

Chief Executives' Leadership Group

Meeting Date:	1 November 2017
Title:	Establishment of the Government Health and Safety Lead

Purpose

- 1 The purpose of this paper is to propose an approach to the establishment and oversight of the Government Health and Safety Lead, set out a draft programme of work for 2018 and propose a structure and resources for delivering this programme.

Executive Summary

- 2 The proposed purpose of the Government Health and Safety Lead is to:
Provide practical and valued support to government agencies, and the wider system, in their leadership of health and safety for New Zealanders.
- 3 As the legal obligations sit with individual chief executives and their senior leaders, the Government Health and Safety Lead must be positioned as a supportive and trusted source of practical sector assistance so as not to lead to any confusion as to accountability.
- 4 Future success of the functional lead will be measured by an increase in:
 - awareness amongst the senior leadership of target agencies of valued common sector resources and collaboration in health and safety,
 - awareness by stakeholders and target agencies of the importance placed by the sector on health and safety,
 - the level of support that target agency chief executives, senior management and health & safety practitioners consider they receive from the sector,
 - chief executive confidence in their leadership of health and safety.
- 5 After the first year, when sector data becomes available, it may also be possible to develop a sector performance measure.
- 6 The scope of the government health and safety lead will traverse workplace health, safety, physical security (recognising the overlap with the Protective Security Requirements that will need to be managed) and staff health risks.
- 7 A proposed programme of work for 2018 has been developed in response to agency engagement at chief executive and senior leader level and is designed

to be of practical value to most agencies and to lead to strengthening the overall system.

- 8 An early focus for the functional lead will be about staff safety with a particular focus on a small number of individuals who pose an enhanced risk to staff safety in carrying out their duties as public servants. The Privacy Act enables information sharing in cases where it is necessary to prevent or lessen a serious threat; to public health or public safety; or the life or health of the individual concerned or another individual. The functional lead will facilitate ways by which selected agencies can confidently share more information about high risk individuals or places. The Privacy Commissioner has expressed a willingness to support this work.
- 9 The resourcing of the functional lead is proposed to be proportionate and small, relative to other existing functional leads, and club funded by the core public service agencies for 2018. The other agencies have been invited to make a voluntary contribution and ACC/WorkSafe will be asked to sponsor an aspect of the programme such as the development of a website.

Background

- 10 The Royal Commission into the Pike River Mine tragedy and an independent taskforce on workplace health and safety, made a number of recommendations which had wide-ranging effects across the entire health and safety system in 2012 and 2013. WorkSafe New Zealand was set up by the government in direct response to the recommendations. WorkSafe assumed responsibility for regulation of workplace health and safety on 16 December 2013.
- 11 Some of the other recommendations of the taskforce resulted in significant changes to health and safety work regulations and policies including the establishment of a government target to reduce workplace fatalities and serious injuries by 25% by 2020.
- 12 The Health and Safety at Work Act 2015 (HSWA) came into effect on 4 April 2016 repealing the Health and Safety in Employment Act 1992. The HSWA shifted the focus from monitoring and recording health and safety incidents to proactively identifying and managing risks so everyone is safe and healthy.
- 13 In response to the WINZ tragedy in Ashburton on 1 September 2014, there has been a particular focus on physical security aspects of health and safety and how these can integrate with effective service delivery. In 2016/17 the SSC led cross-system work to look at how to support agencies. A secure online knowledge base has been created to provide practical guidance on priority aspects of physical security, based assessed risk levels that were identified as good practice following agency consultations.
- 14 It was also clear from this work that a strong system-led approach was needed to advance smart health and safety practice for government agencies. There are unique features of public sector service delivery, such as high concentrations of vulnerable customers, use of regulatory functions and statutory obligations which must be considered. This systems approach also

recognises the benefits of working together, given environmental and customer similarities. This led to the proposal to establish a functional lead in this area.

