

Chief Executives' Leadership Group

Meeting Date:	13 April 2018
Title:	Government Health and Safety Lead - Progress Report, November 2017 to April 2018

Purpose

1. The purpose of this paper is to provide an update on the progress of the Government Health and Safety Lead (GHSL) for the period November 2017 to 31 March 2018.

Executive summary

2. Following the last meeting of the Chief Executives' Leadership Group (CELG), at which a resourcing model and work programme for the GHSL was approved, each of the agencies working with the GHSL was invoiced for their agreed contribution to the ongoing operations of the functional lead and, where relevant, their membership of the Business Leaders Health and Safety Forum (BLHSF).
3. Representatives from most of the 35 agencies working with the GHSL attended an event hosted by the Minister for Workplace Relations and Safety, Hon Iain Lees-Galloway on 14 February 2018 at Parliament, marking their membership of the BLHSF.
4. Since November 2017 the GHSL has held two events for chief executives, two events for senior leaders, and three events for practitioners. These events included breakfast presentations, training sessions, workshops and panel discussions.
5. A GHSL website is close to being launched with content profiling agency case-studies, good practice guides, useful resources and up-coming events. The website development and launch cost is being met by sponsorship from ACC and WorkSafe NZ.
6. Good practice guidance on physical and personal security was released on the NZSIS' Protective Security Centre and is soon to be available on the GHSL's website. A separate guide on personal security for public servants was released and is being used by a number of agencies. A good practice guide on the governance of health and safety in the public service has been finalised in consultation with the State Services Commission, the Institute of Directors in New Zealand (Inc.), Crown Law, Unions, Office of the Auditor General, MBIE, and WorkSafe NZ.
7. The GHSL has begun to provide advisory services to agencies. Notably, supporting the Ministry for Children – Oranga Tamariki in the establishment of the agency's health and safety governance framework, assisting the

Department of Conservation in its response to protests against 1080 use and providing the Ministry of Social Development with practical research on the physical security of Department for Work and Pension offices in the UK.

8. The majority of the GHSL's work programme activities have been commenced and a summarised progress reported is provided as Appendix One. All items are on track except for the development of a good practice guide on reporting which was due by 31 March 2018. This paper requests an extension of this action to 30 June 2018.
9. The GHSL has begun to undertake research into the sector's health and safety workforce. This work is being undertaken by the Principal Adviser Health and Safety Workforce and is focussed on understanding the current state of the government's health and safety workforce. The INSHPO Occupational Health and Safety Professional Capability Framework, and other health and safety and leadership models will then be applied to the profile to identify areas in which to build the strategic leadership capability of our workforce. This research will be used to create a workforce development programme during quarter three of 2018.
10. Appointments have been made to the five approved fixed term positions in the GHSL.
11. Although the GHSL has only been in operation for seven months and more formal measures of impact will be available in October, there are early indications that the functional lead is having an impact in the sector. Chief executives and senior leaders are collectively engaged in health and safety, some agencies are establishing more formal and structured governance over their health and safety risks, increasingly health and safety practitioners are engaging with the GHSL over their professional development and seeking advice, some agencies are currently reviewing their internal capability and have sought input from the GHSL, and as a sector we have a greater profile with key partners such as WorkSafe and ACC.
12. Now that all GHSL agencies have joined the BLHSF, the CELG will be asked to consider how best to optimise membership of the Forum for the benefit of agency senior leaders.
13. This paper recommends that the CLEG note that a number of agencies, beyond the core 35 contributing agencies, are increasingly interacting with the GHSL and finding benefit from its events and resources. Although there is potential to expand the core 35 agencies to incorporate some of these agencies, it is recommended that the GHSL retain its focus on the core 35 agencies. In doing so the GHSL can continue to make most of its services and resources open to other agencies where this can be done at no extra cost and without diluting its focus on core public service agencies.

