

---

## Health, Safety and Wellbeing Committee Information Session/Workshop

### AGENDA

---

#### Notice of Information Session/Workshop:

A Health, Safety and Wellbeing Committee Information Session/Workshop will be held on:

**Date:** Thursday 7 November 2024  
**Time:** 1.00pm  
**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 Mr Chris Jones Ms Helen Sadgrove

---

**Principal Advisor**  
Bede Carran  
General Manager Finance, Risk & Performance / CFO  
Tel: 941 8999  
[bede.carran@ccc.govt.nz](mailto:bede.carran@ccc.govt.nz)

**1 November 2024**  
**Meeting Advisor**  
Simone Gordon  
Democratic Services Advisor  
Tel: 941 6527  
[simone.gordon@ccc.govt.nz](mailto:simone.gordon@ccc.govt.nz)

**Website:** [www.ccc.govt.nz](http://www.ccc.govt.nz)

**Please Note:**  
**This forum has no decision-making powers and is purely for information sharing.**

**TABLE OF CONTENTS NGĀ IHIRANGI**

- 1. Apologies Ngā Whakapāha ..... 3**

**WORKSHOP ITEMS**

- 2. Health, Safety and Wellbeing Development Workshop ..... 5**

The time allocated for this Workshop is 2 hours.

## **1. Apologies Ngā Whakapāha**

Apologies will be recorded at the meeting.



## 2. Health, Safety and Wellbeing Development Workshop

Reference Te Tohutoro: 24/1814054


Presenter(s) Te Kaipāhō : Mike Marr, Manager Health, Safety and Wellbeing  
 Kurt Scoringe, Senior Health, Safety Advisor

### 1. Detail Te Whakamahuki

<b>Timing</b>	This workshop is expected to last for 2 hours.
<b>Purpose / Origin of this Workshop</b>	<p>Workshop Purpose:</p> <ol style="list-style-type: none"> <li>1. Strengthen Oversight of Governance in the Council Context                     <ul style="list-style-type: none"> <li>• Equip elected and independent members with the knowledge and tools needed to effectively oversee how governance is implemented by the ELT.</li> <li>• Clarify the committee’s role in ensuring the ELT’s accountability for embedding governance principles within the Council’s operations.</li> </ul> </li> <li>2. Understand Section 44 (Health and Safety at Work Act 2015) Obligations                     <ul style="list-style-type: none"> <li>• Ensure the committee fully understands Section 44, which outlines the due diligence responsibilities of officers.</li> <li>• Focus on how the committee can monitor and assure that the ELT is actively fulfilling these obligations and meeting legal standards.</li> </ul> </li> <li>3. Establish a Framework for ELT Accountability                     <ul style="list-style-type: none"> <li>• Define a clear, structured framework for the committee to evaluate and assess the ELT’s performance in executing their health, safety, and governance responsibilities.</li> <li>• Ensure that the committee has the mechanisms in place to hold the ELT accountable for providing assurance on the daily execution of these responsibilities within the Council.</li> </ul> </li> </ol> <p>Outcome Sought:</p> <ul style="list-style-type: none"> <li>• Create a comprehensive assurance product for the ELT, focused on the Council’s obligations under the Health and Safety framework and how these are being met.</li> <li>• Establish clear and consistent oversight mechanisms to ensure the committee is confident that the ELT is fulfilling its responsibilities.</li> <li>• Reinforce the committee’s role in ensuring that ongoing assurance processes are effective and in place, with the ELT held accountable for their execution.</li> </ul>
<b>Confidentiality</b>	The workshop and any shared information are not confidential.
<b>Background</b>	The Health, Safety, and Wellbeing (HSW) Committee of Council has requested this workshop to enhance their understanding of governance and their oversight of the Executive Leadership Team (ELT). The committee’s key focus is ensuring that the ELT