- 15 A Ministerial Group receives regular bi-monthly progress reports regarding the physical security work programme established by the SSC and about the creation of the system functional lead for health and safety. The then Minister of State Services, Hon Paula Bennett, and Minister for Workplace Relations and Safety, Hon Michael Woodhouse, were both supportive of the function.
- 16 The State Services Commissioner appointed Ray Smith, Chief Executive of the Department of Corrections, to undertake the new system role of Government Health and Safety Lead. The Government Health and Safety Lead will work with chief executive colleagues to strengthen system capability and build cross sector relationships that sustain learning and intelligence about what works. They will raise awareness of issues and opportunities, support sharing of good proactive and joined-up responses, and develop system resources where it is practical to do so. The aim is for agencies to demonstrate how smart health and safety practice – which balances service delivery, security and safety – can produce the right level of protection that is proportionate, sensible, cost effective and practical.
- 17 The HSWA clearly defines roles and responsibilities for workplace health and safety. The intention is that the new functional lead role will not disrupt these accountabilities. For this reason it was determined that the health and safety functional lead was more appropriately established by way of SSC mandate rather than a cabinet directive.
- 18 Chief executives in government agencies have a unique opportunity to exercise their duty of care in a manner that enhances the health and safety of not only public servants and those that work with their agencies in the delivery of services but all New Zealanders. How services are delivered by government agencies, goods and services procured, and standards set provides an opportunity for government agencies to take strong leadership and contribute significantly to the Government's goals in this area.

Early establishment of the Functional Lead

- 19 During August and September 2017, Vincent Arbuckle met with most chief executives, heads of health and safety, and senior stakeholders to gain their input into the functional lead's priorities. There was unanimous support for the timing of the initiative and a general willingness to take a more collaborative approach to health and safety, maximising the collective strength and expertise of the sector. Chief executives were very aware of their accountability for health and safety and their respective agencies' risk profiles. They were also acutely aware that accountability for health and safety was a personal one which they took seriously with their senior teams.
- 20 Chief executives generally thought that a supportive and enabling health and safety functional lead would be of value s9(2)(g)(i) Chief executives, particularly those from the intelligence sector, noted that the interface on physical security between the health and safety functional lead and

the Protective Security Requirements (PSR) would need careful management to prevent duplication.

21 The 31 core public service agencies and the four additional agencies set out in paragraph 30 reflect a broad range of agencies from small policy agencies through to large and complex agencies with significant health and safety risks. Collectively, they employ approximately 80,000 staff and make extensive use of third party delivery through the not-for-profit and private sectors. There are some common risks amongst these agencies such as:

- High risks that cannot be fully minimised or eliminated such as the operating environments of Police, Fire, Defence and Corrections,
- Vulnerable and challenging clients who access services at agencies' places of work or are regularly visited in the community,
- Staff health risks, particularly stress and anxiety, vicarious trauma and mental health,
- Driving, from standard motor vehicles through to specialist vehicles or types of driving that represent specific risks.

22 In preparing for the establishment of the functional lead, we also conducted a baseline survey of agency chief executives, senior executives, health and safety practitioners, and stakeholders to find out the level of support, collaboration and importance placed on health and safety that they currently experience from the wider sector. s9(2)(g)(i)

[Redacted]

s9(2)(g)(i)	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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s9(2)(g)(i)

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- 24 The survey will be run annually as a means of measuring the contribution of functional lead's work programme. Success of the functional lead will be measured by an increase in:
- awareness amongst the senior leadership of target agencies of valued common sector resources and collaboration in health and safety
 - awareness by stakeholders and target agencies of the importance placed by the sector on health and safety
 - the level of support that target agency chief executives, senior management and health and safety practitioners consider they receive from the sector
 - chief executive confidence in their leadership of health and safety.
- 25 After the first year, when sector data becomes available, it may also be possible to develop a sector performance measure.
- 26 Members of the team also visited established functional leads and heads of profession to seek information to inform set-up decisions in relation to structure, finances, resources and governance models.

Principles and purpose for a Functional Leadership in Health and Safety

- 27 Due to the particular legal obligations of chief executives and officers under the HSWA, and recognising that there are existing resources and leadership sources in health and safety in New Zealand outside the state sector such as the Business Leaders Health and Safety Forum, it is proposed that the following principles will underpin the new functional lead role work in practice.

The Government Health and Safety Lead will:

- always respect the accountability that resides with individual agency chief executives and senior leaders
- work collaboratively with others to benefit all
- listen and respond to needs, take advice from critical stakeholders and centres of excellence, and strive to reflect best practice
- focus on common sector level initiatives that benefit as many government agencies as possible
- take a balanced approach across workplace health, safety, physical security and wellbeing,
- focus on those aspects of health and safety for which it is more difficult for single agencies to resolve or address on their own.