Background

14. In August 2017, the Chief Executive of the Department of Corrections was appointed as the functional lead for health and safety by the State Services Commissioner. In November 2017, the CELG approved an approach to the

functional leadership of health and safety in the sector. The CELG approved a membership group of 35 agencies¹, a work programme for 2018, resourcing and a funding model. The GHSL has established a strong engagement and governance structure to oversee the work programme and to ensure ongoing engagement and collaboration with the sector. The three engagement groups; the Practitioner's Advisory Group (PAG), the Expert Advisory Panel (EAP), and the Senior Stakeholder Group (SSG) have met throughout February and March 2018 to discuss progress of the GHSL to date, and to provide feedback and advice on this paper. Their feedback has been incorporated into this paper.

Progress to date

Overall work programme

15. The overall work programme is progressing well with all items on track except for the development of a good practice guide on reporting which was due by 31 March 2018. The intention of this work is to produce a good practice guide on what agencies should report on in their accountability documents in the area of health and safety. This will be done in conjunction with the Treasury, SSC and the Office of the Auditor General. The Treasury does not release its guide to year end reporting until late June, however has indicated a willingness to work with the GHSL to incorporate health and safety reporting guidance.
16. It is proposed that the CELG approve a change to the due date for work plan item 2.4 *Reporting Guidelines* from 31 March 2018 to 30 June 2018. Appendix One sets out the status of the full work programme.

Financial update

17. In November 2017, 33 agencies were invoiced for their agreed contribution to the ongoing operations of the GHSL, and where relevant, their membership of the BLHSF. ACC's contribution to the GHSL was a joint sponsorship of the website with WorkSafe NZ. In March 2018 the GHSL paid an invoice of [REDACTED] plus GST for the sector's membership of the BLHSF².
18. Agency financial contributions have been received from all agencies. Corrections is making a financial contribution equal to 35% of the functional lead's costs and met the establishment costs from 14 August to 31 December 2017. The GHSL's expenditure to date is in line with the forecasted budget from 1 January to 30 June 2018 of \$597,500.
19. There are some significant expenses due over the next three months, namely the establishment of the website (\$50,000), and the Worker Engagement Conference (\$30,000). The cost of the website will be met by the Accident Compensation Corporation and WorkSafe NZ. Five agencies are sponsoring the Worker Engagement Conference on 10 May 2018, with each of the following contributing \$6,000; WorkSafe NZ, the Accident Compensation Corporation, the Ministry of Business, Innovation and Employment, the State Services Commission and the Department of Corrections.

¹ Now 36 agencies due to the establishment of the Pike River Recovery Agency.

² Excludes those agencies that were existing members of the BLHSF.

20. The resourcing and costs of the GHSL will be considered for the 2018/19 year at the July CELG meeting in light of the current and future work programme.

Recruitment

21. Shannon Dobson was appointed as Principal Adviser Workforce Development, and Kate Nicholls Senior Adviser Communications and Engagement. Both have assisted in the establishment of the functional lead programme since it was commenced in August 2017 and are seconded from Corrections.
22. Matt Campbell commenced as Adviser on 15 January 2018. Tom Boderick was appointed to the Senior Government Adviser role and joined the team mid February 2018.
23. Associate Professor Felicity Lamm was appointed to the position of Government Chief Adviser, Health and Safety and commenced in March on secondment from the Auckland University of Technology.
24. Vincent Arbuckle who has led the initial establishment of the GHSL has been extended for a further six months as Deputy Chief Executive through to 14 August 2018.

Key achievements

25. On 14 February 2018 the Minister for Workplace Relations and Safety, Hon Iain Lees-Galloway hosted the sector's chief executives at Parliament to mark the membership of the BLHSF by all 35 agencies.
26. The second chief executives' breakfast hosted by Brendan Boyle on 22 March 2018. The event was well attended by chief executives eager to hear about the Ministry of Social Development's learnings from the Ashburton tragedy. Nicole Rosie, Chief Executive of WorkSafe NZ also spoke at the breakfast about New Zealand's health and safety performance. Brook Barrington, Chief Executive of the Ministry of Foreign Affairs and Trade will present at the third CE breakfast in July 2018.
27. A panel discussion about good governance of health and safety was held for deputy chief executives on 23 February. A future session for senior leaders is planned about workforce modelling which expands on the research being conducted by the Principal Adviser Workforce Development.
28. The GHSL has also conducted three sessions targeted at health and safety managers and practitioners. The sessions have covered a wide variety of topics and have been well attended by the sector. Sessions are held approximately every four to six weeks and include workshops, training, networking, panel discussions and consultations.
29. The GHSL has worked closely with WorkSafe NZ to facilitate briefings for all 35 agencies on the SafePlus programme. As a result of these briefings, the sector is now well placed to become an early adopter of SafePlus as a means for agencies to evaluate the relative maturity of their health and safety systems.