	<p>meets their responsibilities under Section 44 of the Health and Safety at Work Act 2015, and that these obligations are being effectively applied within daily operations.</p> <p>The workshop will equip committee members with the tools needed to assess the ELT's performance and provide assurance that health, safety, and wellbeing governance is robust and actively managed. The goal is to strengthen the committee's oversight and ensure confidence in the ELT's execution of their duties.</p>
<b>ELT Consideration</b>	This work will lay the foundation for upcoming governance workshops with the ELT, building on the HSW Policy and Charter. It will further highlight the ELT's commitment to the health, safety, and wellbeing of all council staff.
<b>Key Issues</b>	<ul style="list-style-type: none"> <li>• Development of a clear understanding of governance responsibilities under the Health and Safety at Work Act 2015.</li> <li>• Define how is this demonstrated by day-to-day activity of the executive.</li> </ul>
<b>Next Steps</b>	<p>Following this workshop, the committee and ELT will focus on:</p> <ul style="list-style-type: none"> <li>• Scheduling additional workshops and briefings to strengthen understanding and develop supporting resources.</li> <li>• Conducting a dedicated governance responsibilities workshop with the ELT.</li> <li>• Establishing a clear process for the committee to effectively oversee ELT execution and accountability.</li> </ul> <p>The focus of these actions is to ensure ongoing collaboration and reinforce the shared commitment to Health, Safety, and Wellbeing at a governance level within the Council.</p>
<b>Useful Links</b>	N/A

### Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A 	DRAFT - Executive Leaders Guide to Health and Safety Responsibilities	24/1737733	7

### Signatories Ngā Kaiwaitohu

<b>Authors</b>	<p>Mike Marr - Manager Health, Safety &amp; Wellbeing</p> <p>Kurt Scoringe - Senior Health &amp; Safety Advisor</p>
<b>Approved By</b>	<p>Nicholas Hill - Head of Risk &amp; Assurance</p> <p>Bede Carran - General Manager Finance, Risk &amp; Performance / Chief Financial Officer</p>

Health, Safety and Wellbeing

# Executive Leaders Guide to Health & Safety Responsibilities

Published:

Last review:

Next review:



1

Executive Leaders Guide to Health & Safety Responsibilities v0.9

Issued date:

Last reviewed date:

Next review date:

# Officers Due Diligence Handbook

## Contents

<b>1. Disclaimer</b> .....	2
<b>2. Context</b> .....	2
<b>3. Officer under the Health and Safety at Work Act 2015</b> .....	3
<b>4. Who is not an Officer under the Act?</b> .....	3
<b>5. Officer's duties</b> .....	4
<b>6. Top 5 report events for Christchurch City Council Staff</b> .....	5
<b>7. Taking reasonable steps to meet your Section 44 duty</b> .....	5
<b>8. Ensuring effective governance</b> .....	7
<b>9. Review yourself</b> .....	9
<b>10. Conversation prompts</b> .....	14
<b>11. Examples of questions</b> .....	14
<b>12. Officer Health, Safety and Wellbeing Induction</b> .....	15
<b>13. Record of Review</b> .....	17

## 1. Disclaimer

Christchurch City Council has made every effort to ensure the information in this publication is reliable but does not guarantee its completeness. It should not be used as a substitute for legislation or legal advice.

This publication is a summary document, and due diligence activities may vary depending on an officer's position in the organisation, area of influence and decision-making ability.

## 2. Context

The core function of the Health, Safety and Wellbeing Team is to ensure our work does not harm people. Our people's health, safety, and wellbeing—including our workforce, contractors and customers – is a priority. Their health, safety, and wellbeing matter and our work aims to provide safe and secure workplaces, homes, and communities.

We care about the health, safety, and wellbeing of our people and that the work they do is valued, their contribution is meaningful, and they feel emotionally and psychologically safe and well-supported while at work. Our work is aimed at providing everyone with the time, opportunity, resources, and capability to look after their health and wellbeing.

2

Executive Leaders Guide to Health & Safety Responsibilities v0.9

Issued date:

Last reviewed date:

Next review date:



### 3. Officer under the Health and Safety at Work Act 2015

#### Who is an officer under the Act?

- An officer is a person who holds a very senior leadership position and can significantly influence the management of a person conducting a business or undertaking (PCBU) because of their position.
- Organisations can have more than one officer.
- At Christchurch City Council, the Chief Executive Officer & General Managers are considered to be Officers of the organisation given their role and significant influence over the organization.