- 28 The function will manage a focussed work programme that delivers substantial quick wins across the first twelve months and is based on what agencies have told us would be helpful to them. The draft work programme for 2018 is attached as appendix one. It is recognised that this is an ambitious programme and that the estimated delivery of some initiatives may need to be reviewed in the course of the year. This is considered preferable to scaling back the programme's initiatives.
- 29 The proposed purpose of the Government Health and Safety Lead is to:
- Provide practical and valued support to government agencies, and the wider system, in their leadership of health and safety for New Zealanders.*

Target Group – Core and Invited Agencies

- 30 The intended scope of the functional lead for year one is on the public service with potential to expand this in future. The 30 core public service agencies and Police are included in the scope of the function for 2018. Along with these 31 agencies an additional four government agencies have been identified that interact significantly with the core agencies, manage significant risks or have clients in common with the core agencies. These agencies are well positioned to contribute to the sector work and potentially benefit themselves from the engagement. The four invited agencies are: the New Zealand Defence Force, Fire and Emergency New Zealand, the Accident Compensation Corporation, and Housing New Zealand. These agencies have been invited to participate in the sector work and have confirmed their willingness in principle to do so. WorkSafe is also eager to engage as a key partner.
- 31 Although remaining focused on the core agencies, it is proposed that the functional lead's resources will be open to all government agencies who have an interest in improving their own health and safety capability, engagement in system level expertise, joint problem solving and cross sector networking. As much as possible, the functional lead's resources will be available through publicly accessible channels except where security restrictions would suggest otherwise.

Functional Lead Areas of Focus

- 32 There are seven proposed areas of focus for the functional lead aimed at supporting agencies and the system. Each area includes some key priorities which will be a focus for work collaboration with, and delivery to, the sector.

Leadership and Capability

- 33 The leadership dimension will work to support organisational leadership and capability in health and safety at a chief executive and senior management level. This will include identifying and promoting development programmes and events for senior leaders in health and safety, facilitating opportunities for chief executives to network together and deepen their appreciation of leading thinking on health and safety, as well as promoting relevant models, tools and structures for governing and delivering health and safety programmes in agencies. Much

of this will be achieved through partnering with others such as the Business Leaders Health & Safety Forum.

- 34 In time the functional lead intends to also look for ways of enhancing the capability at middle management levels. These roles have a significant influence over health and safety management in agencies and some substantial benefits could be realised by developing strategic thinking among senior technical experts.

Resources

- 35 We will bring together, develop and refresh relevant resources and make these available to agencies in an easy to use, accessible and connected manner. This will build on the work already initiated by the State Services Commission in the area of physical security where resources from agencies have been shared in a knowledge base housed in the NZSIS's Protective Security Centre, and good practice guidance has been developed. Future resources will consist of multi-media tools, best practice guidelines, strategic documents, case studies and training material. Accessible technology will be used as a means of sharing good practice more widely where there are no security considerations that would outweigh general access. It is also expected that these resources will be accessed by specialist areas such as property and service design for inclusion or incorporation across varying work initiatives.
- 36 Information sharing for threat management, especially at the frontline, has been identified as a key and urgent issue for agencies. The functional lead will facilitate ways by which selected agencies can confidently share more information about high risk individuals or places as enabled by the Privacy Act. The Office of the Privacy Commissioner is keen to support this.

Assurance and data

- 37 This area will facilitate comparative data and opportunities for relevant benchmarking to assist agencies to understand their relative performance, set direction for future work and monitor progress. This area also includes promoting WorkSafe's SafePlus as the sector's preferred maturity model to enable agencies to assess their relative performance and determine overall sector performance. WorkSafe are very motivated to work with the state sector in adopting the framework.

Workforce development

- 38 We will seek to grow the specialist health and safety workforce within government by defining possible career pathways, the provision of professional development opportunities, mentoring, recruitment support for key appointments in critical agencies, and managed exchanges. The Government Legal Network's contribution to the government legal profession is a good example of what this priority will seek to achieve. It will be important to work closely with the Health and Safety Association of New Zealand (HASANZ), the umbrella organisation for workplace health and safety professionals.

- 39 As an early initiative, a Government Health and Safety Intern Programme was proposed for 2017. Ten agencies took up this idea and tertiary students will commence placements with these ten agencies in late November. This is a simple and practical way of growing the health and safety workforce and promoting government agencies as preferred employers.
- 40 We will also look to ways of supporting agencies to engage employees in health and safety through profiling good practice and working collaboratively with unions on sector level initiatives.