The GHSL will now monitor agency uptake of SafePlus and report back to the CELG and the State Services Commission on this measure.

30. A high risk forum has been established for the most senior operational leaders of four agencies: Police, Fire and Emergency NZ, NZ Defence Force and Corrections. The forum is facilitated by Mike Cosman and will meet six weekly. The initiative will be reviewed after 12 months. It is expected that additional higher risk agencies, such as MPI, Customs and Conservation, may also join the forum once it is more established.
31. A guide for public service chief executives and officers has been completed in consultation with a number of stakeholder agencies such as SSC, Crown Law, WorkSafe, CosmanParkes, BLHSF, Office of the Auditor General, DPMC and the Institute of Directors. We are grateful for the advice and input from these agencies. We will aim to release this guide by the end of April.
32. A measure for health and safety has been proposed to the State Services Commission for inclusion in the 2018 Human Resource Capability survey after consultation with a number of stakeholders.
33. A Yammer group for health and safety practitioners is now established and is being used by some sector health and safety staff to share information and seek advice. There is scope to expand this facility and encourage greater use.
34. The Minister for Workplace Relations and Safety was briefed on the work of the GHSL in February. Regular updates have also been provided to the Minister of State Services through the State Services Commission.
35. The intern programme for tertiary students considering careers in health and safety was concluded on 3 March 2018. The GHSL received anecdotal evidence over the course of the programme of the success of the initiative and the programme met its primary objectives of raising awareness of careers in health and safety within the public sector. Key lessons which will be applied to the 2018/19 programme include earlier promotion and engagement with potential candidates and agencies, and a focus on graduate roles for the interns to transition into after completing the programme.
36. The GHSL has begun to provide practical advice and support to agencies, such as:
 - Assisting the Department of Conservation with its response to protests against 1080 use. The support included sourcing an experienced security adviser to undertake a review of Conservation's response in Taranaki, direct support to Conservation's head of health and safety, and the provision of resources.
 - The Ministry for Children - Oranga Tamariki (MCOT) requested assistance in establishing their health and safety governance structures. The GHSL has been providing support to MCOT in these early stages of their establishment.

- Providing the Ministry of Social Development with practical information on security arrangements at offices of the UK's Department for Work and Pensions.

37. With the appointment of Felicity Lamm as Government Chief Adviser, Health and Safety, the capacity to provide sector advice and support will increase.

Sector Conference on Worker Engagement

38. A conference focusing on worker engagement, *Unleashing Employee Engagement in Health and Safety*, is scheduled for 10 May 2018 and will be a major undertaking for the GHSL. The full day conference will bring together approximately 300 employee representatives, union delegates, health and safety staff and senior leaders from across the 35 agencies. Early response from agencies has been extremely positive with over 30 agencies already registered.

39. The conference will provide an opportunity to acknowledge and celebrate some of the great work already done by employee representatives, showcase examples of high engagement by agencies such as KiwiRail and present a vision for the future importance of, and opportunities for, greater employee engagement in the sector. The Minister for Workplace Relations and Safety, Hon Iain Lees-Galloway will be the keynote speaker at the conference and the State Services Commissioner, Peter Hughes will close the conference.

What impact has the work programme had on the sector?

40. After only seven months of operation it is too early to make any formal assessment of the impact on the sector of the GHSL's work programme. A survey of chief executive and senior leaders' views on the importance placed by the sector on health and safety was run in August 2017 and will provide a useful baseline measure when the survey is re-run in August 2018.