Every officer has duties under the Health & Safety at Work Act 2015 that cannot be delegated or contracted out of. Officers have a duty because they make policy and investment decisions that can affect workers' health and safety. People in senior leadership positions are important in leading health and safety culture throughout a PCBU.

### 4. Who is not an Officer under the Act?

**People who provide health and safety or other advice or make recommendations to senior leadership are not officers solely on this basis.**

Some examples of people who are likely not officers (unless they also fall into one of the officer categories described above) are:

- Team leaders, line managers and supervisors
- Workplace health and safety representatives, managers and advisors
- People that have 'officer' in their job title, such as Administration Officer, Animal Management Officer
- Members of project governance bodies operating in an advisory role.

However, these people are important in supporting officers in meeting their duties.

## 5. Officer's duties

The duty of an officer is personal, proactive and non-delegable. You must satisfy yourself that Christchurch City Council has the right systems and processes to support the health and safety of workers, customers, contractors and the public.

As an officer, you should foster enough health and safety knowledge to ask the right questions of the right people and to obtain credible information.

**WorkSafe New Zealand** - [Officers' due diligence](#)

**Government Health and Safety Lead** - [A Good Practice Guide for Public Service Chief Executives and Officers 2019](#)

**Institute of Directions** - [A good practice guide for Health and Safety Governance - 2024](#)

### Your duty – Health & Safety at Work Act 2015, Section 44(1)

“If a PCBU has a duty or an obligation under the Act, an officer of the PCBU must exercise due diligence to ensure the PCBU complies with that duty or obligation.”

### Due diligence includes taking reasonable steps to:

- Be up to date on current health and safety requirements, legislation and industry practice
- Understand any potential hazards and risks associated with Christchurch City Council operations
- Plan to have the right processes and resources in place to eliminate or minimise potential hazards and risks
- Inform yourself and others of all relevant incident, hazard and risk information
- Comply with your duty and obligation to keep yourself and others safe
- Verify you have followed all the steps above.

4

Executive Leaders Guide to Health & Safety Responsibilities v0.9

Issued date:

Last reviewed date:

Next review date:

## 6. Top 5 report events for Christchurch City Council Staff

1. Unacceptable behavior
2. Trips, slips or falls
3. Hitting objects with part of the body
4. Medical events
5. Being hit by a moving object

For more information, please visit the [HSW Dashboard](#)

## 7. Taking reasonable steps to meet your Section 44 duty

This list is a guide – the specific activities or actions appropriate for you to undertake will depend on your role.

[Section 44\(4\) - Duty of Officers Activity Guide Notes](#)

### A) to acquire, and keep up-to-date, knowledge of work and safety matters

- Undertake training in health and safety
- Review the Health and Safety at Work Act 2015
- Ensure health and safety is discussed as a priority item at all Executive Leadership Team committees or project governance committee meetings where relevant
- Review and discuss all health and safety reports submitted to the Executive Leadership Team
- Visit any council facility and talk to our people to gain an understanding of the roles that Christchurch City Council workers perform and the risks they face in our workplaces
- Be informed of new or changing health, safety and wellbeing requirements both in the regulatory environment and internally to significant practices
- Be proactive in asking questions of workers and people leaders and in seeking out the information required to satisfy health and safety knowledge
- Ensure you are provided with regular information regarding changes, prosecutions and court decisions as part of health and safety reporting
- Review health and safety management principles
- Review examples of good practice to obtain a general view of what effective health and safety management means

### B) to gain an understanding of the nature of the operations of the business or undertaking of the PCBU and generally of the hazards and risks associated with those operations

- Complete the Christchurch City Council induction, which will provide you with an overview of Christchurch City operations and health and safety processes
- Keep abreast of operational policy
- Review identified critical risks and hazards
- Understand how the risk and hazard management processes work
- Understand the implications on health and safety when making decisions to ensure sufficient resources are allocated

5

Executive Leaders Guide to Health & Safety Responsibilities v0.9

Issued date:

Last reviewed date:

Next review date:

**C) to ensure that the PCBU has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety from work carried out as part of the conduct of the business or undertaking**

- Confirm that there are enough health and safety representatives spread across the regions and receive samples of health and safety meeting minutes
- Confirm that there is health and safety leadership, capability and capacity to enable and facilitate best-practice health and safety to ultimately minimise risk
- Ensure safety in design is incorporated into our processes to deliver and maintain properties

**D) to ensure that the PCBU has appropriate processes for receiving and considering information regarding incidents, hazards, and risks and for responding in a timely way to that information**

Confirm that the right reporting is in place:

- Captures high-potential risk incidents and focuses on critical risks
- Reports on non-conformances
- Reports on contractors' performance
- Contains incident trending that will allow you to understand whether our processes are effective
- Have an overview of the incident management system that captures risks and hazards
- Confirm that lessons learned are captured
- Confirm that, as part of the incident notification process, the relevant agencies are being notified
- Confirm that the significant health and safety incidents have an escalation path to the relevant officer(s) and associated governance groups (for example, via monthly significant incident reporting)
- Review the processes for managing risks and hazards identified within Christchurch City Council and the controls provided
- Seek further information if gaps are visible in reporting

**E) to ensure that the PCBU has, and implements, processes for complying with any duty or obligation of the PCBU under this Act**

- Read and review the duties of officers in subpart 3, section 44, of the Health and Safety at Work Act 2015 ([Health and Safety at Work Act 2015 No 70 \(as at 23 December 2023\), Public Act Subpart 3—Duties of officers, workers, and other persons – New Zealand Legislation](#))
- Set expectations for performance with those holding leadership roles (i.e. CE KPIs)
- Assure yourself there are processes to consult, cooperate and coordinate with other PCBUs, and where there are overlapping duties, ensure each PCBU understands its role based on the extent of control it has
- Assure yourself there is an emergency management plan and it is tested regularly

**F) to verify the provision and use of the resources and processes referred to in paragraphs (c) to (e)**

- Ensure that health and safety are included in executive charters and terms of reference for decision-making groups that officers participate in
- Review health and safety system and maturity audit reports and employee feedback, which will reflect whether health and safety management is operating effectively across the organisation
- Seek independent periodic review of information provided to the Board and of officer activities

