	Councillor Tim Scandrett
Deputy Chairperson	Councillor Kelly Barber
Members	Councillor Melanie Coker
	Councillor Mark Peters

6 June 2023

Principal Advisor

Leah Scales

General Manager - Resources / CFO

Tel: 941 8999

Megan Pearce

Manager Hearings and Council Support

941 8140

Megan.pearce@ccc.govt.nz

www.ccc.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. If you require further information relating to any reports, please contact the person named on the report.

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Developing Resilience in the 21st Century

Strategic Framework

Whiria ngā whenu o ngā papa,
honoa ki te maurua tāuiki
Bind together the strands of each mat and join
together with the seams of respect and reciprocity

Ōtautahi–Christchurch is a city of opportunity for all

Open to new ideas, new people and new ways of doing things – a city where anything is possible

Principles

Being open,
transparent and
democratically
accountable

Promoting
equity, valuing
diversity and
fostering inclusion

Taking an inter-generational approach
to sustainable development,
prioritising the social, economic
and cultural wellbeing of
people and communities
and the quality of the
environment, now
and into the
future

Building on the
relationship with
Te Rūnanga o Ngāi Tahu
and the Te Hononga–Council
Papatipu Rūnanga partnership,
reflecting mutual understanding
and respect

Actively collaborating and
co-operating with other
local, regional
and national
organisations
Ensuring
the diversity
and interests of
our communities
across the city and the
district are reflected in
decision-making

Community Outcomes

Resilient communities

Strong sense of community
Active participation in civic life
Safe and healthy communities
Celebration of our identity
through arts, culture, heritage,
sport and recreation
Valuing the voices of all cultures
and ages (including children)

Liveable city

Vibrant and thriving city centre
Sustainable suburban and
rural centres
A well connected and accessible
city promoting active and
public transport
Sufficient supply of, and
access to, a range of housing
21st century garden city
we are proud to live in

Healthy environment

Healthy water bodies
High quality drinking water
Unique landscapes and
indigenous biodiversity are
valued and stewardship
exercised
Sustainable use of resources
and minimising waste

Prosperous economy

Great place for people, business
and investment
An inclusive, equitable economy
with broad-based prosperity
for all
A productive, adaptive and
resilient economic base
Modern and robust city
infrastructure and community
facilities

Strategic Priorities

Enabling active
and connected
communities
to own their future

Meeting the challenge
of climate change
through every means
available

Ensuring a high quality
drinking water supply
that is safe and
sustainable

Accelerating the
momentum
the city needs

Ensuring rates are
affordable and
sustainable

Ensuring we get core business done while delivering on our Strategic Priorities and achieving our Community Outcomes

Engagement with
the community and
partners

Strategies, Plans and
Partnerships

Long Term Plan
and Annual Plan

Our service delivery
approach

Monitoring and
reporting on our
progress

Health, Safety and Wellbeing Committee - Terms of Reference Ngā Ārahina Mahinga

Chair	Councillor Scandrett
Deputy Chair	Councillor Barber
Membership	Councillor Peters Councillor Coker 2 External Members (both currently vacant)
Quorum	Half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.
Meeting Cycle	Quarterly
Reports To	Council

Purpose:

Maintain and continually improve Health, Safety & Wellbeing by promoting consultation, co-operation and coordination between Management and Council. Ensuring active engagement in the ongoing development of a health, safety and wellbeing programmes.

Objective:

The role of the Health, Safety and Wellbeing Committee of Council (Committee) is to assist Council to provide leadership in discharging its health and safety management responsibilities within the organisation.

Secretarial and Meetings:

- The committee may have in attendance such members of management, including the Chief Executive and such other persons as it considers necessary to provide appropriate information and explanations.
- Meetings shall be held at least quarterly. Further meetings will be arranged on an as-needed basis.
- The Chair of the Committee will report all recommendations, key issues and findings to the Council.

Responsibilities:

- To assist the Council in discharging its due diligence responsibilities as a Person Conducting a Business or Undertaking (PCBU), by taking reasonably practicable steps to understand the health and safety risks, and ensure that they are managed so that the organisation meets its legal obligations. Review and monitor the robustness of the organisation's health, safety and wellbeing risk management framework.
- Review and monitor the robustness of the organisation's health, safety and wellbeing risk management framework.
- Seek assurance that the organisation is effectively structured to manage health and safety risks.

- Review progress with completion of organisational Health and Safety Plan objectives.
- Monitor compliance with policies and relevant legislation.
- Seek assurance that systems used to identify and manage health and safety hazards and risk are fit for purpose, effectively implemented, regularly reviewed and continuously improved.
- Ensure that the Council is properly and regularly informed and updated on matters relating to health and safety risks.
- Enquire as to the steps management have taken to embed a proactive culture through engagement with workers and provide reasonable opportunities for workers to participate in health, safety & wellbeing.
- Seek assurance that Council are working in partnership so far as reasonably practical with other PCBU's as a primary duty of care to ensure the health and safety of workers.
- Seek advice periodically from internal and external auditors regarding the effectiveness and completeness of the health and safety systems.
- Ensure management are keeping the Committee fully apprised of all independent sources of assurance, via the health and safety framework including any internal or external audits undertaken.
- Consider whether appropriate actions are being taken by management to mitigate Council's significant health and safety risks.
- Ensure that management is kept apprised of the Council's governance body's views on health and safety issues.
- Any other duties and responsibilities that have been assigned to it from time to time by the Council.

Appointment Process for External Members:

Principles:

The following principles guide the appointment process for External Members of the Committee:

- The Head of Human Resources will provide candidates to the Chief Executive and GM Strategy & Transformation Office for consideration.
- The Chair of the Committee and Chief Executive will endorse the nominations, if appropriate.

Candidates will be contacted at the appropriate time to confirm their willingness to serve for the term for which External Members are appointed as set out below. If they are willing to serve, independence and confidentiality requirements and a background check will be conducted. They will also be informed of Council policies.

The Chair of the Committee and the Health and Safety Manager or Head of Human Resources will review the candidates to develop a shortlist by assessing the following:

- Professional credentials and relevant experience
- Their understanding of current Health and Safety legislative requirements
- Experience with prevention, and response to compliance risks; education, auditing and monitoring concepts
- Experience overseeing or assessing the performance of organisations with respect to their health and safety compliance or risk function
- Understanding implications for compliance and culture in a changing regulatory environment
- Potential conflicts for the candidate

- Affiliations or connections with the Council and its related entities
- Reference and background check reports

The results of the review of the candidates will be reported to the Committee's External Members Appointments Panel, who will select from the shortlist which External Members are appointed to the Committee.

Term:

- External Members of the Committee will be appointed for a term of three years (subject to the terms their contract and the Council failing to resolve anything that would by implication necessarily shorten that term). The term for External Members shall, unless the Chief Executive specifies otherwise, begin on 1 April following the Triennial elections and end on 31 March three years later to provide continuity for the Committee over the initial months of a new Council.
- External Members are eligible for re-appointment by the Committee's External Members Appointments Panel for one further term. However, the Council may approve the re-appointment of External Members for any number of subsequent terms to ensure continuity of knowledge.

Delegations

External Members Appointments Panel:

- The Committee delegates to its External Members Appointments Panel (Panel) the authority to consider shortlisted candidates for appointment as the External Members of the Committee and to appoint 2 External Members.
- The Chair of the Panel shall be the Chair of the Committee, and the further members of the Panel shall be the elected members of the Committee.
- The quorum of the Panel shall be half of the members if the number of members (including vacancies) is even, or a majority of members if the number of members (including vacancies) is odd.

Part A	Matters Requiring a Council Decision
Part B	Reports for Information
Part C	Decisions Under Delegation

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1. Apologies Ngā Whakapāha

At the close of the agenda no apologies had been received.

2. Declarations of Interest Ngā Whakapuaki Aronga

Members are reminded of the need to be vigilant and to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

3. Confirmation of Previous Minutes Te Whakaāe o te hui o mua

That the minutes of the Health, Safety and Wellbeing Committee meeting held on [Friday, 3 March 2023](#) be confirmed (refer page 8).

4. Public Forum Te Huinga Whānui

A period of up to 30 minutes may be available for people to speak for up to five minutes on any issue that is not the subject of a separate hearings process.
It is intended that the public forum session will be held at <Approximate Time>

There were no public forum requests received at the time the agenda was prepared

5. Deputations by Appointment Ngā Huinga Whakaritenga

There were no deputations by appointment at the time the agenda was prepared.

6. Petitions Ngā Pākikitanga

There were no petitions received at the time the agenda was prepared.

Health, Safety and Wellbeing Committee OPEN MINUTES

Date: Friday 3 March 2023
Time: 9.31 am
Venue: Committee Room 1, Level 2, Civic Offices,
53 Hereford Street, Christchurch

Present

Chairperson	Councillor Tim Scandrett
Deputy Chairperson	Councillor Kelly Barber
Members	Councillor Andrei Moore – via audio/visual link
	Councillor Mark Peters
	Mr Bevan Killick

Principal Advisor

Leah Scales
General Manager - Resources / CFO
Tel: 941 8999

Cathy Harlow
Committee & Hearings Advisor
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-
- Part A** **Matters Requiring a Council Decision**
Part B **Reports for Information**
Part C **Decisions Under Delegation**
-

The agenda was dealt with in the following order.

1. Apologies Ngā Whakapāha

Part C
Committee Decision

There were no apologies received.

2. Declarations of Interest Ngā Whakapuaki Aronga

Part B
There were no declarations of interest recorded.

3. Public Forum Te Huinga Whānui

Part B
There were no public forum presentations.

4. Deputations by Appointment Ngā Huinga Whakaritenga

Part B
There were no deputations by appointment.

5. Presentation of Petitions Ngā Pākikitanga

Part B
There was no presentation of petitions.

6. Health, Safety and Wellbeing Report

Committee Resolved HSCM/2023/00001

Officer Recommendation accepted without change

Part C

That the Health, Safety and Wellbeing Committee:

1. Receive the information in the Health, Safety & Wellbeing Report
Councillor Scandrett/Councillor Barber

Carried

The Committee noted the following:

- 1.1 The Chair acknowledged the resignation of Paul Coleman from the Committee and noted the process to fill the vacancy would commence.
- 1.2 The Committee requested that an explanation of the contractor procurement process be included in the next agenda.

Meeting concluded at 10.14am.

CONFIRMED THIS 9TH DAY OF JUNE 2023

COUNCILLOR TIM SCANDRETT
CHAIRPERSON

7. Health, Safety & Wellbeing Update

Reference / Te Tohutoro: 23/817854

Report of / Te Pou John Walters, Health, Safety & Wellbeing Manager
Matua: (john.walters@ccc.govt.nz)

Senior Manager / Leah Scales, General Manager Resources/Chief Financial Officer
Pouwhakarae: (Leah.Scales@ccc.govt.nz)

1. Nature of Information Update and Report Origin

- 1.1 This is an operational report focussed on Health, Safety and Wellbeing.
- 1.2 Council Risk and Assurance Unit, Health, Safety & Wellbeing team.

2. Officer Recommendations Ngā Tūtohu

That the Health, Safety and Wellbeing Committee:

1. Receive the information in the Health, Safety & Wellbeing Update Report

3. Overview

- 3.1 The Health, Safety & Wellbeing report format has been modified to become aligned to the key focus areas of the ISO45001 Occupational Health & Safety Management system, and will provide standard headings throughout the report of:
 - Leadership & Engagement
 - Planning
 - Operation
 - Performance Evaluation
 - Continuous Improvement
- 3.1.2 Each section of the report shows the Context of the subject, the Action currently being undertaken, and any Recommendations associated with the subject.