41. There are early indications that health and safety has a greater focus in the public sector, for example:

- Public service chief executives are engaging collectively to discuss health and safety and have joined the BLHSF
- Agency deputy chief executives are beginning to meet to discuss how they can support their chief executives in the provision of governance arrangements
- Health and safety staff from the sector are taking up professional development opportunities offered by the GHSL and are increasingly seeking advice
- Some agencies are taking practical steps to review and re-position their resourcing and governance of health and safety

- A number of agencies have commenced planning or procurement for a SafePlus assessment – Conservation have already commenced their assessment
- Practical resources are becoming available for agencies and collaborative initiatives such as the Health and Safety Intern Programme have been delivered
- Stakeholders, such as WorkSafe and unions, have acknowledged the progress made by the public sector

Agency membership of the GHSL

42. Since its establishment in August 2017, the GHSL has been approached periodically by agencies outside the core 35 member agencies for their staff, including chief executives, to attend development events, access advice or resources. To date, the GHSL has been readily able to accommodate these requests within its resources and has seen this as consistent with its role and mandate.
43. Examples of the agencies that have approached the GHSL include:
- the New Zealand Transport Agency
 - Whitireia
 - the Aviation Security Service
 - the Capital and Coast District Health Board
 - St John
44. Generally these agencies are either closely aligned with existing members, such as St John that works closely with Fire and Emergency New Zealand, or are part of the wider public sector. In all cases, the agencies have a strong commitment to health and safety and are looking to network with other like-minded agencies. As it is likely that the GHSL will continue to receive approaches from agencies that are part of, or closely aligned with the wider state sector, it seems timely to consider how to accommodate such requests. Broadly, there are two options available:
- continue to make the GHSL's services and resources open to other agencies informally and allow access where resources are easily scalable without increasing cost and where this does not disadvantage the core 35 agencies, or
 - in addition to providing open access to other agencies, provide selected agencies with the option to take a full membership of the GHSL and make a financial contribution.
45. It is expected that, if given the opportunity, a number of agencies would be interested in full membership of the GHSL. The advantage to the existing member agencies of widening membership would be a broadening of the sector initiative into the wider public sector, and the sharing of costs across a larger membership base. A gradual and targeted expansion of membership could be accommodated within existing resources. If these agencies were to be formally

invited to contribute to the GHSL they would also be expected to join the BLHSF.

46. There are also strong arguments in favour of not expanding the membership and focus of the GHSL, such as:
- The GHSL has only been operating for eight months and is now moving from an establishment to a delivery phase – widening membership could diffuse effort and would require time to be spent on recruiting and on-boarding new members
 - The GHSL’s mandate is for a fixed term for 24 months and widening membership now could come at the cost of achieving lasting gains with the core agencies within this period
 - There is an argument that some of these other agencies, such as the Capital Coast District Health Board, should consider promoting the establishment of a similar function for DHBs collectively. The GHSL’s time could be better spent encouraging these other sector responses and being available to them during their establishment phase.
47. Weighing up the arguments, it is proposed that the GHSL retains its focus on the core 35 agencies whilst continuing to make its resources, and most of its events, open to other agencies where this can be done at no additional cost or dilution of focus.

Business Leaders Health and Safety Forum

48. All public service chief executives have now joined the BLHSF and have access to the BLHSF’s resources, events and professional development programmes. The CELG will be invited to consider how to maximise value from their membership of the BLHSF and set a direction for their relationship with the Forum over the next 6-12 months.

Recommendations

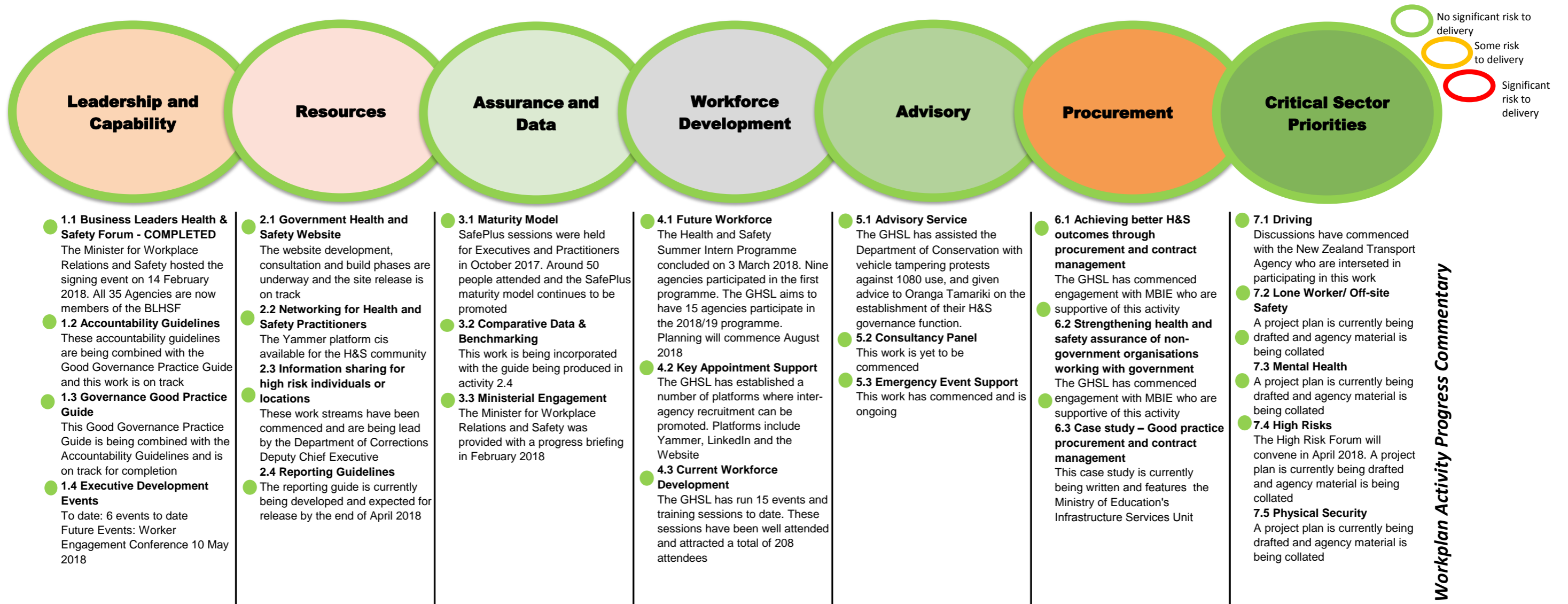
49. It is recommended that you:
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|----|---|---------------|
| a) | NOTE the progress achieved by the Government Health and Safety Lead in the period through to 31 March 2018. | YES/NO |
| b) | APPROVE adjusting the due date for item 2.4 – <i>Reporting Guidelines</i> from 31 March 2018 to 30 June 2018. | YES/NO |
| c) | NOTE that the Government Health and Safety Functional Lead’s work has attracted interest and attendance from other agencies, mostly from the wider public sector. | YES/NO |
| d) | AGREE that the Government Health and Safety Lead will retain its focus on the core 35 agencies but continue to make its resources, and most of its events, open to other | YES/NO |

agencies where this can be done at no additional cost or dilution of focus.

- e) **AGREE** that the Chief Executives' Leadership Group will meet again in July 2018 to review the Government Health and Safety Lead's progress through to 30 June 2018 and to consider a budget for the 2018/19 financial year. **YES/NO**

- f) **CONSIDER** how Public Service chief executives will maximise the value of their membership of the Business Leaders Health and Safety Forum over the coming six to twelve months. **YES/NO**

Work Programme Progress Report One



Workplan Activity Progress Commentary

We have



35 new Business Leaders Health and Safety Forum members



"are fully staffed"

1350 hits on Yammer

74,846 LinkedIn views in 2018

352 Newsletter recipients

4 future events planned



published **two** new resources

Government Health & Safety Lead

9 Government Health and Safety Interns