6

Executive Leaders Guide to Health & Safety Responsibilities v0.9

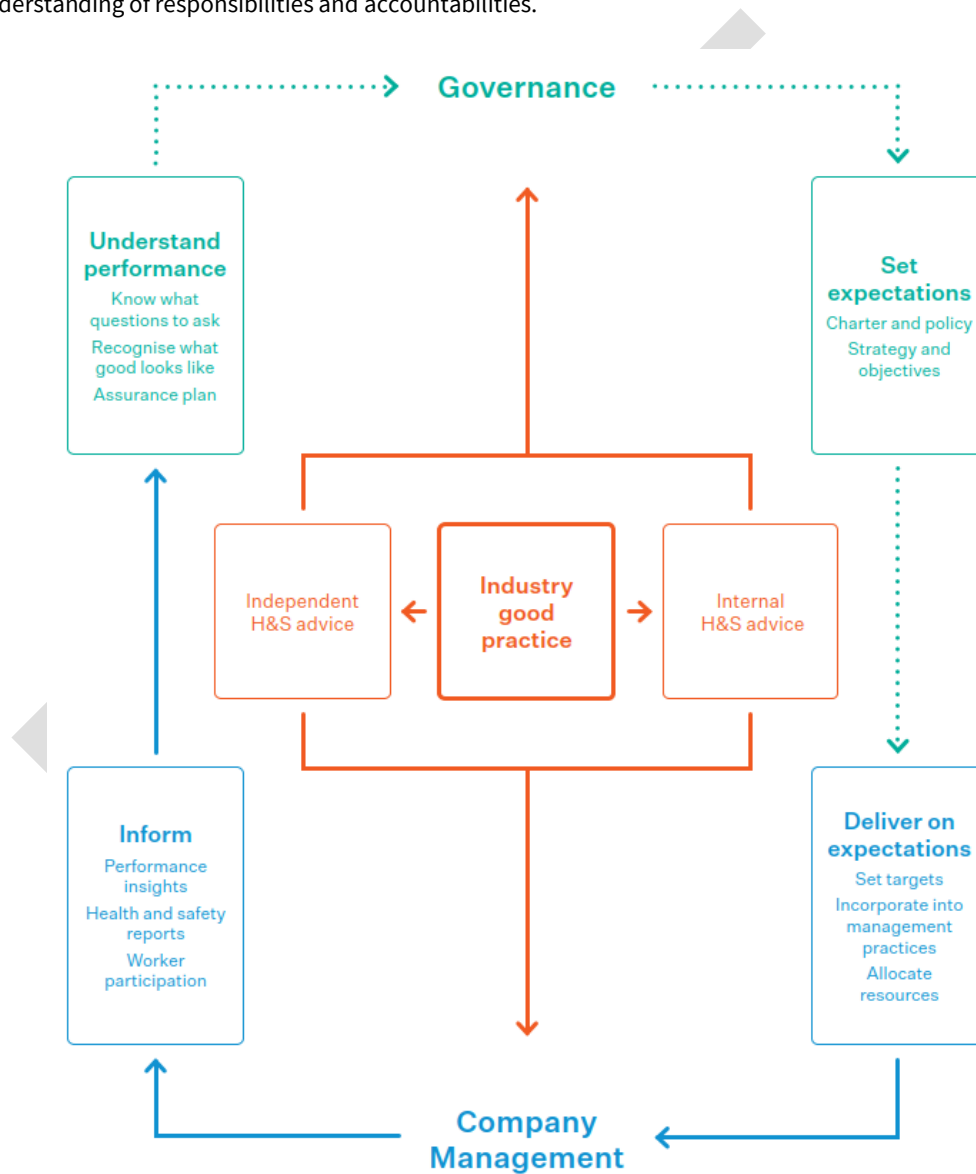
Issued date:

Last reviewed date:

Next review date:

## 8. Ensuring effective governance

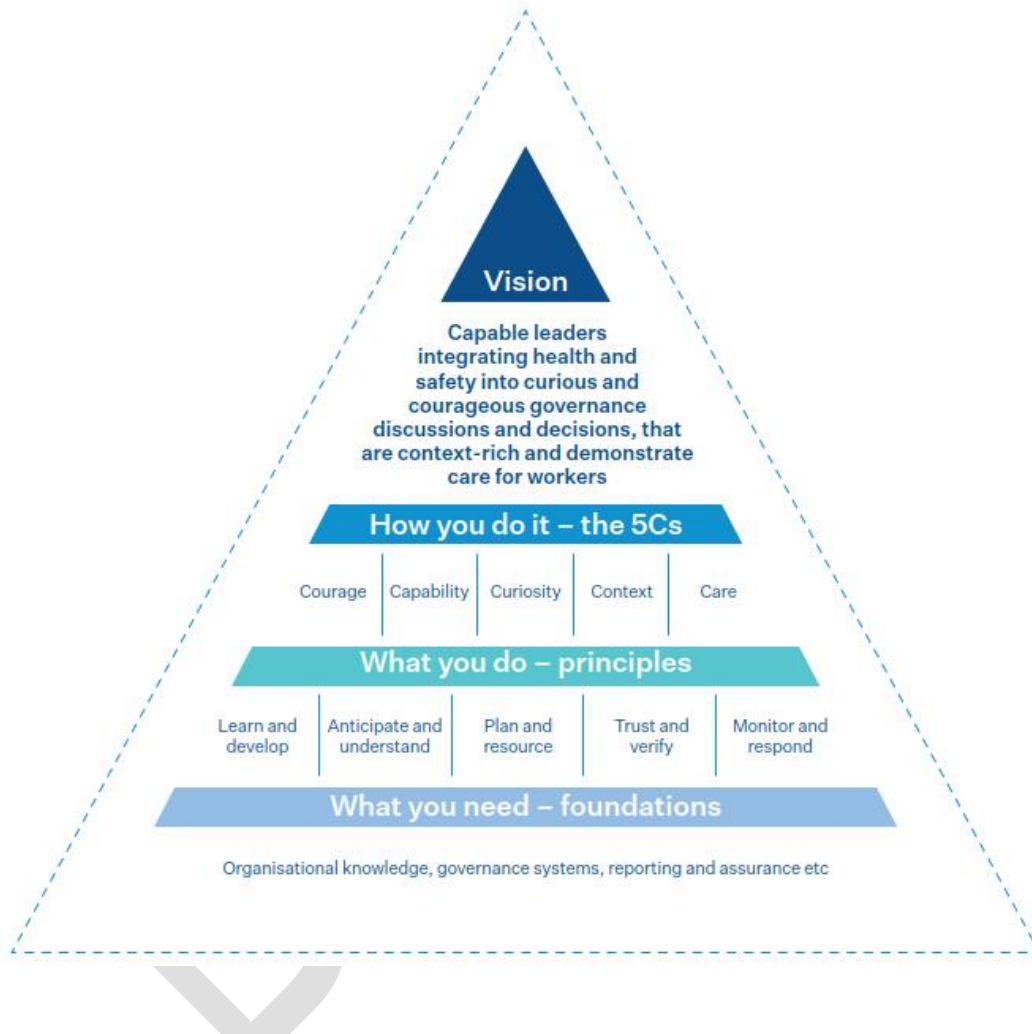
Effective governance has a key role to play in helping organisations deliver better performance and outcomes. This includes good health and safety outcomes. Health and safety governance is not materially different from any other type of governance in terms of the approach taken, the roles of governance and management and the fundamental drivers of good governance. It does, however, focus on specific aspects of an organisation’s operations and their effects. This requires a sound knowledge of health and safety concepts, practices, terminology and approaches, with clear understanding of responsibilities and accountabilities.