Advisory services

- 41 This area will provide agencies and their senior leaders with access to additional expert advice both directly and through referral to pre-qualified external providers. It is expected that occasional sector/system coordination may also be requested by the SSC or Ministers. The intention of this service is not to duplicate or conflict with agencies' own resourcing where this exists. There is also potential value to agencies in coordinating risk management or audit processes.

Procurement

- 42 Making it easy to build health and safety requirements and expectations into procurement and contract management will enhance the performance of the sector and wider New Zealand. This will be a collaborative undertaking with WorkSafe and MBIE. There is also potential to work with MBIE to build safety even more strongly into property planning, particularly where agencies are co-located.

Critical sector priorities

- 43 Agencies have already signalled some key areas of common or shared risk where collaborative work would be helpful. Of particular importance and urgency is increasing confidence in sharing more information on individuals or places that represent high or escalating risk to agency staff and the public. This work will further progress recommendations related to information sharing arising from the Ministry of Social Development's Independent Review of the Ministry's Physical Security Environment commissioned after the Ashburton Work and Income Office incident in 2014.
- 44 Three sector priority risks have been identified through consultation with agencies and WorkSafe. These are: driving, lone workers (government workers required to deliver services in clients' homes, businesses, and other places outside traditional offices), and mental health. The physical security of places of work was addressed for the sector in 2017 through the SSC coordinated physical security project. This project collected agency resources and developed good practice guides that are now available on the PSR website. The good practice guides will be available on the government health and safety lead's website when this is commissioned in 2018. It is proposed that the 2017 physical security resources be reviewed in late 2018.

- 45 The three sector priority risks provide the sector with a significant opportunity to work collaboratively, supported by the functional lead, to take a comprehensive risk identification and management approach to the risks, using tools such as the *Bow-tie* methodology¹. In this regard, the process followed and the capability developed within the sector by doing so, are as important as the solutions. After completing an analysis of the three priority risks, sector or external resources could be collated for shared access, and if relevant and beneficial, some common resources could be developed.
- 46 Working collaboratively with high risk agencies² will improve capability across those agencies in managing complex and dynamic risk situations. The lessons learnt can be shared with other agencies not directly involved in this project. In addition to improving health and safety outcomes, having a clear and demonstrable approach to risk management will assist when engaging with a workplace health and safety regulator.

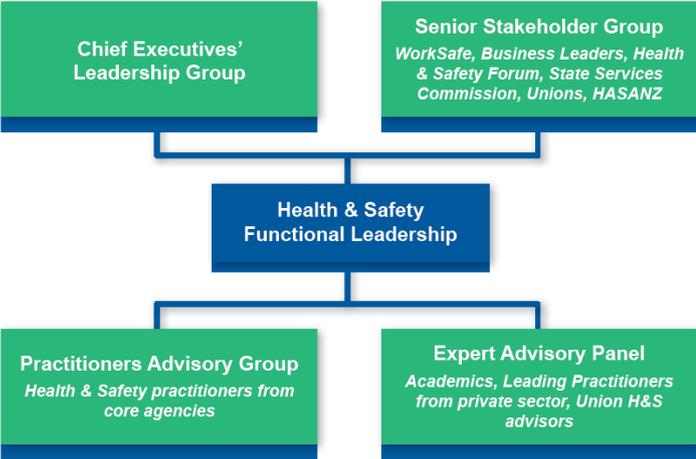
Governance and Engagement Structures

- 47 A governance and engagement structure has been established which will support the development of this new function, ensure effort is targeted to areas that matter most to agencies, engage stakeholders and build relationships with the wider health and safety leadership community and enhance system capability on an ongoing basis. The governance and engagement structure for health and safety will consist of four key groups targeted at the different responsibilities and roles of the members. The mix and composition of these four groups will be reviewed over time as the functional lead takes form.
- 48 The Chief Executives' Leadership Group (CELG) will govern the programme of system-led approaches to advance health and safety practice for participating agencies and approve resourcing and funding. After approving the programme of work, the Chief Executives' Leadership Group will oversee progress against the plan, evaluate the functional lead's performance and identify ways to contribute. The functional lead has invited a range of colleagues from a mixture of agencies in terms of size and sector to ensure diverse representation in the CELG. The Chief Executive of WorkSafe will be in attendance at the CELG. Any conflicts of interest that arise from this attendance will be managed by the chair and the chief executives collectively.
- 49 Members of the Senior Stakeholders Group will include WorkSafe, the Business Leaders' Health and Safety Forum, union representation, HASANZ, and the SSC. The Senior Stakeholders Group will provide input and advice on the functional lead's programme of work.
- 50 Selected senior health and safety practitioners from government agencies will provide strategic, practical, and technical input into the functional lead's programme of work through the Practitioners Advisory Group (PAG). They will also assist in the identification of emerging health and safety issues for the sector that would benefit from collaboration.

¹ The method was first developed by the Royal Dutch/Shell Group and is commonly applied by many companies and organisations as a means of engaging a broad range of staff in the identification of risks and the development of preventative controls and protective mitigations

² NZDF, Police, Fire & Emergency NZ and Corrections

51 The Expert Advisory Panel (EAP) is a group of leading experts and health and safety professionals drawn from the private sector, academic institutions and unions. Air New Zealand, Fonterra, Z Energy, the PSA, the CTU and the Auckland University of Technology have agreed to participate in the EAP. The panel is chaired by Helen Parkes, a partner at Cosman Parkes. The EAP will have an evolving perspective on health and safety and will be able to offer the latest expertise, benchmarking, research and advice from outside the public sector.



52 Meetings for the EAP, PAG and SSG will occur in a staggered cycle so that our work can evolve through consultation with each group, prior to final iterations being presented to the CELG for endorsement or approval. The function will provide secretariats for the groups and manage papers, content and presentations for each group.

Functional Lead Resources and Funding

53 The Department of Corrections has agreed, as its contribution to the functional lead, to finance the function’s leadership, accommodation and core support such as payroll, finance and provision of IT services.

54 The proposed cost of the functional lead for the 2018 calendar year is set out appendix two. These costs include a group membership with the Business Leaders Health and Safety Forum for the core 31 agencies. s9(2)(b)(ii) [Redacted]

55 Five roles are proposed to be established to deliver and coordinate the Government Health and Safety Lead work programme, they are:

- Chief Government Adviser, Health and Safety
- Senior Government Adviser Health & Safety
- Adviser Government Health & Safety
- Principal Adviser Health & Safety Workforce
- Senior Adviser Communications & Engagement

56 These positions will be established for an eighteen month term as the SSC mandate for the function is for a period of two years commencing August 2017. The level of resources is based on an ambitious work programme and an assumption that additional and urgent requests will arise from the sector that will need to be addressed. The eighteen month term for the resources also enables the initiative to be frontloaded to achieve significant progress in the early phases and then reviewed after eighteen months.

57 It is proposed that the functional lead for health and safety be 'club funded' for the eighteen month term. The 31 core agencies will be asked to contribute to the cost of the functional lead based on their fulltime equivalent employee (FTE) numbers and the four other agencies will be invited to make a voluntary contribution. WorkSafe and ACC have been invited to sponsor specific aspects of the first year programme e.g. the establishment of a website.

Consultation and Engagement

58 The chief executives of almost all target agencies have been engaged over the general direction and approach of the functional lead. In most cases, tier two deputies and health and safety managers were also engaged in greater detail over the proposed work programme.

59 This paper and the proposed work programme were subject to consultation with the Practitioners Advisory Group, the Expert Advisory Panel, and the Senior Stakeholder Group. Changes have been made the paper and proposed work programme in response.

60 The State Services Commission has been regularly consulted throughout the development of this paper and the proposed work programme. WorkSafe have been consulted over the development of the proposed approach. The CTU have been consulted and nominated the Public Service Association as the principal union representation. Major occupational unions/associations, such as the Police Association, have been advised of the establishment of the functional lead and provided opportunities for engagement. A meeting was held with MBIE from a health and safety policy perspective and the Institute of Directors were engaged over their professional development and standards resources.

61 The Government Procurement and PSR functional leads have been engaged over the proposed work programme given the overlaps and dependencies that exist. Ongoing engagement with these two functional leads will be maintained. The head of profession for human resources has also been engaged over the approach and work programme given the overlap that exists in this area as well.

Next steps

- 62 Subject to the endorsement of the Chief Executives' Leadership Group, the functional lead will proceed to finalise resourcing requirements and advertise for the five roles in November 2017 with appointees commencing as soon as possible. Corrections will invoice each core agency for six months contribution towards the functional lead's costs and membership of the Business Leaders Health and Safety Forum in December 2017. This will cover the period to 30 June 2018.
- 63 The Chief Executives' Leadership Group will meet again after 31 March 2018 to review the functional lead's performance against the approved programme of work for 2018.

Recommendations

64 It is recommended that you:

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|----|---|---------------|
| a) | APPROVE the Government Health and Safety Lead's proposed principles, purpose and measures of success | YES/NO |
| b) | APPROVE the 31 core agencies and four invited agencies as the Government Health and Safety Lead's focus for 2018 | YES/NO |
| c) | APPROVE the Government Health and Safety Lead's proposed programme of work for 2018 | YES/NO |
| d) | APPROVE the Government Health and Safety Lead's proposed resources for 2018 | YES/NO |
| e) | NOTE that, Corrections will invoice each of the core agencies for an equitable contribution towards the Government Health and Safety Lead's costs in 2018 | YES/NO |
| f) | AGREE that the Chief Executives' Leadership Group will meet again after 31 March 2018 to review the Government Health and Safety Lead's performance against the approved programme of work for 2018. | YES/NO |

Workplan 2018			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Leadership & Capability	1.1 Business Leaders Health and Safety Forum	1.1.1 Facilitate group membership of the Forum for core agencies and promote membership to invited agencies				
	1.2 Accountability Guidelines	1.2.1 Develop model accountability guidelines endorsed by SSC and WorkSafe NZ that set out the accountabilities of Chief Executives and senior leaders in core agencies				
	1.3 Governance Good Practice Guide	1.3.1 Develop a good practice guide endorsed by WorkSafe NZ, the Institute of Directors and SSC for the governance of health and safety for government agencies operating without boards				
	1.4 Executive Development Events	1.4.1 Provide at least three Chief Executive opportunities for development and networking in health & safety in conjunction with the Business Leaders Health and Safety Forum				
1.4.2 Provide at least four tier two opportunities for development and networking in health & safety in conjunction with the Business Leaders Health and Safety Forum						
2. Resources	2.1 Government Health and Safety Website	2.1.1 Build and release an accessible website supporting government agencies in H&S with at least ten new resources, guides, templates, and frameworks developed in 2018				
	2.2 Networking for Health and Safety Practitioners	2.2.1 Establish a means by which health & safety practitioners in government can share information and resources by utilising Yammer				
	2.3 Information sharing for high risk individuals or locations	2.3.1 Contribute to the proposed Fixated Threat Assessment Centre led by Police				
		2.3.2 Facilitate, with support from the Privacy Commission, practical options for sharing information about high risk individuals or locations between agencies that share common clients, work in shared premises or visit clients				
2.4 Reporting Guidelines	2.4.1 Develop a good practice guide, in conjunction with the Office of the Auditor General and SSC, for the reporting of health and safety information in the annual reports of core agencies					
3. Assurance & Data	3.1 Maturity Model	3.1.1 Facilitate all core agencies to utilise WorkSafe's SafePlus as a maturity model and develop a sector average to enable relevant comparisons between agencies				
	3.2 Comparative Data & Benchmarking	3.2.1 Develop a knowledge bank of health and safety measures and indicators commonly used in core agencies and other sectors				
		3.2.2 Develop a health and safety measure for inclusion in the SSC's Human Resources Capability report				
3.3 Ministerial Engagement	3.3.1 Provide regular reporting to responsible Ministers on sector health and safety performance and the functional lead's activities					
4. Workforce Development	4.1 Future Workforce	4.1.1 Establish a government health and safety intern programme as a means of developing a pipeline of future health and safety professionals in the sector				
	4.2 Key Appointment Support	4.2.1 Provide assistance with the promotion of vacancies, interview support and encouraging cross-agency movements for health and safety workforce professionals				
	4.3 Current Workforce Development	4.3.1 Provide at least six professional development opportunities for current health and safety professionals on common sector health and safety priorities				
5. Advisory	5.1 Advisory Service	5.1.1 Establish a small specialist health and safety support and advice service to Chief Executives and senior leaders of core agencies to complement agency resources				
	5.2 Consultancy Panel	5.2.1 Work with the government procurement functional Lead to simplify access to health and safety consultancies				
	5.3 Emergency Event Support	5.3.1 Identify specialists within agencies and externally that could be deployed to assist agencies on request in times of health and safety crisis, significant risk and hazardous events				
6. Procurement (working with MBIE)	6.1 Achieving better H&S outcomes through procurement and contract management	6.1.1 Work with the government procurement functional lead to achieve better health and safety outcomes through procurement and contract management				
	6.2 Strengthening health and safety assurance of non-government organisations working with government	6.2.1 Investigate with the government procurement lead and MSD how the health and safety capability of NGOs working with government can be strengthened and assured				
	6.3 Case study – Good practice procurement and contract management	6.3.1 Develop a case study on good government procurement and contract management practice from the perspective of health and safety outcomes				
7. Critical Sector Priorities	7.1 Driving	7.1.1 Undertake a comprehensive risk identification and management analysis. Collate and make sector and external resources available and develop common resources where appropriate				
	7.2 Lone Worker/ Off-site Safety	7.2.1 Undertake a comprehensive risk identification and management analysis. Collate and make sector and external resources available and develop common resources where appropriate				
	7.3 Mental Health	7.3.1 Undertake a comprehensive risk identification and management analysis. Collate and make sector and external resources available and develop common resources where appropriate				
	7.4 High Risks	7.4.1 Facilitate collaborative capability development across Fire & Emergency NZ, NZ Defence, Corrections and Police				
	7.5 Physical Security	7.5.1 Undertake a review of the Good Practice Guides available on the Knowledge Bank				
7.5.2 Undertake a stocktake of agencies' National Office physical security measures						

Agency Funding Matrix		Staff size	s9(2)(b)(ii)	Classification	GHSL by Class	s9(2)(b)(ii)
Accident Compensation Corporation ³	3,650		M	\$0 ⁵		
Crown Law	183		XS	\$2,000		
Department of Conservation ³	2,080		SM	\$25,000		
Department of Corrections ³	8,744		XL	\$380,000 ⁶		
Department of Internal Affairs	2,133		SM	\$25,000		
Department of Prime Minister and Cabinet	220		XS	\$2,000		
Education Review Office	205		XS	\$2,000		
Fire and Emergency New Zealand ³	2,365		SM	\$25,000		
Government Communications Security Bureau	398		S	\$10,000		
Housing New Zealand ³	1,112		SM	\$25,000		
Inland Revenue Department	5,519		L	\$55,000		
Land Information New Zealand	587		S	\$10,000		
Ministry for Pacific Peoples	37		XXS	\$500		
Ministry for the Environment	361		S	\$10,000		
Ministry of Vulnerable Children Oranga Tamariki	3,423		M	\$45,000		
Ministry for Women	26		XXS	\$500		
Ministry of Business Innovation and Employment ³	3,450		M	\$45,000		
Ministry of Culture and Heritage	115		XS	\$2,000		
Ministry of Defence	118		XS	\$2,000		
Ministry of Education	2,998		M	\$45,000		
Ministry of Foreign Affairs and Trade	888		S	\$10,000		
Ministry of Health	1,097		SM	\$25,000		
Ministry of Justice	3,517		M	\$45,000		
Ministry of Maori Affairs Te Puni KōKiri	305		S	\$10,000		
Ministry of Primary Industries	2,539		M	\$45,000		
Ministry of Social Development	6,921		XL	\$66,000		
Ministry of Transport	123		XS	\$2,000		
New Zealand Customs	1,219		SM	\$25,000		
New Zealand SIS	200		XS	\$2,000		
New Zealand Defence Force ³	12,000		XL	\$66,000		
New Zealand Police	12,243		XL	\$66,000		
Serious Fraud Office	53		XXS	\$500		
State Services Commission	118		XS	\$2,000		
Statistics New Zealand	976		S	\$10,000		
The Treasury	494		S	\$10,000		
					\$1,095,500	

XXS	>100	\$500	XS	100-300	\$2,000	S	300-1000	\$10,000
SM	1000-2500	\$25,000	M	2500-4000	\$45,000	L	4000-6000	\$55,000
XL	6000+	\$66,000						

³ Current member of BLHSF

⁴ Agency elected category 5 in agreement with BLHSF s9(2)(b)(ii)

⁵ ACC invited to share cost of website set up as contribution

⁶ Corrections will cover costs of accommodation, direct IT, consumables etc, and Functional Lead management as contribution