4. Leadership & Engagement

4.1 Officer Due Diligence (Health & Safety at Work Act 2015 - HSWA)

4.1.1 Context

- The Health and Safety at Work Act 2015 (HSWA) is focused on the term “Person conducting a business or undertaking” (PCBU), which effectively means ‘The Business/Organisation/Company’. Additionally, HSWA places six obligations on Officers working within a PCBU. Officers are, in general terms, defined (paraphrased) as:
 - (i) Directors, CEO, CFO and GM’s
 - (ii) Any other person occupying a position in relation to the business that allows the person to exercise significant influence over the management of the

business. (This could, depending on the circumstances, encompass Heads of Service)

4.1.2 Activity

- Development and delivery of Information/training sessions designed to ensure key obligations, as part of the HSWA are fully understood by all Officers, and potential officers.
 - Officer Due Diligence training will be developed and delivered by a third party for each Business Group. Each session encompassing GM and Head of Service, and relevant staff as required. CEO and selected Councillors be included within one of the four planned sessions.
- a) It is proposed that CCC hold 2 yearly refresher training going forward.
- b) Additionally, Health, Safety & Wellbeing training framework be developed to encompass all people leaders across the organisation.

4.2 Visible Safety Leadership – Site Visits

4.2.1 Context

- Visible Safety Leadership sessions are currently held on a monthly basis, with these being attended by CEO and Chair of HSW Committee of Council.
- Additional activities completed by various leadership teams are not currently being recorded, with mixed levels of interactions by Head's of Service.

4.2.2 Activity

- The July – December programme of Site Visits is currently under development. The programme will ensure coverage of key areas of risk across the Organisation.
- The programme will also expand on the current CEO site visit programme to include all GM's, with one session being held each week, attended by one ELT member each session, this will increase the amount of structured site visits without significantly impacting the ELT workload.
- Two recent site visits have resulted in positive outcomes with items identified at the time of the visit.
 - **New Brighton Library** – A significant roof leak noted as an ongoing issue, while in the planning phase at the time of the visit, is now in the process of physical remedial works.
 - **South Library** – Heating and cooling issues have been discussed at the site visit with Facilities and Library team leaders discussing the issues and work already completed. The outcome is a period of monitoring of the library environment and the agreement/development of a short-term plan B, incorporating temporary industrial air conditioning units.

5. Planning

5.1 The Better Governance Project

5.1.1 Context

- The Business Leaders Health & Safety Forum is leading a project focused on the flat-lining H&S performance across New Zealand. A summary/introduction document released by the “Better Governance Project” is attached to this report for your information. The project has three phases.
- Phase one, now completed, has identified a number of recommended actions, focused on:
 - Learning & Development
 - Anticipate & Understanding
 - Plan & Resource
 - Trust & Verify
 - Monitor & Respond
- Phase two will focus on the implementation of the phase one recommendations.
- Phase three will drive the monitoring and evaluation of the implementation of actions. Currently there are no indicative times associated with phases two or three.

5.1.2 Activity

- As noted within Section 8.1 (ISO45001) of this report with the development of a full Safety Management System the recommendations of the Better Governance project will be integrated into the ISO45001 project.

5.2 HSW Objectives and Annual Planning

5.2.1 Context

- HSW team are currently reviewing several of the organisations Health, Safety and Wellbeing results year to date. This review will assist in the development of the FY24 Objectives and Business Unit Annual Safety Plans.

5.2.2 Activity

- Development of a template Annual HSW plan is in progress. The plan will provide key areas of focus on the foundations of Health, Safety & Wellbeing Management across each Unit. This annual plan will link to HSW Objectives for FY24 based on the year end results for FY23.
- The FY24 HSW objectives will be integrated into the wider organisations’ objectives to ensure HSW is part of BAU.

6. Operations

6.1 General HSW Update

6.1.1 Context

- The HSW team have been involved in various projects across the organisation.

6.1.2 Activity

- The team continue to support the Rec & Sport area of the business while the recruitment process begins again for their Senior HSW Senior Advisor.

- A Lone Worker procedure is in development to ensure there are processes to support our staff that are required to work alone. The process will focus on pre-planning for lone work, training, and emergency procedures.

7. Performance Evaluation

7.1 Health, Safety & Wellbeing Dashboard

7.1.1 Context

- The April Health, Safety & Wellbeing Dashboard is attached to this report.

7.1.2 Activity (Report Highlights)

- **HSR Training** – This continues to improve with two recent training sessions held within the main Civic Office. The HSW team are currently validating the quantity of recorded HSR's by Business Group to ensure the council is meeting its obligations. However, the team are mindful that, given the size of the Civic Office, a risk-based approach should be applied to the HSR numbers for some support function areas.
- **Open Events** – the HSW team are working with their respective Business Groups/Units to ensure events are closed in a timely manner. A new report is in development to provide GM's with a monthly Open Event status by Business Unit to assist in driving the numbers down month on month. The current 30-day close-out target should be reduced to 14 days.
- **Total Injury Management Costs** – While the graphs measure the cumulative costs month by month of Medical Fees and Weekly Compensation, additional costs are incurred monthly as part of injury management, such as the Early Intervention Programme and monthly administration costs from Well NZ. For FY24 all injury related costs will be included; additionally, the FY22 & FY23 results will be aligned to ensure a direct comparison can be made.

8. Continuous Improvement

8.1 ISO45001

8.1.1 Context

- A dedicated HSW resource has been allocated to this project. Additionally, one of the new Internal Auditors within the Risk & Assurance Team is a certified ISO45001 Auditor.
- The project will develop a suite of overarching processes, to provide direction for the organisation. The processes will support the organisation without being highly prescriptive, allowing all Units and individual facilities to adopt each process depending on its structure and size.
- The documentation will deliver a comprehensive Safety Management System (SMS) and will have a single format structured to align to the key headings noted in Section 3.1 of this report.
- To achieve certification to ISO45001, an external Auditor will review the SMS and assess the consistency of the implementation across the whole organisation.
- To achieve certification, all business units must follow a single documented HSW Safety Management System, to ensure consistency across the organisation. The HSW team will provide support and assistance with the implementation at a Business Unit level.

8.1.2 Activity

- A previous internal review of ISO45001 is being used as a Gap Analysis.
- A review of the documents currently in place across the organisation will integrate the current processes with a broader SMS supporting the whole organisation. This SMS will form the foundations for improved safety outcomes.

8.2 HSW Related Expenditure

8.2.1 Context

- The HSW team provide a series of services, many that are provided by third party service providers. These include:
 - Injury Management & Medical Fees payments
 - Physio
 - Flu Vaccines
 - Pre-Employment Medicals
 - Counselling Service & Workplace Support
 - Optometry support
 - Health monitoring/Skin checks
- The majority of these costs are assigned directly to Cost Centres across the organisation.



8.2.2 Activity

- HSW are currently working with the Finance team to establish a total spend for each of the above services.
- A review of costs and contracts by service is in progress with the aim to develop a panel of key providers to ensure ROI is achieved.

9. Engagement with WorkSafe NZ

- 9.1 While there are currently no Notices, a WorkSafe NZ investigation is ongoing following the Hagley Park incident on 22 May 2023.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	Health, Safety & Wellbeing Dashboard April 2023	23/817855	17
B 	Introduction to the Better Governance Project	23/817857	31

In addition to the attached documents, the following background information is available:

Document Name – Location / File Link
Not applicable

Confirmation of Statutory Compliance Te Whakatūturutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories Ngā Kaiwaitohu

Authors	Nicholas Hill - Head of Risk & Assurance John Walters - Manager Health, Safety & Wellbeing
Approved By	Leah Scales - General Manager Resources/Chief Financial Officer

Health, Safety and Wellbeing Governance Dashboard

April 2023

Our core Health, Safety and Wellbeing Values

Visible Leadership

- We seek to drive best practice Health, Safety and Wellbeing management through strong leadership and by championing a positive Health, Safety and Wellbeing culture.
- We support increased Health, Safety and Wellbeing engagement through partnering with business units to improve performance.
- We integrate health, safety and wellbeing through all aspects of operations, from policy to project management.

People-Centric

- Our people come first and are given opportunities to actively participate.
- We support the right people, processes, tools and standards for each and every job.
- Every person at Council is empowered and trusted to be a leader in health, safety and wellbeing.

Risk Aware

- We seek to understand key health and safety risks and ensure they are actively communicated and addressed.
- We implement safe systems of work that match the level of risk involved.
- We conduct regular inspections and prioritise high risk work.

Learning Culture

- We promote a positive learning culture.
- We seek to implement good practice and learn from our mistakes.
- We ensure staff are provided with appropriate training.

This dashboard report is in a process of continuous improvement, each iteration aims to provide clearer context and improved representation of the data available. Over time the intent is to provide greater trend analysis, tracking improvement initiatives and providing more value-added analysis.

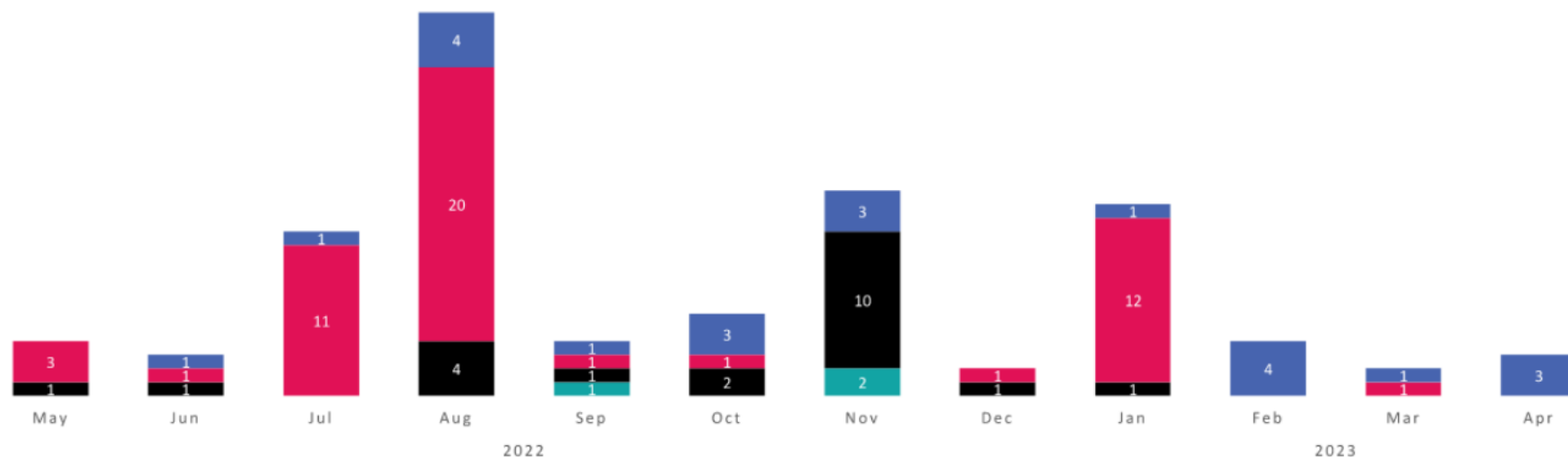
Visible Safety Leadership

Visible Safety Leadership continues through site visits. There are a number of meetings and site visits which are taking place across the organisation.

The HSW team are currently working with their respective Groups, and it is expected an increase in reporting will follow with the additional support being provided. Additionally the April ELT report contains a recommendation to expand the current Site Visit programme

Visible Leadership by Group - Last 12 months

■ Citizens & Community ■ Infrast. Planning & Regulatory ■ Resources Group ■ Strategic Policy & Performance



Health, Safety and Wellbeing Governance Dashboard

Training - Induction and Manager Responsibilities

Training sessions continue to be held by the HSW team on a monthly basis.

The figures shown below are consistent with previous months reports.

Manager Responsibilities Completed

90% ↑ 1% from last month

Induction Completed

85% ↓ 1% from last month

H&S Manager Training by Group

■ Attended ■ To Complete



H&S Induction Training by Group

■ Completed ■ To Complete



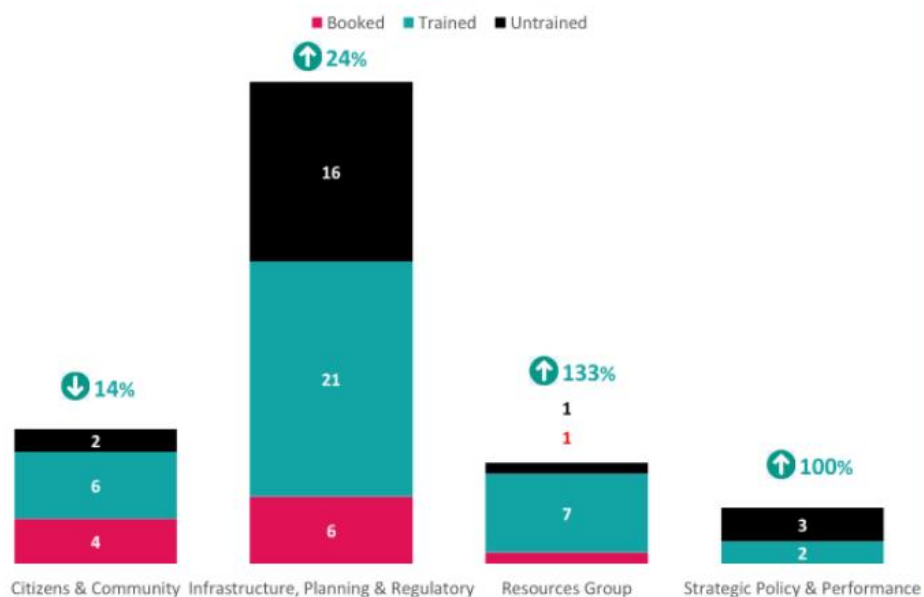
Health, Safety and Wellbeing Governance Dashboard

Training – Health & Safety Representatives

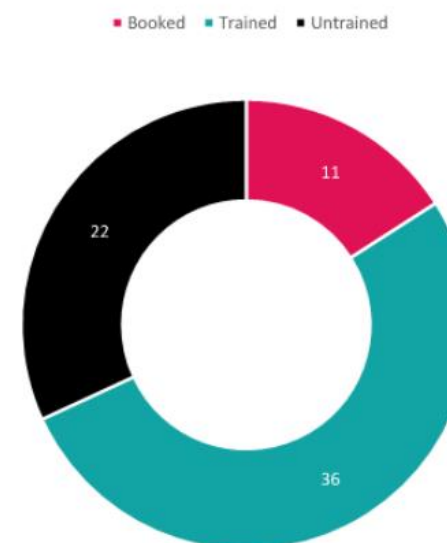
Health, Safety & Wellbeing Representative training is booked for May, with one session having been held in April. This will see 21 HSR's being trained. Further sessions are planned for June and July for the remaining 22 HSR's.

The Health & Safety at Work Act requires a set ratio of 1:19 for HSR's. The HSW team are currently validating this across the organisation, while ensuring HSR numbers are practical for the associated risks within each Group/Unit.

Training by Group



Total Number



Health, Safety and Wellbeing Governance Dashboard

Event - Overview

Total reported events have decreased for April. However, this figure is consistent over a year of data. Development of a quarterly metric will provide a more comparable and consistent measure.

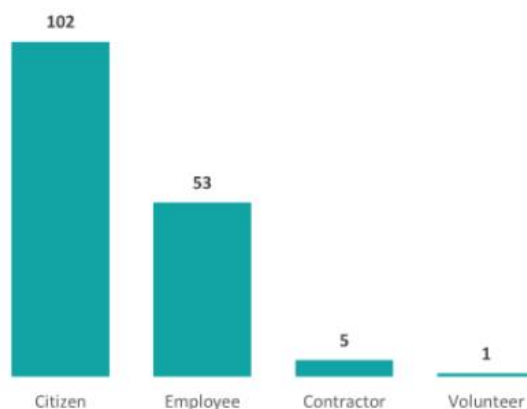
Total Events - April 2023

161 ↓ 25% from last month

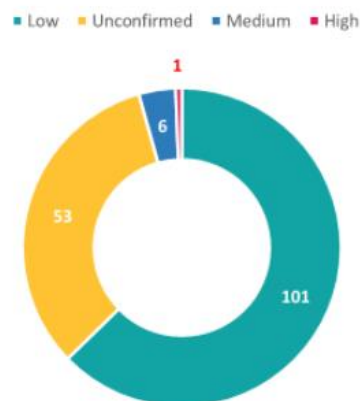
Total Events Closed – April 2023

80 ↓ 38% from last month

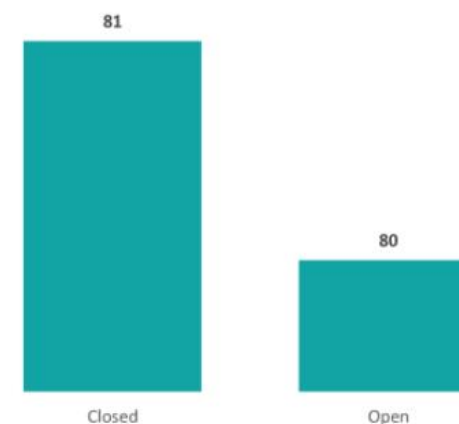
Event by Person Type



Confirmed Actual Severity



Total Event Status



Health, Safety and Wellbeing Governance Dashboard

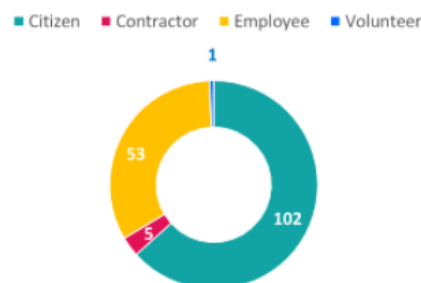
Event - Summary

The trends in the graphs below are consistent with previous months.
The decreases in total events shown on the previous slide, reflect the majority of the changes shown below

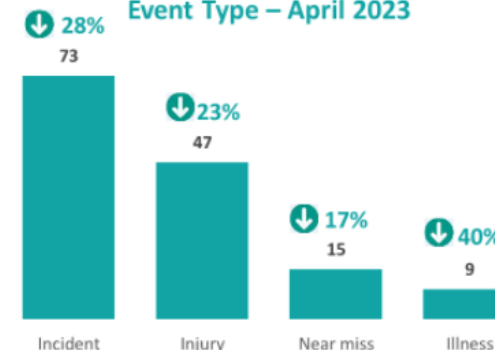
Event Severity – April 2023



Person Type – April 2023



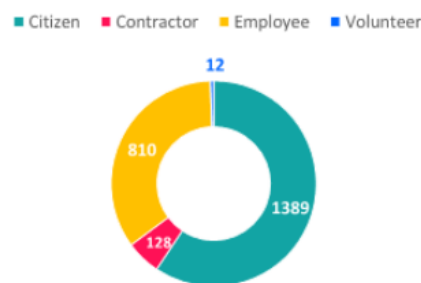
Event Type – April 2023



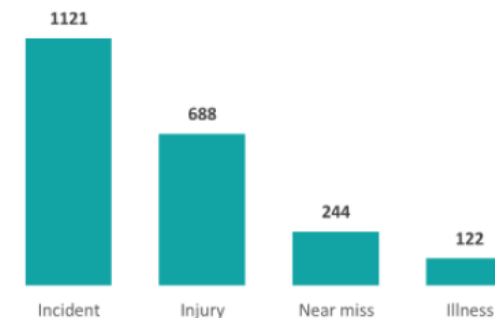
Events Severity - Previous 12 Months



Person Type - Previous 12 Months



Event by Type - Previous 12 Months



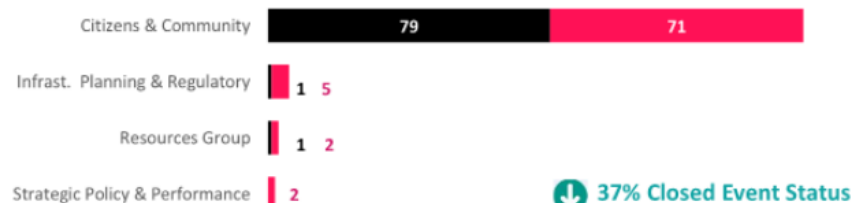
Health, Safety and Wellbeing Governance Dashboard

Event – Closeout Status

Continued support to Business Units is being provided by the HSW team to reduce the number of open events.

Event Status – April 2023

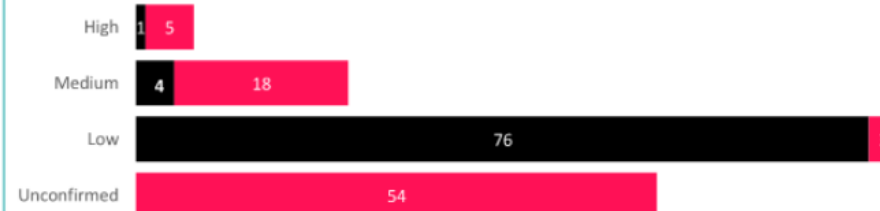
■ Closed ■ Open



↓ 37% Closed Event Status
from last month

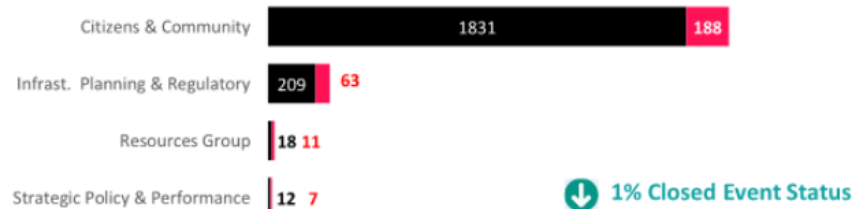
Event Status by Risk Level – Open for 0-30 days – April 2023

■ Closed ■ Open



Events Status – Previous 12 Months

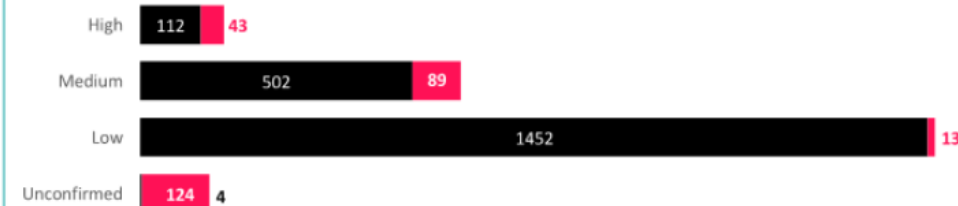
■ Closed ■ Open



↓ 1% Closed Event Status
from last month

Event Status by Risk Level – Open for 30+ days Previous 12 Months

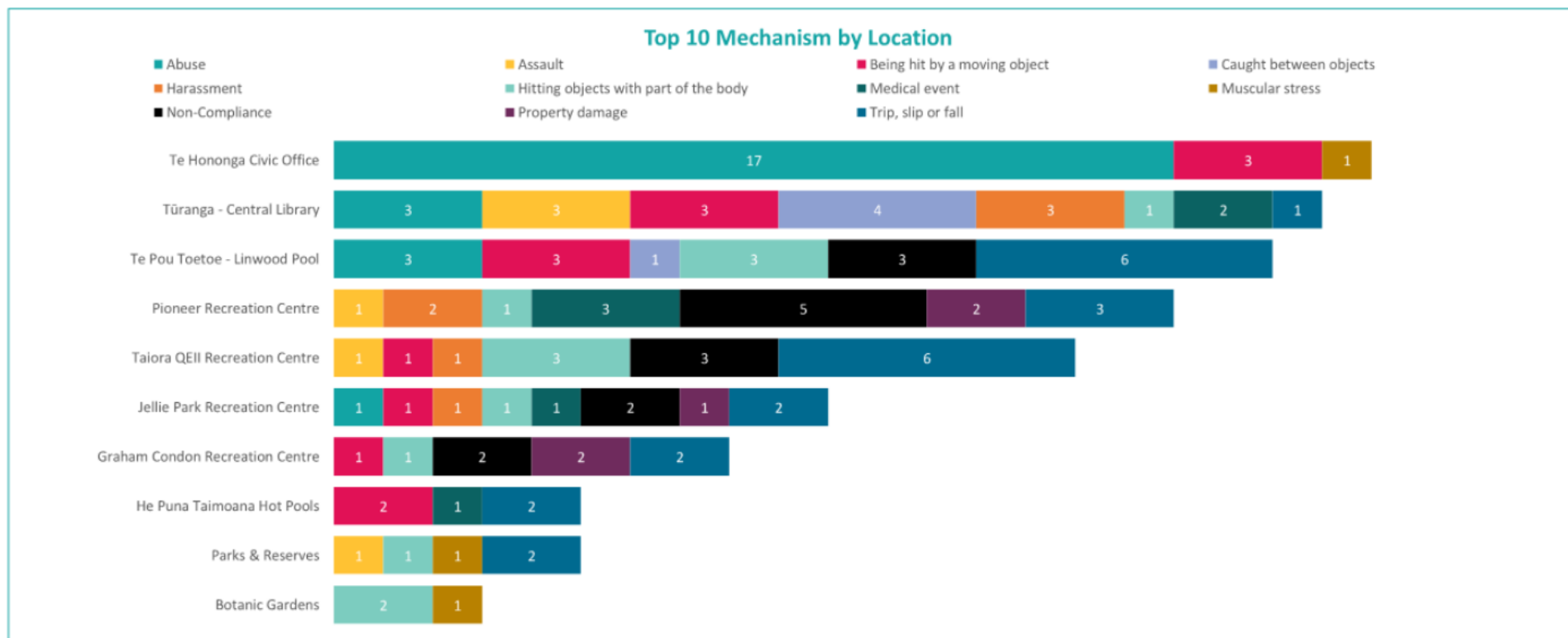
■ Closed ■ Open



Health, Safety and Wellbeing Governance Dashboard

Event – Mechanism

Civic offices continues to increase their reporting of Abuse events. Additionally, work the HSW teams are completing by partnering closely with specific facilities, is showing increased reports from some locations. While the total reported events has decreased during April, the spread of these events has seen Jellie Park move down the list of locations



Health, Safety and Wellbeing Governance Dashboard

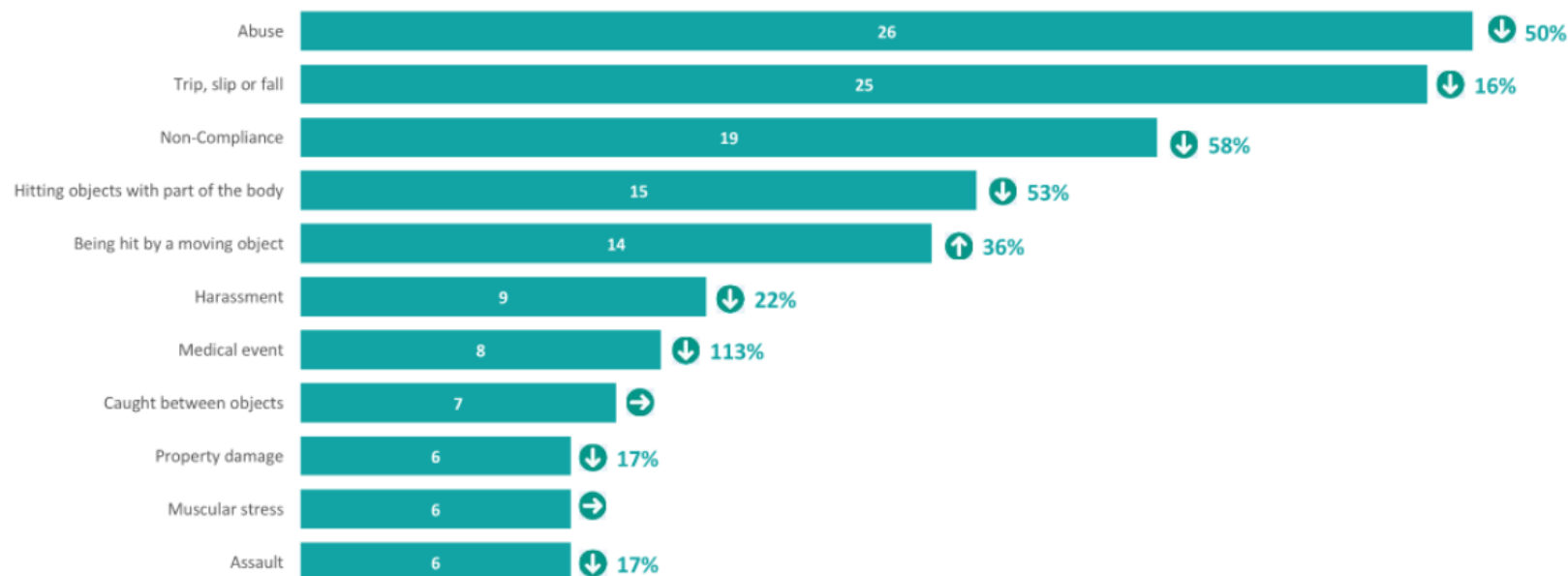
Event – Agency

The top 10 mechanisms for events remain relatively unchanged other than the order.

Abuse continues to be a significant risk for front line teams. As earlier noted the increase in reporting of Abuse events has seen this become the highest reported mechanism for the month.

Non-Compliance relates to situations where Council staff have asked a Citizen to comply with a request and they have refused.

Top 10 Mechanisms



Health, Safety and Wellbeing Governance Dashboard

Injury Management - Summary

Trending continues to show a positive result.

The Total Costs graph is noted within the ELT report and the potential change for FY24 to include additional costs associated with the .

Total Injury Claim Numbers

Accepted Declined Handback Pending



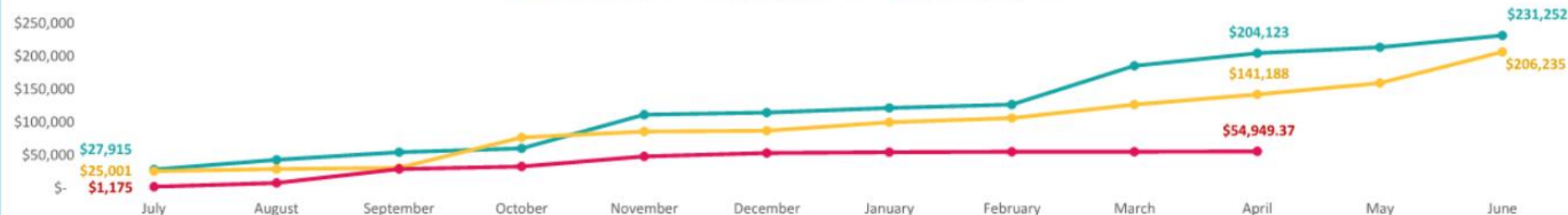
Injury Claim Numbers - Previous 12 Months

Accepted Declined Handback Pending



Total Injury Management Costs

Financial Year 2021 Financial Year 2022 Financial Year 2023



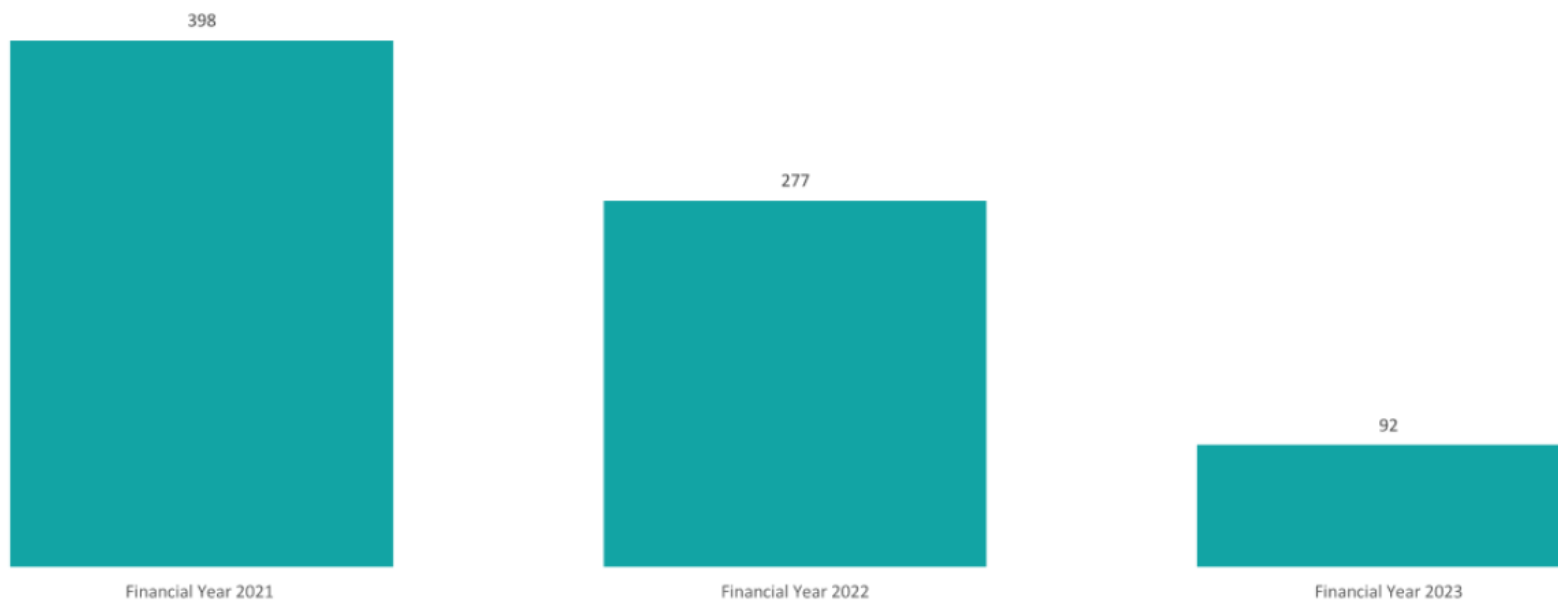
Health, Safety and Wellbeing Governance Dashboard

Injury Management – Summary

The FY23 figure for Lost Time Days continues to be significantly lower than previous years.

This reduction in the LTI days is a result of lower injury rates and also a strong programme of alternative duties available across the organisation, with the focus being on supporting the team members to remain within the workplace where this will not cause further complications.

Employee Lost Time Days

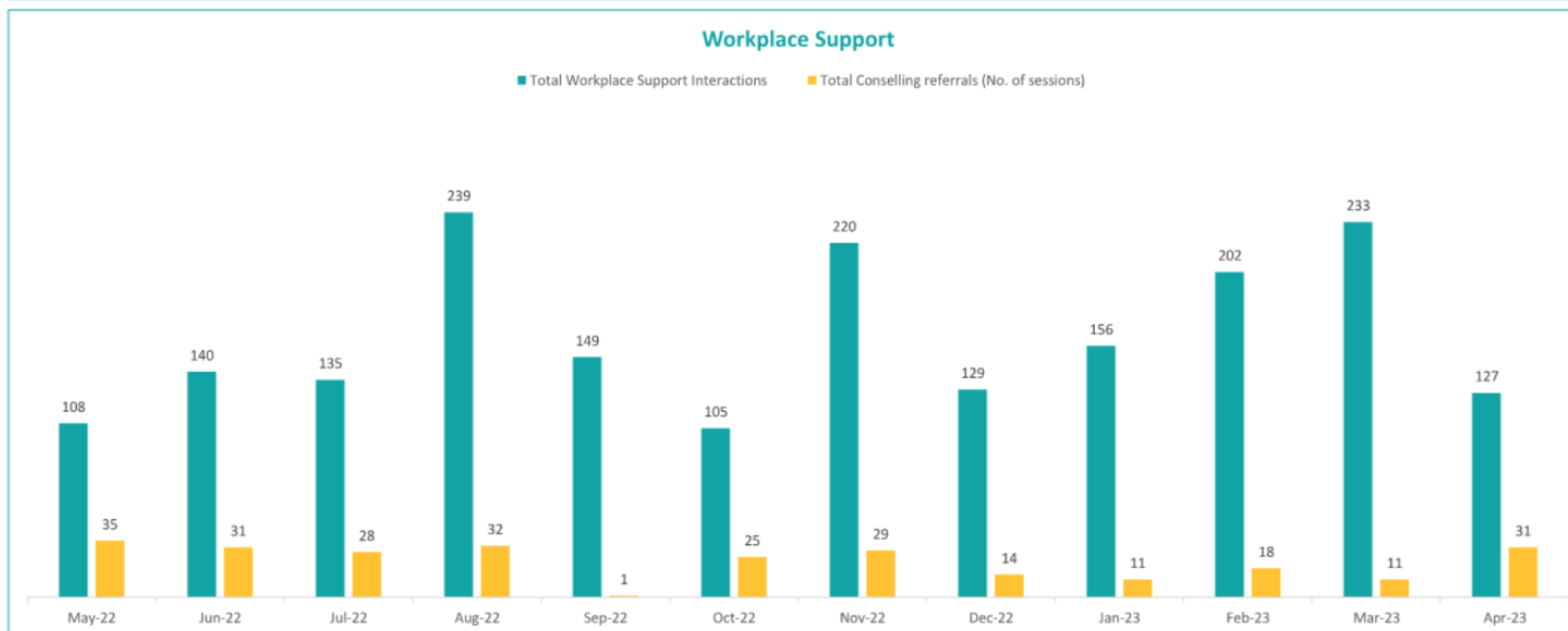


Health, Safety and Wellbeing Governance Dashboard

Wellbeing – Employee Support

Workplace Support continues to show a good uptake of services.

Discussions with Workplace Support have focused on improving the data supplied on a monthly basis for specific trends and will include suggested programmes or approaches, linked to trends, which can be implemented across the organisation.



Health, Safety and Wellbeing Governance Dashboard

Contractors Report

Lost time injuries (LTI's) has increased by 1 bringing the total to 12 for this Financial year.
The data displayed below is a snap-shot of the Contractor submitted information. While the number of contractor submitting data is increasing, there is a lag in reporting which is demonstrated by the low April figures; these are expected to be comparable as May continues

Lost Time Injuries - July 2022 to April 2023

12 Cases

↑ 9% from last month

Total Hours Worked - July 2022 to April 2023

1,084,648 Hours

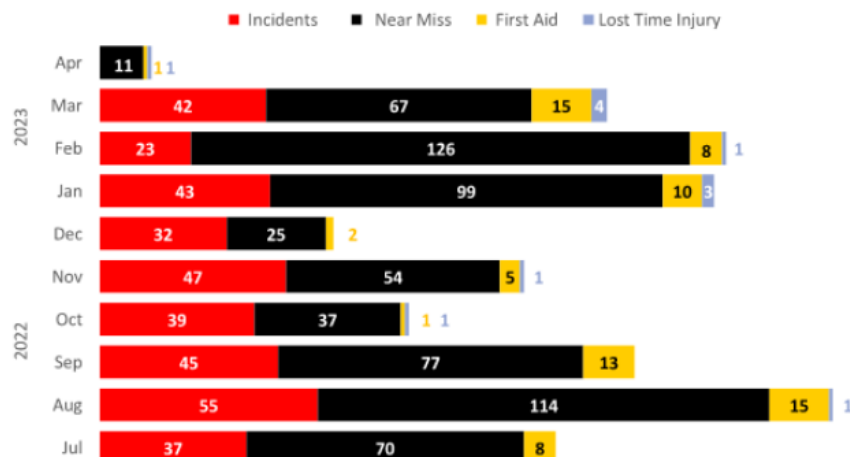
↑ 11% from last month

Total Hours Worked – April 2023

100,543 Hours

↓ 10% from last month

Total Events



Total Events by Unit - Previous 12 months



Health, Safety and Wellbeing Governance Dashboard

Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand

SUMMARY

The **Better Governance**
Report Series

Item 7

Attachment B

- 2 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

Introduction to the *Better Governance* project

The health, safety and wellbeing of kaimahi (workers) is both an ethical and legal responsibility for those who govern and lead businesses and organisations in Aotearoa New Zealand. This includes those governing and leading organisations from overseas, for example, in the case of multinationals.

We know that health and safety are generally on the agenda for boards, officers and leaders. We also know that our performance against some measures has stalled. In some cases, our performance is getting worse. Kaimahi are still being killed and seriously harmed while whakamahi (working) in Aotearoa. The agenda is not driving the necessary change towards positive outcomes.

Mahi Haumarū Aotearoa – WorkSafe New Zealand (WorkSafe) has publicly signalled an intention to increase its focus on boards, officers and other leaders supporting healthy and safe mahi (work) under the *Health and Safety at Work Act 2015* (HSWA). This provides the opportunity for officers and leaders to improve health and safety governance culture, competency and consistency of practice.

Over the past five years, an average of **77 kaimahi** have been killed each year while working¹

Injuries resulting in **more than a week away from work** have risen every year over the past ten years, except in 2020

There are an estimated **5,000–6,000** hospitalisations each year due to work-related ill-health

Health and safety governance has a critical and crucial role in improving outcomes for organisations and their kaimahi

The *Better Governance* project (the project) was initiated in the context of Aotearoa's flatlining and deteriorating performance, and the renewed focus of WorkSafe on leaders. And, because governance is an area of opportunity identified by a number of health and safety leadership organisations and professionals, following the path set out by the *Royal Commission into the Pike River Mine Tragedy* and the *Independent Taskforce on Workplace Health and Safety* (the Independent Taskforce).

The project is being led by the *Business Leaders' Health and Safety Forum* (BLHSF) and the General Manager Safety Forum (GM Safety Forum). It has support from the *Institute of Directors* (IoD) and from WorkSafe, along with a wide range of stakeholders.

¹ All health and safety-related statistics referenced in this report are from WorkSafe unless otherwise noted, and are subject to the data limitations noted at <https://data.worksafe.govt.nz/>

WorkSafe funding has enabled this phase, **phase one: discovery and options identification**. The funding provided for the project team, acting in a strategic and advisory capacity drawing from our subject matter expertise and experience. It also provided for a part-time project team member to support the project.

As a result of phase one, the project team have already shared two legacy reports with over 1,000 stakeholders. This includes with ministers and members of parliament, policy makers, operational agencies and teams, regulators, those working in a wide range of governance sectors and in businesses and organisations throughout the motu, along with *Te Kauae Kaimahi – the New Zealand Council of Trade Unions*.

The team have now developed a suite of recommended actions to improve health and safety governance, and outcomes, in Aotearoa. They are summarised in this document and detailed our final report, which concludes phase one and the current dedicated funding for the project.

The project team believes that **phase two** of the project – to implement our recommendations – is necessary so that the work to-date translates into action for positive change. There is goodwill towards the project and the work, and there is momentum that we need to harness. **Phase three: monitoring and evaluation** should follow in order for success to be measured and adjustments made.

We invite all of you to continue to advocate for the importance of improving health and safety governance, and to take action to improve governance and leadership in your organisations and sector. The project team knows that taking action to make improvements is important to many. This is because the project has benefited from the contribution of many stakeholders and *subject matter experts* (SMEs). We would like to whakamihi (acknowledge) everyone who has contributed to date, and say tēnā koe (thank you).

The team, and our resources, for this phase of the project were small. But, we had a big ambition and a clear project vision that remains true as we conclude this phase. It was focused on directors and officers, their discussions and questions about health and safety, and the decisions they make drawing from diverse, reliable and credible insights and advice. It is that:

Governance leadership genuinely improves health and safety performance in Aotearoa

The project team:



Chris Jones
GM Safety Forum



Francois Barton
BLHSF



Mike Cosman
IoD



Greg Lazzaro
Expert advisor



Craig Marriott
Expert advisor

4 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

Background to this report

To start the project, a stakeholder engagement and discovery exercise was undertaken. This was to better understand how governance was done in Aotearoa, and to hear about the opportunities and challenges confronting health and safety governance from a range of stakeholders. The project team also wanted to understand:

- where officers and leaders were getting their health and safety governance advice
- the health and safety governance information and guidance material that was available
- what was influencing officers and leaders in their governance discussions and decisions
- if there was any evidence connecting good governance with better health and safety outcomes.

We produced a *Stakeholder Engagement* report. In it, we identified that most stakeholders agreed action to make improvements in health and safety governance, and governance generally, was needed. We also identified a compliance-focused approach to health and safety governance.

Health and safety governance has not been the catalyst for system and performance change that was anticipated with the creation of a legal duty in the HSWA



A challenge to health and safety governance that was consistently raised with the team was the increasingly complex environment in which officers and leaders govern. Stakeholders also noted the challenge of lifting the governance performance across the diverse range of governance sectors.

Our *Health and safety governance advisors, advice and other influences report* sets out the detailed findings from our discovery exercise. We found that:

- officers and leaders may seek advice from a wide range of people and organisations, some of whom provide general advice, some health and safety-specific advice
- there's a wealth of publicly available governance materials but very little work-related health and safety governance material adding value
- influences and concerns include legislation and case law, COVID-19, mental health and wellbeing, the environmental, social and governance (ESG) agenda, social licence and the media.

We reviewed over 200 governance materials, including:

information and guidance	templates and checklists	questions and answers documents	training course outlines and workbooks
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Stakeholder generally accepted that good health and safety governance can support good outcomes for organisations and their kaimahi, and that of their partners. They confirmed the view of the *Independent Taskforce* which saw a clear role for those in governance enabling healthy and safe mahi.² There is also evidence that boards and officers influence health and safety outcomes in their organisations. The most powerful evidence is, sadly, catastrophic events and inquiries into them. The Pike River Mine tragedy is an example.

We found evidence of the value of integrating health and safety into organisational strategy and purpose, not seeing it as a transactional or compliance activity, and understanding it as a long-term commitment. There were references to the benefits of caring for kaimahi, valuing them, seeing them as an asset, and ensuring worker participation in health and safety. The need to collaborate across an organisation, and be open and transparent about health and safety risks and harms was referenced.

² <http://hstaskforce.govt.nz/documents/report-of-the-independent-taskforce-on-workplace-health-safety.pdf>

- 6 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

The opportunity to redefine health and safety, and health and safety governance

Redefining health and safety as an outcome

The project team considers that there is an opportunity to clearly define, and for some redefine, “health and safety”. This is so Aotearoa can share a view on these things that we want officers and leaders to govern and lead for; we want business and organisations to manage and deliver; and we want our kaimahi, their family and whānau, and our communities to be.

Health and safety are positive outcomes of work going well

If Aotearoa understands health and safety as positive outcomes of work going well, in both expected and unexpected situations, we can then ask how best to achieve those outcomes for our organisations and kaimahi. The *Independent Taskforce* noted that officers have power, influence and resources, and described the need for their leadership as “vital”.³

Leadership is about having a vision, and setting out a strategy that supports an organisation and its kaimahi to work towards achieving it

Redefining health and safety governance through a shared vision and principles to guide action

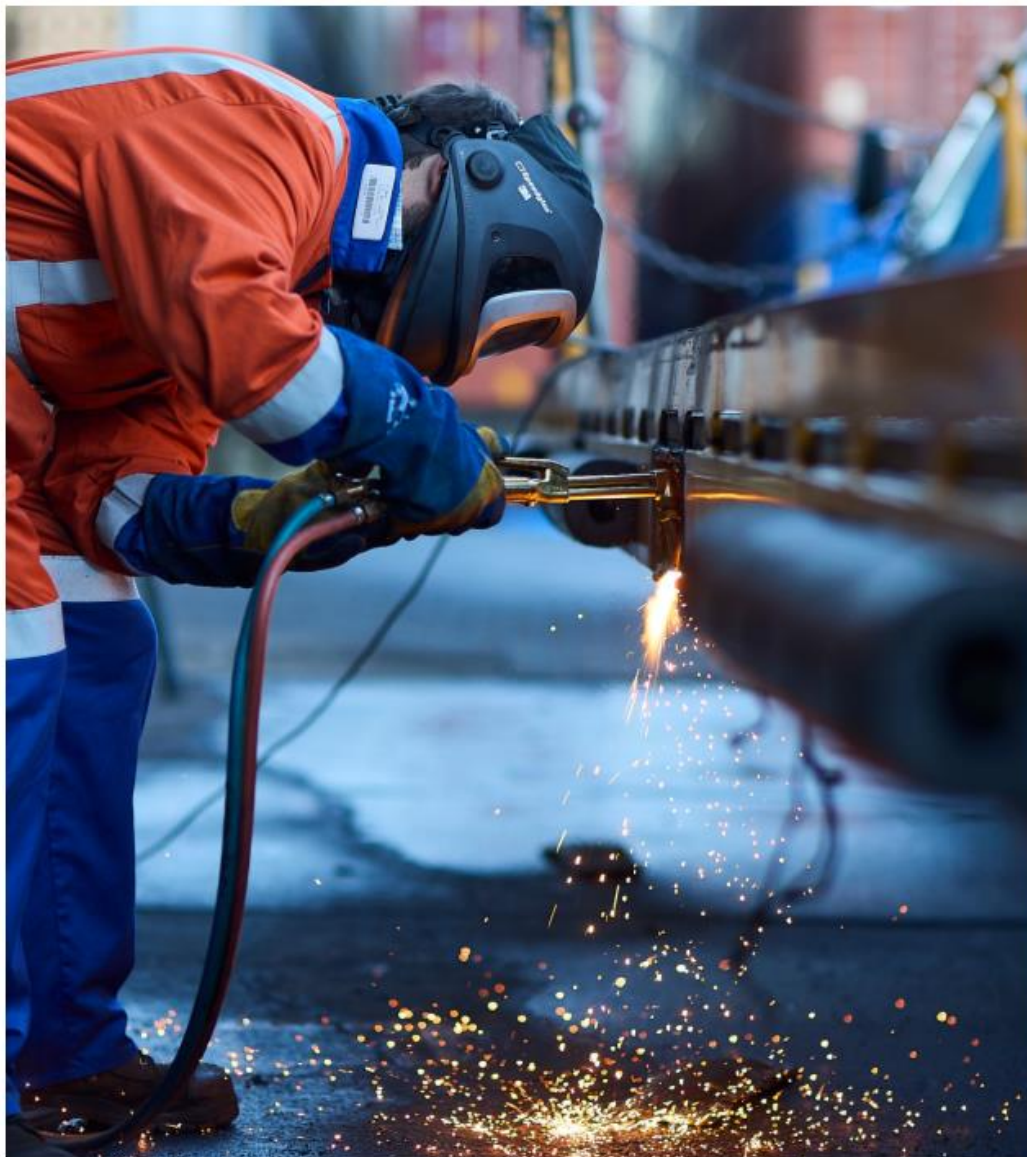
The need to have a vision, and a strategy that flows from it, is widely accepted as important for business and organisations to succeed. Strategy and purpose are one of the IoD’s *Four Pillars of Governance Best Practice*.⁴ We have prepared a draft vision and set of principles for health and safety governance. They are koha (an offering) from the project team.

³ <http://hstaskforce.govt.nz/documents/report-of-the-independent-taskforce-on-workplace-health-safety.pdf>

⁴ <https://www.iod.org.nz/resources-and-insights/4-pillars-landing-page/#>

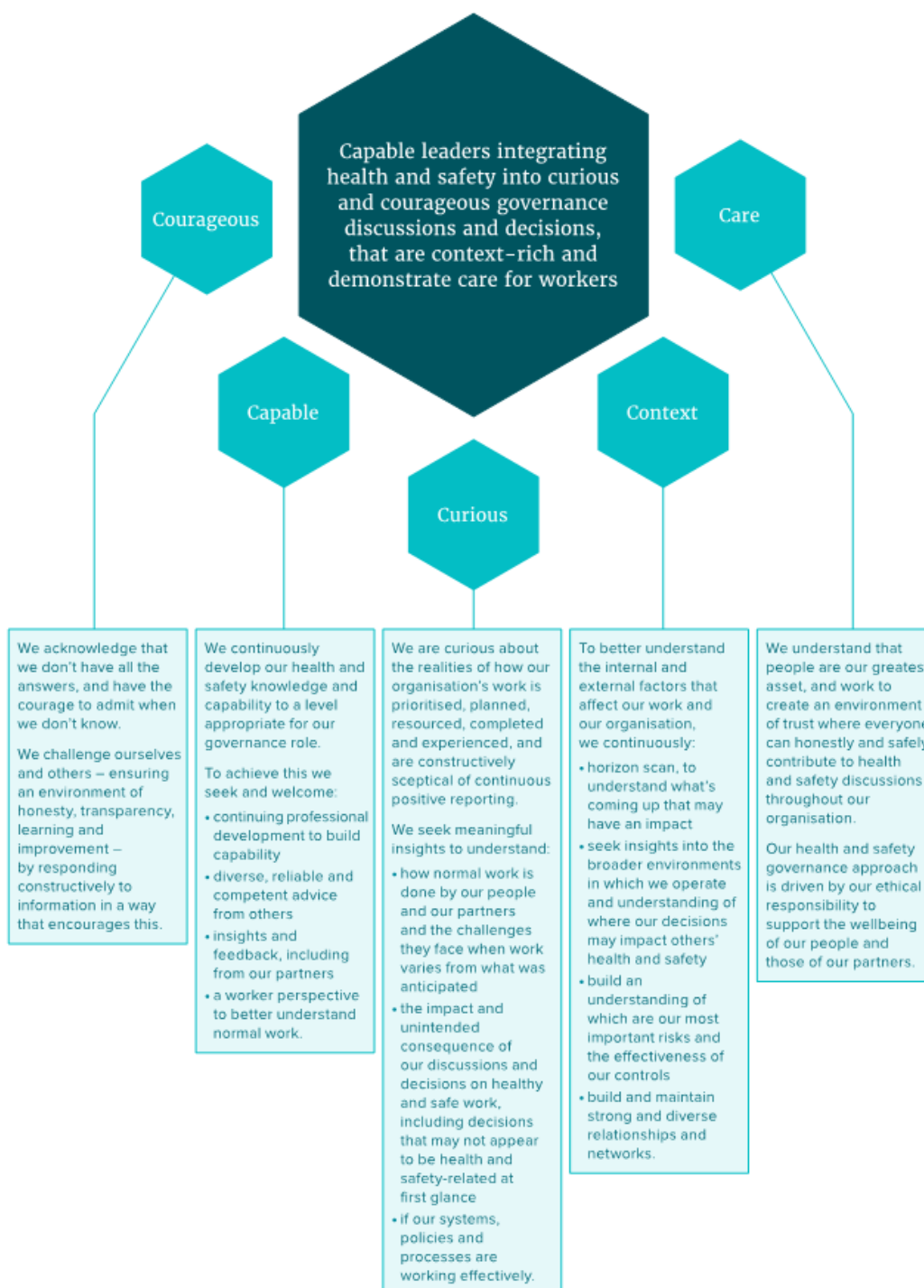
What is governance?

There is no one single activity that defines “governance”. It is the system through which organisations are directed and controlled. It includes strategic planning, vision and purpose-setting, and risk and performance management and assurance.



8 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

Our vision for health and safety governance



Summary of our principles for health and safety governance

Our principles for health and safety governance complement our vision. They are a place to begin in doing the necessary work to build a picture of what health and safety governance should look like. We would like to see further work done in the next phase of the project to align them with uara and tikanga Māori (Māori values and principles).

Learn and develop	We recognise that ongoing learning and development is vital and a requirement of our role
Anticipate and understand	We anticipate the impacts of change, and understand that a range of different scenarios may occur from it
Plan and resource	We plan for dynamic, messy work, and recognise that positive health and safety outcomes require people and resources to cope with that complexity
Trust and verify	We trust our people and partners to give advice and implement the decisions we make; we verify that those things happen, and that our critical systems and controls work
Monitor and respond	We monitor our work, seeking and welcoming genuine insights into our risks, and respond in a way that encourages honesty and transparency

10 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

Better understanding how governance can address inequitable outcomes

As part of this discovery phase, the project team identified the need for further korero (discussion) and whakaaro (consideration) about how better health and safety governance can help address inequitable outcomes for Māori and non-European kaimahi. We see the need to share a better understanding of the fact that inequities for Māori and other non-European kaimahi are *not* just because they are working in higher-risk sectors or industries, or higher risk jobs, although this is a significant issue.

We acknowledge that this korero can be challenging and will require a commitment to building further cultural understanding and competency in our officers and leaders. We also know engaging in the korero will provide boards, officers and leaders with a significant opportunity.

If we can govern and lead to address inequities in outcomes for non-European kaimahi, we will significantly improve outcomes for all of Aotearoa. If we cannot, we will struggle to achieve the performance improvements we want and need.

We need to break out of the status quo and stop saying “this is the way we have always done it” – what we’re doing now isn’t enough



Between 2013 and 2019 outcomes for Māori got worse with an increase in both acute injuries, and acute injuries with a week or more away from work⁵

55%

The rate of acute injury with a week or more away from work for Māori has been, on average, 55% higher than the rate for non-Māori⁶

15%

The Māori rate of acute injury with a week or more away from work has increased by 15% in the past six years; in the same period the non-Māori rate increased by 8%⁷

⁵ <https://www.worksafe.govt.nz/dmsdocument/46468-maruiti-2027-safe-haven/latest>

⁶ Ibid

⁷ Ibid

Our initial recommendations for action and change

Our vision and principles for health and safety governance are about foundation-building. Building upon those pou (pillars), our initial recommended actions are summarised below. They are focused on:

- understanding and adapting to the **context** in which health and safety governance is done in Aotearoa, by officers and leaders in different governance sectors and prioritising future work
- ensuring **clarity** of obligations and what good practice can look like in different sectors, and of the expectations and intervention approach of the regulators
- building **capability** and **diversity** in officers and leaders, and those advising health and safety governance, so they can better support organisations and kaimahi to thrive
- **monitoring what matters** to shift the compliance focus to a focus on critical and strategic risk, and to assuring critical controls and systems are in place and working as intended.

In making our recommendations have not sought to replicate our earlier reports. They are our:

- *Stakeholder Engagement report*
- *Health and Safety Governance Advisors, Advice and Influences report.*

We have made suggestions about the stakeholders that might be party to delivering an action. We recognised that some stakeholders will not have the resources available to make an ongoing commitment to this work without support.

We acknowledge that to some stakeholders the project team's recommended actions may not be as ambitious as they might have wanted. Their foundational focus created a tension with our desire to contribute more and recommend more. But, they recognise the diversity of the governance sectors, and the range of health and safety governance maturity, we have identified. They are a place to begin, and we believe that with ongoing goodwill and momentum, we **can** do more and the team's vision **is** achievable.

I orea te tuatara ka puta ki waho

The need for a focus on health and safety is constant

- 12 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

What we recommend

Our recommended action(s)	Priority	Key stakeholders
Context		
<p>1. Establish and fund a health and safety governance reference group to:</p> <ul style="list-style-type: none"> represent the key stakeholders that should be engaged in the next phase of the project support the development and delivery of the recommended actions provide advice on the sectors that should be prioritised as targets for intervention. 	High	<p>Regulators</p> <p>Governance organisations</p> <p>Sector organisations</p> <p>H&S sector organisations</p> <p>Practitioner representatives</p> <p>Worker representatives</p> <p>Hāpu and Iwi representatives</p> <p>Ethnic sector representatives</p>
<p>Rationale: An overarching reference group can help ensure there is diversity and representation from a range of sectors supporting the next phase of the project. The group can help build an understanding of the different sectors, and support the development and implementation of the recommended actions so that they are fit for purpose.</p>		
<p>2. Develop and share a set of governance sector-specific “personas” that:</p> <ul style="list-style-type: none"> identify the key features of each sector and the way their governance is generally done can be used to develop specific examples to support the vision and principles can enable communications, information and other actions for change to be better targeted. 	High	<p>Regulators</p> <p>Governance organisations</p> <p>Sector organisations</p> <p>H&S sector organisations</p> <p>Practitioner representatives</p> <p>Worker representatives</p> <p>Hāpu and Iwi representatives</p> <p>Ethnic sector representatives</p>
<p>Rationale: High-level personas – such as a professional director on the board of a publicly listed company, an owner-operator of a family business, a volunteer not-for-profit board member – will provide a start from which further detailed and nuanced personas could follow in the future. It will help with the development and implementation of our recommended actions, and the regulators to build an understanding of governance practice in the different sectors.</p>		

Our recommended action(s)	Priority	Key stakeholders
Context		
3. Use the personas, the knowledge gained in developing them, and risk and harm data and insights to identify target sectors for which the delivery and implementation of the recommended actions should be prioritised.	High	Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: There will need to be some prioritisation of our recommended actions, and we provide our views on this in the “priority” column and next section of this report, <i>Implementing the recommended actions</i> . Prioritisation decisions should be made considering risk and harm data and insights, and the influence a particular governance sector might have.		
Clarity		
4. Develop and communicate detailed guidance , with reference to the sector “personas”, about who comprises an officer , so that leaders, senior managers and others can be clear about whether they hold officer duties.	High	Health and Safety Policy Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: The meaning of “significant influence” is context and case-specific. However, better, clearer and more detailed guidance than exists now can be developed for the various governance sectors. It does not have to identify named roles, but the activities that a person who is an officer, or with significant influence, undertakes within an organisation.		

- 14 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

Our recommended action(s)	Priority	Key stakeholders
Clarity		
5. Develop and communicate detailed guidance , with reference to the sector “personas”, about the difference between due diligence and a PCBU’s duties , so due diligence duty can be better understood and delivered.	High	Health and Safety Policy Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: Officers who are managers and/or workers need to be clear about the different roles they play, and what HSWA duties apply to those roles. This was acknowledged as a significant challenge by many stakeholders.		
6. Develop and communicate detailed guidance , with reference to the sector “personas”, about governing PCBUs who hold shared and overlapping duties .	Medium	Health and Safety Policy Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: The project team was surprised at how few of the governance materials we reviewed provided information or guidance on governing PCBUS with shared and overlapping duties. This is a significant gap considering few organisations and their kaimahi work in isolation.		

Our recommended action(s)	Priority	Key stakeholders
Clarity		
7. Develop and communicate detailed guidance , with reference to the sector “personas” and varying levels of maturity, about the activities and actions that support good work-related <u>health</u> governance along with good <u>safety</u> governance so that key features of each are understood.	Medium	Health and Safety Policy Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: Officers need guidance on the activities and actions that support good work-related health governance along with good safety governance. There needs to be more than lists of questions or checklists in the guidance materials. There needs to be sector-based examples of what a good answer would look like.		
8. Undertake a further, detailed review of the publicly available health and safety governance material to encourage the removal or correction of outdated or inaccurate materials, and reduce the overall number of materials.	High	Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: Although it is not possible to control who produces information, there needs to be <i>trusted</i> and <i>authoritative</i> sources of information and guidance to support a range of governance sectors and maturities. The regulators, and the main governance organisations, should be the primary sources of freely available, foundational health and safety governance advice. They should further review the information available to give effect to this; encouraging out of date, incomplete or inaccurate information to be removed.		

- 16 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

Our recommended action(s)	Priority	Key stakeholders
Clarity		
<p>9. Develop, communicate and implement a regulatory intervention approach to give officers clarity about the expectations of them in fulfilling their duties, and to enable those who fail to fulfil their duties to be held to account.</p> <p>There is a need for the regulators (to work together) to clarify their:</p> <ul style="list-style-type: none"> • position on and expectations of officers • intervention approach covering: <ul style="list-style-type: none"> – engagement and education – investigations – sanctions – prosecutions. 	High	Regulators
<p>Rationale: We heard that the regulators have not set a clear baseline of expected officer behaviours and actions, and that there is limited use of sanctions. This is not fair to those boards, officers and leaders who are fulfilling their duties where others are not. The current WorkSafe position statement is not enough and no position statement has been articulated by the CAA or Maritime NZ.⁸</p>		
<p>10. Develop and deliver a multi-modal, multi-channel communication and education campaign, with reference to the sector “personas”, to inform officers and leaders of their HSWA obligations and the competencies and activities required to deliver them.</p>	Lower	Regulators, with support
<p>Rationale: There needs to be a sustained effort to build awareness of the officer duties in the HSWA, what they require of officers and leaders, and the competencies required to deliver them. The regulators should lead this work with support from all stakeholders.</p>		

⁸ <https://www.worksafe.govt.nz/laws-and-regulations/operational-policy-framework/worksafe-positions/officers-due-diligence>

Our recommended action(s)	Priority	Key stakeholders
Capability and diversity		
<p>11. Develop and communicate, with reference to the sector “personas”, a health and safety governance competency framework for officers and leaders, with a complementary:</p> <ul style="list-style-type: none"> recruitment pack with job description criteria and interview questions induction pack speaking to the due diligence duty and the organisation’s risk management approach performance plan framework and assessment criteria. 	Medium	<p>Regulators</p> <p>Governance organisations</p> <p>Sector organisations</p> <p>H&S sector organisations</p> <p>Practitioner representatives</p> <p>Worker representatives</p> <p>Hāpu and Iwi representatives</p> <p>Ethnic sector representatives</p>
<p>Rationale: The development of a competency framework will support lifting the capability of new officers, and those lower levels of experience and / or maturity. It may encourage a wider range of people to apply for governance roles by clarifying the skills and competencies needed. It will enable those with existing experience and skills to grow in their roles as officers and leaders. A continuing and continuous learning approach will enable Aotearoa’s leaders to access innovations, and be informed of new and emerging leading governance practice.</p>		
<p>12. Develop and communicate, with reference to the sector “personas”, a health and safety governance meeting pack, with:</p> <ul style="list-style-type: none"> annual plans for structured health and safety deep dives example board or management paper templates considering health and safety example questions (and answers) for curious governance discussions. 	Lower	<p>Regulators</p> <p>Governance organisations</p> <p>Sector organisations</p> <p>H&S sector organisations</p> <p>Practitioner representatives</p> <p>Worker representatives</p> <p>Hāpu and Iwi representatives</p> <p>Ethnic sector representatives</p>
<p>Rationale: We don’t want boards, officers and leaders to take a templated approach to health and safety. But we recognise that people and organisations can benefit from having a place to begin, to escalate health and safety, and integrate it into their governance discussions and decisions.</p>		

- 18 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

Our recommended action(s)	Priority	Key stakeholders
Capability and diversity		
13. Support the New Zealand Institute of Safety Management's (the NZISM's) programme of work to develop and implement a health and safety governance competency framework and professional registration mark for health and safety practitioners.	Medium	Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: The NZISM is developing a new governance initiative to support health and safety professionals build their skills and competencies. This work should be actively supported so that there is alignment in the approach for officers, practitioners and the regulators.		
14. Implement a health and safety governance team within WorkSafe, supporting the regulators, with a complementary: <ul style="list-style-type: none"> recruitment pack with job description criteria and interview questions performance plan framework and assessment criteria work programme aligned to the intervention strategy. 	High	Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives
Rationale: In order to deliver a health and safety governance intervention strategy, the regulators need executive ownership and dedicated capability and resources. They need people who can effectively engage with, educate and investigate boards and officers. The skills and competencies needed a unique.		

Our recommended action(s)	Priority	Key stakeholders
Capability and diversity		
<p>15. Develop and fund a training and continuing professional development programme for health and safety governance including recommended:</p> <ul style="list-style-type: none"> • information and guidance • reading materials • training and development programmes • networking and learning opportunities. 	Medium	<p>Regulators</p> <p>Governance organisations</p> <p>Sector organisations</p> <p>H&S sector organisations</p> <p>Practitioner representatives</p> <p>Worker representatives</p> <p>Hāpu and Iwi representatives</p> <p>Ethnic sector representatives</p>
<p>Rationale: There are health and safety governance training programmes available for officers, leaders, practitioners and others looking to develop their skills and capabilities; however, they come with a cost and can be very expensive. They need to be complemented by freely accessible, clear and authoritative guidance materials, reading lists, and free or funded training opportunities.</p>		
<p>16. Develop, implement and fund a health and safety governance mentoring programme for officers, leaders, practitioners and others looking to develop their skill and competencies.</p>	Lower	<p>Regulators</p> <p>Governance organisations</p> <p>Sector organisations</p> <p>H&S sector organisations</p> <p>Practitioner representatives</p> <p>Worker representatives</p> <p>Hāpu and Iwi representatives</p> <p>Ethnic sector representatives</p>
<p>Rationale: The mentoring programmes we heard about (rightly) target specific population groups. The good work being done through these programmes could be an example for developing health and safety governance networking programmes that are accessible to all officers, leaders and health and safety practitioners.</p>		

- 20 Findings and recommended actions to improve health and safety governance in Aotearoa New Zealand – Summary

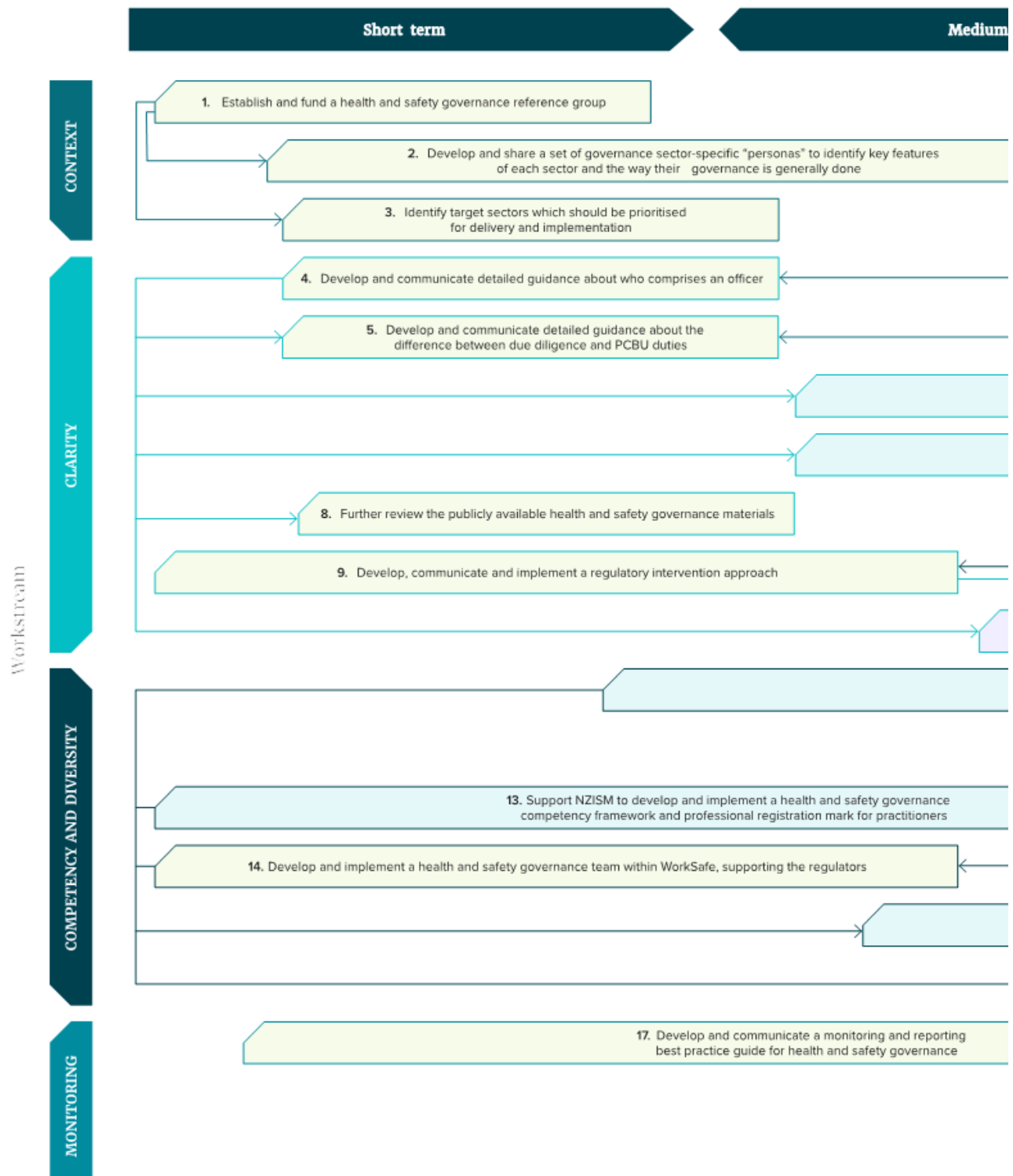
Our recommended action(s)	Priority	Key stakeholders
Monitoring		
<p>17. Develop and communicate, with reference to the sector “personas”, a monitoring and reporting best practice guide for health and safety governance including measures and insight supporting effective:</p> <ul style="list-style-type: none"> • health and safety system, policies and processes performance • governance practice so that officers and leaders can reflect on their own mahi. 	High	<p>Regulators Governance organisations Sector organisations H&S sector organisations Practitioner representatives Worker representatives Hāpu and Iwi representatives Ethnic sector representatives</p>
<p>Rationale: Officers and leaders need more than just data. They need insights on:</p> <ul style="list-style-type: none"> • their organisation's critical and strategic risks, and how those risks are being effectively mitigated and managed • the performance of their systems, policies and processes; are they known about, followed, successful, needing work • what additional controls might be available, and why they are not being used within their organisation or by their partners • the way normal work is done and how it varies from those systems, and why; is the variation healthy, safe innovation or is it risky. 		

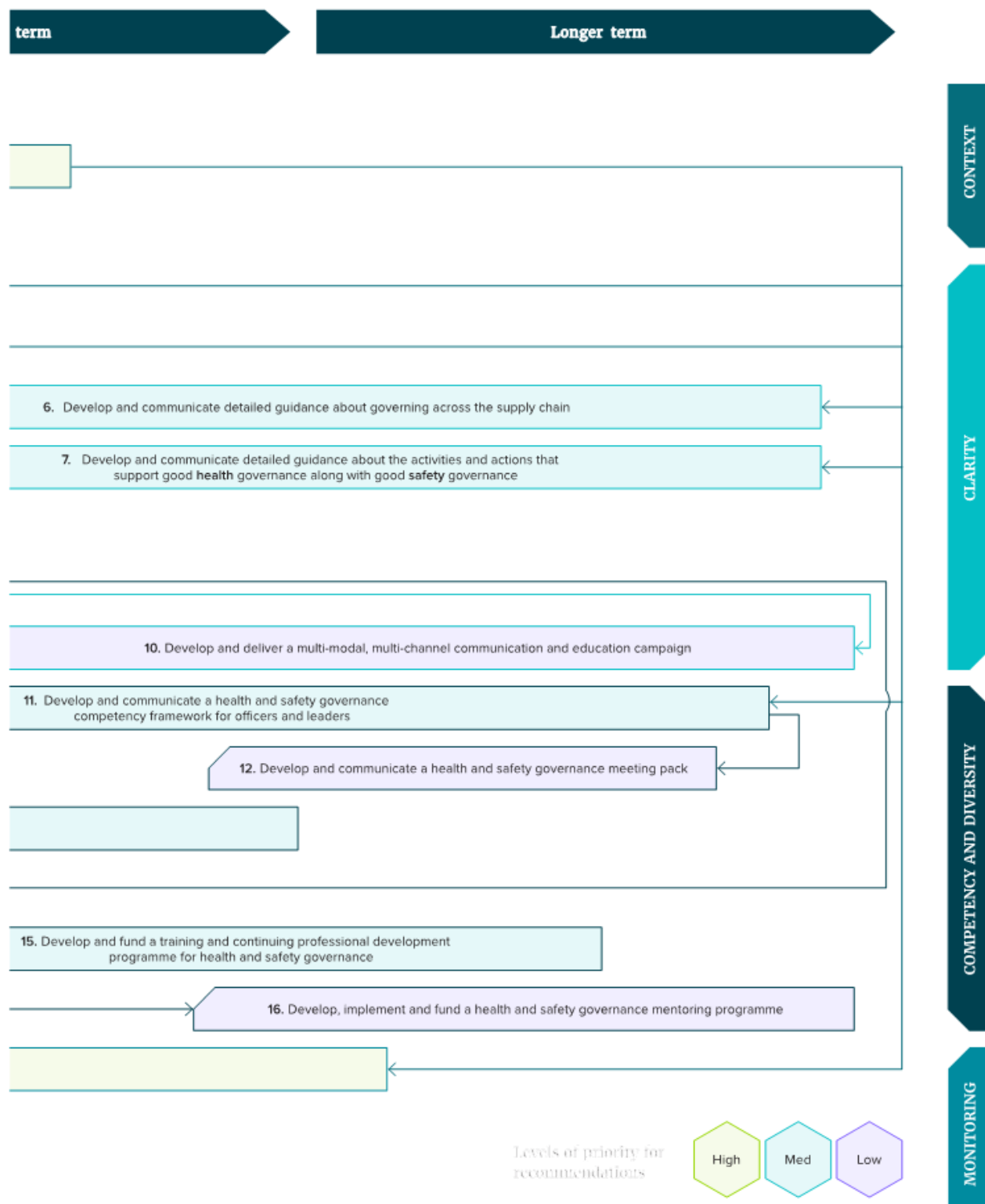
Implementing the recommended actions

The diagram below sets out a high-level starting approach toward implementation. We have tried to indicate where recommended actions directly relate to, or flow into, each other. This is not an implementation plan but a starting point on which one can be built for the next phase of the project. The recommendations in green are those which we consider the highest priority. Those in blue are the next level of priority, with those in purple to follow. The width of the boxes in which the recommendations are presented are a high-level indication of the expertise, time and resources we consider will be required to deliver a recommendation.

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Figure two: proposed approach to delivering and implementing our recommended actions





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Work as done – case study

Health, safety and wellbeing is an important priority for Rangitikei District Council. They want everyone to be safe at work, and get home healthy and well. Not only that, they also want their people to experience greater overall wellbeing because they work for the Council.

Like any other Board, the Elected Members of Rangitikei District Council are expected to carry out due diligence. Working together, Council's senior managers and Elected Members developed a Health, Safety and Wellbeing Due Diligence Plan aligned to the WorkSafe and IoD *Health and Safety Guide – Good Governance for Directors*.⁹ The plan provides a programme designed to support Elected Members achieve their due diligence obligations and to increase their overall health, safety and wellbeing capability, by helping them better understand the organisation's work including the risks that staff may face and the controls for these risks.

Rangitikei District Mayor, Andy Watson, notes the benefits of Elected Members and senior managers working together to ensure the safety of the Council's workforce. *"By working together collaboratively, we are ensuring that we are jointly tackling risk to the health, safety and wellbeing of our workforce. The approach taken gives governors a high level of confidence in, and increased understanding of, the information presented to us by Council officers."*

One of the key features of the Health, Safety and Wellbeing Due Diligence Plan includes 'Work as Done' sessions. While the Elected Members hear about health and safety matters in Council Chambers, the Work as Done sessions enhance understanding by offering practical demonstrations within the workplace.

Elected Member and Governance Health, Safety and Wellbeing Champion, Fi Dalgety, says that the 'Work as Done' sessions are an invaluable tool to help governance translate what they hear about in Council Chambers into real-life scenarios. *"The Work as Done sessions provide Elected Members with practical work experiences and in-the-field demonstrations. They see first-hand the critical risks our workers face and the processes we have in place to eliminate or control these risks."*

Other features of the plan include governance health and safety training, appointing a Governance Health, Safety and Wellbeing Champion, and collaboration between Elected Members and senior managers in developing Council's health, safety and wellbeing strategy, policies and frameworks.

⁹ <https://www.worksafe.govt.nz/managing-health-and-safety/businesses/guidance-for-business-leaders/>

Rangitikei District Councils Chief Executive, Peter Beggs, acknowledges that it's not the only Council doing great work in this space. *"We know other Councils around the country have also implemented initiatives to support effective health, safety and wellbeing governance. We applaud these organisations and the effort they're putting into their workers' wellbeing. We've learned a great deal from other Councils, particularly within the Manawatū-Whanganui region, and we often share tools and frameworks. We are proud of the steps we have taken to improve the health and wellbeing of our staff. We will continue to optimise our Due Diligence Plan and Work as Done sessions to ensure that health, safety and wellbeing remains at the forefront of our governors thinking and decision making."*



Elected Members and Senior Managers learning about safety controls for ride on mowers.



A demonstration of safety enhancements to control the risks experienced by Animal Control Officers.

Prepared by	Better Governance project team
Prepared for	Better Governance – Governance Group Better Governance – Stakeholders
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Status	Final

8. Resolution to Exclude the Public

Section 48, Local Government Official Information and Meetings Act 1987.

I move that the public be excluded from the following parts of the proceedings of this meeting, namely items listed overleaf.

Reason for passing this resolution: good reason to withhold exists under section 7.

Specific grounds under section 48(1) for the passing of this resolution: Section 48(1)(a)

Note

Section 48(4) of the Local Government Official Information and Meetings Act 1987 provides as follows:

“(4) Every resolution to exclude the public shall be put at a time when the meeting is open to the public, and the text of that resolution (or copies thereof):

- (a) Shall be available to any member of the public who is present; and
- (b) Shall form part of the minutes of the local authority.”

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

ITEM NO.	GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	SECTION	SUBCLAUSE AND REASON UNDER THE ACT	PLAIN ENGLISH REASON	WHEN REPORTS CAN BE RELEASED
9.	PUBLIC EXCLUDED HEALTH, SAFETY AND WELLBEING COMMITTEE MINUTES - 3 MARCH 2023			REFER TO THE PREVIOUS PUBLIC EXCLUDED REASON IN THE AGENDAS FOR THESE MEETINGS.	
10.	INCIDENT UPDATE	S7(2)(A), S7(2)(G)	PROTECTION OF PRIVACY OF NATURAL PERSONS, MAINTAIN LEGAL PROFESSIONAL PRIVILEGE	TO PROTECT INDIVIDUALS AND THE ORGANISATION WHILST INVESTIGATIONS ARE UNDERWAY	DUE TO THE NATURE OF THE INCIDENT IT IS UNLIKELY THAT THIS REPORT WILL BE RELEASED UNLESS LEGALLY REQUIRED TO PROTECT THE INDIVIDUALS INVOLVED. WILL NOT BE RELEASED WITH APPROVAL OF HEAD OF LEGAL AND CEO.