7

Executive Leaders Guide to Health & Safety Responsibilities v0.9  
 Issued date:  
 Last reviewed date:  
 Next review date:

**Adopt the right mindset** to take a supportive personal approach – carry out your governance role in a way that encourages better performance. The 5Cs – courage, capability, curiosity, context and care – describe key governance behaviours that encourage open and fruitful discussions.



Further information and ideas can be found in the [Institute of Directors – Health and Safety Governance – A good practice guide 2024](#)

## 9. Review yourself

This review, focusing on the 5Cs of the Health and Safety Governance – Good practice guide collates the questions but provides an opportunity to consider specific examples when assessing yourself against them. This helps develop an objective assessment.

Once completed, consider asking someone else to assess you and compare the results and consider combining findings across your governance group and seeing how well-balanced it is across all areas.

<b>Courage</b>	
<b>Question</b>	<b>Response</b>
What do I do to create a constructive environment for those bringing us information?	
When was the last time I said, “I don’t know” or “I don’t understand”?	
Do I speak up if I hold a different view to the rest of the group?	
Do I actively encourage people to air different perspectives and advocate for diversity of input particularly from vulnerable groups, or those with a different cultural perspective?	
When I am challenged, do I respond to this in a constructive manner and seek to understand, then improve?	
Am I comfortable displaying vulnerability or is that seen as a sign of weakness?	

9

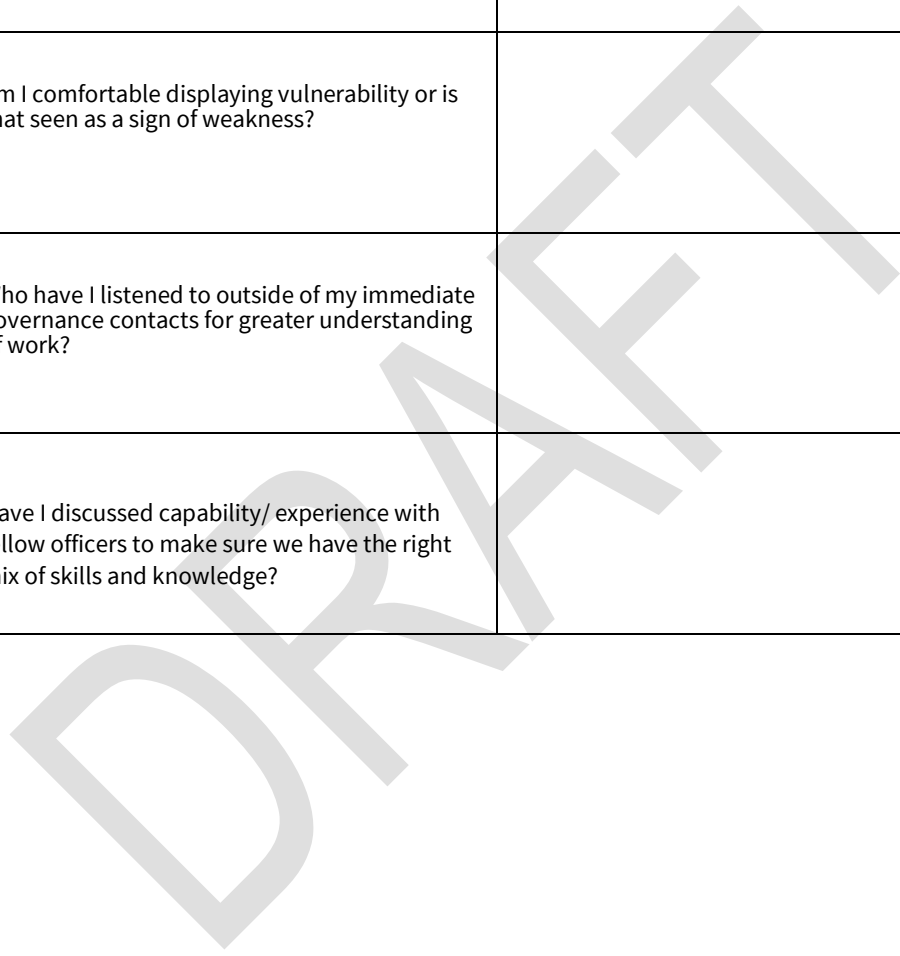
Executive Leaders Guide to Health & Safety Responsibilities v0.9

Issued date:

Last reviewed date:

Next review date:

<b>Capability</b>	
<b>Question</b>	<b>Response</b>
When I am challenged, do I respond to this in a constructive manner and seek to understand, then improve?	
Am I comfortable displaying vulnerability or is that seen as a sign of weakness?	
Who have I listened to outside of my immediate governance contacts for greater understanding of work?	
Have I discussed capability/ experience with fellow officers to make sure we have the right mix of skills and knowledge?	





<b>Curiosity</b>	
<b>Question</b>	<b>Response</b>
Do I accept the reports presented by management or do I follow up with curiosity to understand more, probing beneath the surface to make sure systems are effective and that organisational culture is supportive?	
Do I know what our people really think? How do I hear their authentic voice especially those that may be reluctant to speak up?	
Do I think about health and safety implications in relation to our core business processes such as procurement, competence management, asset management, business planning, incentive schemes, goal setting etc?	
Do I ask questions that I genuinely don't know the answer to, rather than asking to confirm existing beliefs?	

<b>Context</b>	
<b>Question</b>	<b>Response</b>
Do I keep up to date with the external factors in our industry that are influencing H&S? What's changing? How can we influence them?	
Do I understand the day-to-day pressures of our front-line workers and how organisational decisions affect them?	
Do I know what may cause internal conflict with H&S outcomes in areas such as work planning, priorities and resourcing?	
Do I understand the demographics of our workforce and the particular needs of vulnerable groups?	
When did I last step back and consider the broader operating environment?	
How have I made sure that external voices are invited into H&S discussions?	

<b>Care</b>	
<b>Question</b>	<b>Response</b>
How do I express my concern for our people in a way that is genuine, culturally appropriate and likely to be believed?	
How do I demonstrate that safety must be a core value of the organisation and that safety cannot be sacrificed for productivity and performance?	
How is my concern for our people's health and safety, and equitable outcomes for all workers, reflected in my actions?	
When responding to events how do I make sure people are put at the centre of things?	
Do I know how we treat injured workers and get them back to work?	
Do I know what our people think about the process?	

## 10. Conversation prompts

Use these prompts during conversations with workers.

Note that workers have their obligations under the Health and Safety at Work Act 2015.

- What can you tell me about the risks you face today?
- What stops you from doing your job safely?
- Do you ever have to adjust what you're doing from how you've been taught?
- What support do you need?
- What can I do to help?
- What have you done to support your teammates today?
- How is the work planned?
- What if something needs to change?
- Do you ever have to adjust what you're doing from the specified work process?
- What can be improved to make the job safer?
- What can you do to do the job more safely?
- What opportunities have you had to make this workplace safer?

## 11. Examples of questions

- What risks to our people's health and safety were considered?
- How can our people and others be hurt by this, including mental health?
- Were any of our health and safety representatives and/or workers consulted during this project of work?
- Does this paper and the timeframes included ensure our people can deliver the solution without impacting their wellbeing?
- Does this paper provide enough resources to do the project safely?
- Does this change our risk profile? Does it create a new risk for the risk register?
- What is proposed to reduce harm?
- Is there an industry standard that needs to be factored into your thinking?
- What strategies will you be using to ensure we have consulted, cooperated and coordinated with other PCBUs?
- How will you ensure ongoing health and safety assurance of this solution?

## 12. Officer Health, Safety and Wellbeing Induction

Officers are required to know Christchurch City Council operations, how those operations impact health and safety and how Christchurch City Council manages its health and safety risks to acceptable levels.

The health and safety induction for officers should be included as part of onboarding following the appointment. However, it may also be applied retrospectively should any existing officers not be inducted into Christchurch City Council health and safety.

Personal information and context of involvement			
<b>Name of inductee:</b>		<b>Date of induction:</b>	
<b>Role:</b>		<b>Start date:</b>	
<b>Email contact:</b>		<b>Phone contact:</b>	
<b>Name of facilitator:</b>		<b>Role:</b>	
Personal information and context of involvement			
Induction topic	Induction actions	Inductor	Inductee
<b>Health and safety legislation</b>	The officer has sighted and understands the officer's due diligence requirements outlined in the legislation.		
<b>Christchurch City Council Health and Safety Policy</b>	The officer has received a copy of the Christchurch City Council Health and Safety Policy and understands the policy.  <a href="#">Health, Safety &amp; Wellbeing Policy</a>  <a href="#">Health, Safety &amp; Wellbeing Charter</a>		
<b>Familiarisation with operations</b>	The officer has completed a familiarisation visit to examples of worksites where Christchurch City Council operations are conducted and understands the size and scope of the operations and the hazards and risks created by those operations.		

Induction topic	Induction actions	Inductor	Inductee
<b>Facilities induction, emergency management and your role</b>	Emergency procedures Evacuation procedures Location of emergency equipment		
<b>Information on the health and safety management system at Christchurch City Council</b>	The inductee is provided information on the health and safety management system and who to contact		
<b>Knowledge of health and safety practices</b>	The inductee knows: <ul style="list-style-type: none"> <li>• what the health and safety risks are in Christchurch City Council about their areas of influence</li> <li>• what controls are in place to manage risks</li> <li>• what data is collected to inform continuous improvement in health and safety performance (e.g. risk/control reviews and Board reporting)</li> <li>• what health and safety standards and/or approved codes of practice apply to Christchurch City Council activities about their areas of influence</li> <li>• who to seek further information from regarding health and safety at the Christchurch City Council</li> </ul>		

### 13. Record of Review

The Executive Leaders Guide to Health & Safety Responsibilities shall be reviewed at least once every two years to ensure it operates as intended. Dates of the completed review are to be entered below.

The review of The Executive Leaders Guide to Health & Safety Responsibilities will be completed in line with the Council review process for the Health, Safety and Wellbeing Management System.

Date	Reviewed by

Executive Leaders Guide to Health & Safety Responsibilities v0.9  
Issued date:  
Last reviewed date:  
Next review date: