

2025 / 26



Keeping Our People Safe

Sharing stories from across the public sector

Government
Health & Safety Lead

**Government
Health & Safety Lead**

Welcome

Keeping Our People Safe continues to showcase the breadth of health, safety and wellbeing work happening across the public sector.

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Message from **Ray Smith**

Ministry for Primary Industries
Manatū Ahu Matua



Improving health, safety and wellbeing requires curiosity, focus, and a willingness to look closely at how we work. Senior leaders shape direction, but real progress comes from the people who make daily decisions, the frontline — from those strengthening the foundations of safe work, to those driving innovation in how we protect our people and the environments they work in.

Across the sector this year, agencies have taken confident steps to lift safety for staff and contractors alike, recognising that strong relationships within our supply chain are essential to delivering public services safely. Others have invested in ensuring premises are fit for purpose and meet the needs of both the workers and the public they interact with. Many have prioritised building capability, ensuring their people are equipped with the knowledge, tools, and confidence to respond to risks that continue to evolve.

These choices reflect a maturing approach to health, safety and wellbeing — one grounded in continuous learning and the understanding that practical improvements, applied consistently, make the greatest difference.

This publication is part of that learning cycle. Each year we hear how it sparks conversations, inspires new initiatives, and encourages people to reach out to colleagues across the public sector who are tackling similar challenges.

As we look ahead, our operating environments will continue to shift. But what remains steady is the determination shown by teams across the sector — their willingness to keep improving, to strengthen the basics, and to try new approaches when needed. I hope the stories that follow encourage you to reflect on your own work, to connect with others, and to share your experiences. Together, we can continue building safer workplaces, safer buildings, and stronger capability for the benefit of all our people.

Foreword from our Sponsor

Ministry of Business, Innovation and Employment



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Kia ora koutou,

At the Ministry of Business, Innovation and Employment (MBIE), our commitment is simple. We want every one of our people to feel confident and supported — wherever their mahi (work) takes them — and to go home safe, every day. As our work environments continue to evolve, the tools and training that help keep people safe must evolve too.

Across the public sector, thousands of people carry out vital work every day — often in dynamic, high trust, and high responsibility environments. Keeping them safe is a shared responsibility, and one we take seriously. That is why it is so important that we learn from each other, celebrate the initiatives that are making a real difference, and collectively lift the capability and confidence of our frontline and office based workers alike.

“Keeping Our People Safe” provides a valuable snapshot of the innovation, leadership, and collaboration happening across agencies. Whether it’s strengthening systems, building a culture of

care, or empowering people with practical tools, these efforts show what’s possible when we put workers’ voices and wellbeing at the centre of our decisions. By shining a light on these achievements, we reinforce the importance of continuous improvement and support a stronger, safer public sector for everyone.

I would also like to acknowledge the Government Health and Safety Lead (GHSL) for their ongoing mahi to bring agencies together, share learning and strengthen safety across the public sector. This collaboration continues to support meaningful improvement across Aotearoa.

Ngā manaakitanga

Jennifer Nathan

Deputy Secretary Corporate
and Digital Shared Services
Ministry of Business, Innovation
and Employment.



About the GHSL

Formed in 2017, the Government Health and Safety Lead (GHSL) is a small team dedicated to providing practical support to Chief Executives, senior leaders, and health and safety practitioners across the public sector. Our purpose is to strengthen health and safety leadership and capability so that all New Zealanders benefit from safer, healthier public services.

The GHSL works with more than 60 public sector organisations to build capability in health, safety, and wellbeing. By sharing good practice, connecting agencies, and identifying common areas of risk and opportunity, we help to lift performance across the sector and support consistent improvement, as well as tackle the multifaceted challenges they encounter.





The GHSL adds value by:

- Identifying specific areas of need and helping agencies align priorities and resources.
- Facilitating the sharing of good practice and policy to avoid duplication, reduce inconsistency and maximise productivity.
- Supporting learning across the sector, highlighting both successes and lessons from challenges.
- Providing opportunities for development across all levels from Health and Safety Representatives and practitioners, through to executive leaders.
- Helping agencies identify, monitor, and report on performance and trends to focus effort where it delivers the greatest benefit.

As the functional lead for health and safety in the public sector, the GHSL has a unique cross agency perspective on how organisations understand and respond to the complex challenges they face. Over recent years, agencies have continued to demonstrate a strong commitment to the health, safety, and wellbeing of their people and those they serve and we are pleased to continue to share some of these achievements from the 2025/26 year.

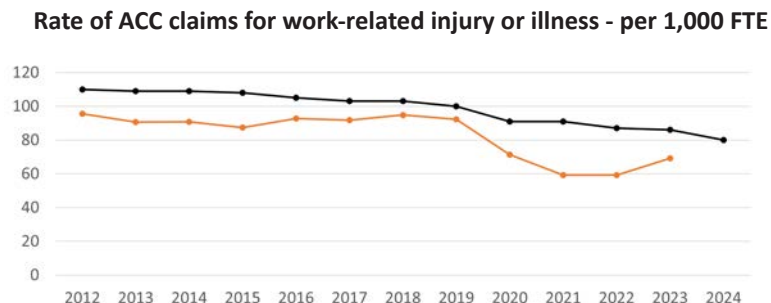
Public Sector Health & Safety Dashboard

Since forming in 2017 the GHSL has analysed health and safety data focusing on trends for harm, serious injury and fatality. Providing insights to members now representing more than 190,000 Full-time Equivalent (FTE) workers across the public sector.

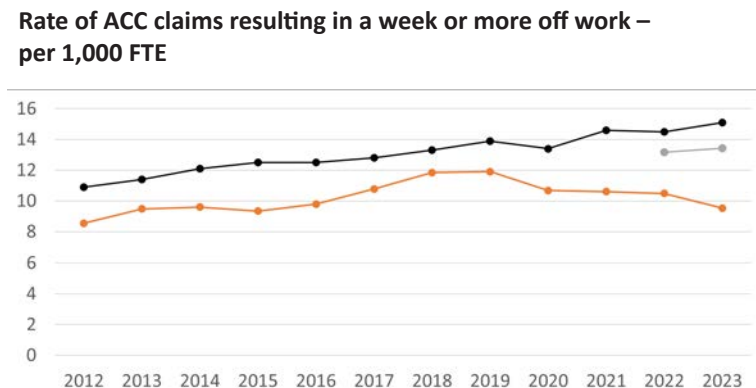
Monitoring the Public Sector

The dashboard aligns with indicators described in the Health and Safety at Work Strategy 2018–2028. These include for Harm, Serious and Fatal Injuries, with data primarily sourced from and updated by the Accident Compensation Corporation (ACC). Harm and Week Away from Work data for 2024 is currently Provisional and has been excluded as it is known that the figures will change significantly as the data is finalised. 2024 figures will be included in the following year’s Dashboard.

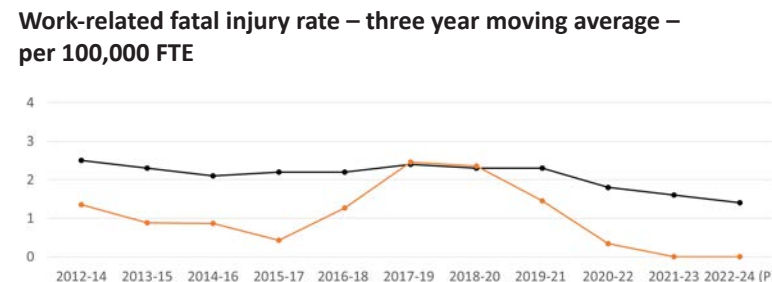
Harm:
Compares GHSL members with New Zealand’s rate for ACC work-related injury or illness claims accepted per 1,000 Full-time Equivalent (FTE) employees.



Week Away From Work:
Compares GHSL member agencies with New Zealand’s rate for ACC claims resulting in a week or more away from work per 1,000 FTEs.



Fatal injuries:
Between 2012 to 2024 there have been ten identified work-related fatal injuries attributed to assault with a weapon, use of helicopters and working in or around water. Fatal injuries to volunteers not included.



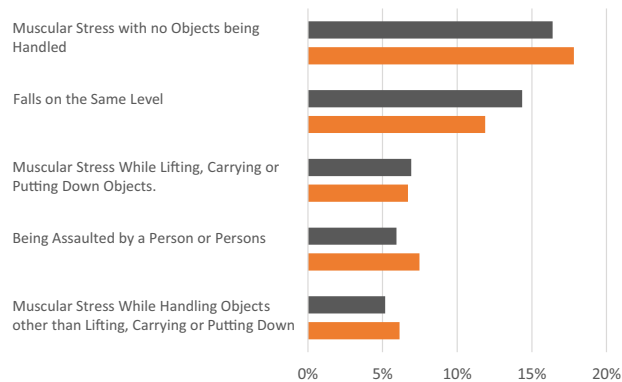
Key —●— New Zealand —●— GHSL Original Members 2017 —●— GHSL All Members

Diving deeper

Identifying the trend of the week away from work rate increasing nationally, we undertook further analysis.

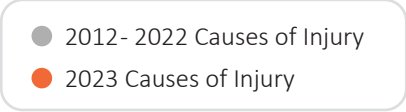
By cause of injury:

This graph shows the top five causes of injuries resulting in a week or more away from work to GHSL member employees, 2012-2022 compared with 2023.



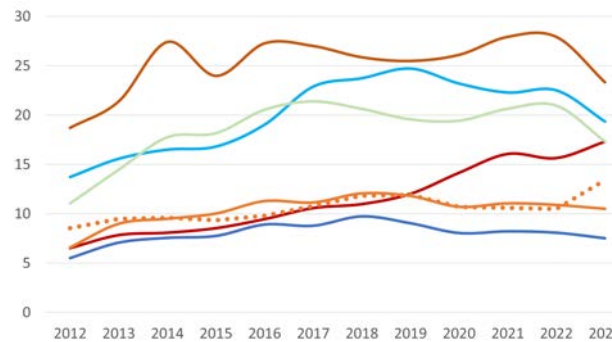
GHSL Member Cause of Injury

Causes of injury resulting in a week or more away from work in percentage



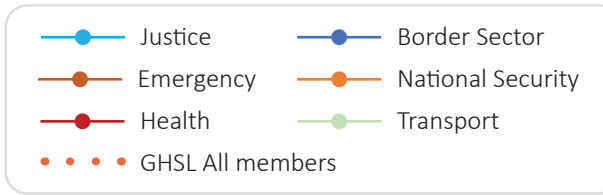
Sector Type comparisons:

Utilising the sector groupings by Public Service Commission we looked at injury rates of GHSL members and identified the top six sectors in terms of serious harm.



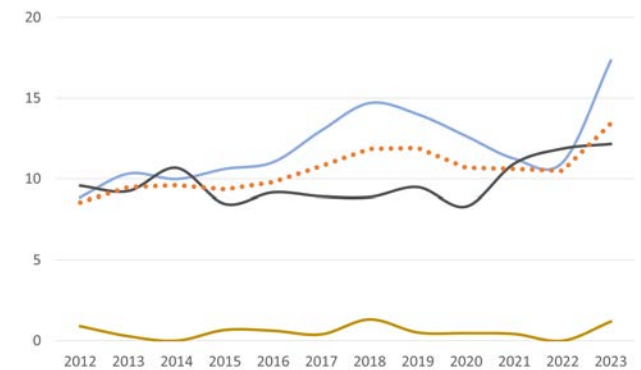
GHSL Members by Sector:

Injuries resulting in a week or more away from work by Public Service Commission sector groupings – rate per 1,000 FTE



By member size:

Categorising GHSL members by Full-time Equivalent (FTE) size into small (less than 1,000 FTE), medium (between 1000 – 4000 FTE) and large (more than 4000 FTE), we considered how organisational size relates to rate of week away from work claims.



GHSL Members by Size:

Injuries resulting in a week or more away from work by organisational size – rate per 1,000 FTE



Blood and Body Fluid Procedure— Keeping Our People Safe through policy and procedure



As an emergency ambulance service responding to a wide range of medical or accident related needs in the community, the potential for exposure to infectious disease for frontline staff is a critical risk.

To manage this risk, Wellington Free Ambulance (WFA) has a comprehensive infection prevention and control (IPC) programme tailored to the unique community based ambulance setting. This includes governance and responsibilities, education, policies and procedures.

IPC is a scientific approach and practical solution designed to prevent harm caused by infection to patients and health workers. It is grounded in infectious diseases, epidemiology, social science and health system strengthening.

IPC occupies a unique position in patient safety and quality since it is relevant to health workers and patients at every healthcare encounter.

For example, if we consider the impact of a needle stick or sharps injury, when the skin is accidentally pierced by a needle or other sharp object (such as a syringe, scalpel or broken glass) that's been in contact with blood, tissue or other body fluids from another person. The injury puts the employee at risk of infection with viruses such as hepatitis B, hepatitis C or HIV.

Incidents like needle sticks result in physical injuries but also have a psychological impact on staff and their families, who must wait for the test results and the monitoring process to confirm that everything is clear.

Identify a gap in the process

In 2023, the WFA Clinical Services (CS) team approached Health Safety and Wellbeing team (HSW) for help in improving the Blood and Body Fluid Exposure procedure. They were seeking a confidential referral process for staff who are exposed to infectious disease through needle stick injuries or close contact with an infected patient.

Previously, when staff had an exposure to blood and bodily fluids, there was an ad hoc reliance on the hospital Emergency Department (ED) to handle blood tests for WFA staff. Senior WFA staff often inquired about what the monitoring process was for WFA.



Collaborating on the solution

The solution required collaboration between the WFA CS team and HSW to determine the biological risks associated with these exposures, and how these related to both staff safety and clinical outcomes.

WFA's Medical Directors discussed the requirements with the Emergency Departments of each hospital in the Wellington region, who agreed to support the new process by testing WFA staff who reported a needle stick injury.

Sourcing an external occupational specialist allowed WFA to set up a protocol for high risk exposures that resulted in staff being able to go straight to ED for assessment, bloods and treatment as is recommended. The occupational health provider then provides support with regular re-testing and ongoing support for staff who were injured.

Putting a formal process in place was a significant improvement to what had previously been an ad hoc approach. Staff could share their worries and concerns with the trained professional and be assured about the potential risk of harm based on the criteria listed in the procedure.

Managers were empowered to report staff with needle stick injuries as soon as possible to the external provider, so staff were reassured that there would be care and support for them.

HSW found that collaborating with the clinical team improved their knowledge of infectious diseases and was critical in developing the HSW procedure. This included the recommendation of using a flowchart shared by Hato Hone St John to help guide managers and staff on the steps to take after a needle stick injury.

The outcome

From the HSW perspective, improving safety and creating a process for instances of exposure is essential. The updated process empowers line managers to make referrals, while HSW is only notified afterwards. This procedure and process is utilised by all frontline staff.

Since the publication of the procedure in July 2023, WFA has attended 138,015 incidents with 35 reports of exposure to bodily fluids (13) and needlestick injuries (21). While this is a relatively small number of exposures when looking at the overall incident response of WFA frontline teams, the potential for harm, particularly psychological, is significant. The WFA safety processes take this into account with a quick, actionable process and follow up care.



NZTA: Working together to set clear contractor expectations



Updating our Health, Safety and Wellbeing Contractor Expectations

NZ Transport Agency Waka Kotahi (NZTA) relies on a large and diverse contracting supply chain to deliver and maintain New Zealand's land transport system. From major infrastructure projects to ongoing maintenance and professional services, our supply partners operate in complex, high-risk environments.

As a client PCBU (person conducting a business or undertaking) under the Health and Safety at Work Act 2015, NZTA sets expectations but doesn't manage day-to-day site activities. However, we do influence how work is planned, procured and governed. That influence brings responsibility, particularly when it comes to setting clear, balanced expectations that support strong health, safety and wellbeing (HSW) outcomes without undermining contractor expertise.

Why change was needed

By late 2024, it was clear that our HSW contractor expectations needed a review. Feedback from contractors and internal teams highlighted several challenges:

- Monthly HSW reporting had become overly demanding and inconsistent in quality.
- Contractors were unclear about how information was used and what 'good' looked like across the portfolio.
- Some requirements had become overly detailed, increasing the risk of client overreach and making it harder to clearly assign responsibility for managing work-specific risks.

There was also a growing recognition that good intentions can sometimes create complexity. More rules do not always mean safer outcomes, particularly if they distract from managing the real risks of the work.





A collaborative refresh

NZTA began reviewing its Contractor Expectations in November 2024. The updated expectations took effect on 30 September 2025. The review focused on making expectations simpler and clearer, aligning them with good practice and reinforcing appropriate ownership of risk.

Collaboration sat at the heart of the review. A dedicated workshop with tier-one contractors tested assumptions and explored practical improvements. Broader engagement included a webinar delivered with Civil Contractors New Zealand (CCNZ), a master class with Construction Health and Safety New Zealand (CHASNZ), and communication through ACE New Zealand to reach the professional services sector. An industry-wide survey ensured feedback was captured from a wide range of suppliers.

This engagement helped ensure the final document was clear, achievable, and scalable across different contract types and risk profiles.

What changed

Key updates included:

- Merging two documents into a single, streamlined minimum standard.
- Removing internal NZTA process detail not relevant to contractors.
- Introducing clearer roles and responsibilities, including overlapping duties.
- Shifting from prescription to enablement, including removing prescriptive personal protective equipment (PPE) requirements.
- Simplifying and reducing reporting, while retaining targeted lead indicators.
- Re-emphasising that contractors own decisions about risk controls.

The revised expectations are designed to support contractors to develop practical safety management plans that reflect the realities of their work, while giving NZTA confidence that risks are being managed effectively.

Early outcomes

The impact is clear. A 48-page suite of documents was reduced to just 15 pages, improving usability for contractors and NZTA staff.

Since the updated expectations went live, monthly HSW reporting has increased by:

- 87% compared with the quarter immediately before the changes (Q3 2025)
- 52% compared with the same quarter the year before (Q4 2024)

This shows that simplified reporting significantly improves compliance and ease of completion.

Monthly HSW supplier performance packs were introduced for the four tier-one contractors responsible for the majority of delivered work. These packs consolidate site-level data, enabling a shared view of trends and supporting more constructive assurance discussions.



What we learned

Through the review, we identified several insights that may also resonate with other agencies:

- Collaboration across the supply chain builds shared understanding and better outcomes.
- Avoiding client overreach helps maintain clear ownership of risk.

- Enabling contractors, rather than prescribing controls, leads to more authentic risk management.
- Making it easy to do the right thing improves trust, reporting and learning.

By working closely with our suppliers and focusing on clarity over complexity, NZTA is strengthening relationships and supporting safer, more effective delivery across the transport system.

Driving together at Inland Revenue: learning from IR people



Inland Revenue Te Tari Taake is one of New Zealand's largest public service organisations, supporting Aotearoa New Zealand's wellbeing.

IR people work across the country and often travel for their roles. A safe, fit-for-purpose fleet of e-vehicles supports our duty of care, reliable travel, and helps manage costs and emissions.

From November 2025 to February 2026, the Driving Experiences project gathered feedback on how IR people experience driving our vehicles. The project supports IR's ongoing work to strengthen its health and safety system by learning from everyday driving.

The project team focused on people who drove a fleet vehicle between 10 and 28 November 2025. They received 215 survey responses and held 11 kōrero. The results showed that trips ranged from short local travel to longer journeys which were sometimes affected by weather, routes, and charging availability. The project found drivers value clear rules and tools, flexibility when plans change, and quick access to support.

IR people feel positive about their driving experience

IR people said safety comes first, and meeting times and deadlines do not outweigh safe driving. They described a driving experience that is straightforward, supported by well-maintained vehicles and helpful safety technology, with a simple to follow booking-to-return process.

IR people said regular servicing makes them feel safer, and having clean vehicles increases their confidence.

They also highlighted in-vehicle features that support safe speed, following distances, and fatigue management on longer drives. These strengths provide a solid base for the improvements outlined below.



Four opportunities for improvement were found

Four areas stood out where clearer information and tools would reduce stress and improve consistency across the system. These findings may also be common across other Public Sector agencies:

- **Speed reporting:** clarity builds confidence. Drivers want a plain-language explanation of what GPS-based reporting measures and how it differs from in-vehicle speed sign recognition and alerts. They said uncertainty about accuracy can create worry.
- **Booking:** small constraints can create big pressure. A narrow pre-pick-up window can be stressful — particularly at busy sites, between meetings, or when plans change at short notice.
- **EV use for longer and rural trips.** EVs suit many journeys, but drivers said there is a layer of stress with longer or regional travel as there can be added planning effort and reliance on charging availability.
- **Practical support should be easy to find.** Drivers want simple, consistent guidance such as quick references and short training, and clear follow-up when they report vehicle issues.

The insights from this project were about more than just driving

The Driving Experiences project was delivered with support from a Government Health & Safety Lead intern. Their involvement brought fresh energy and encouraged collaboration across IR. Through the survey and follow-up kōrero, the intern helped build a clear picture of drivers' day-to-day experiences.

The insights were valuable for both groups. They helped build relationships and will inform the next steps in IR's health and safety improvement work. IR people contributed at key stages, regardless of location, and said they felt acknowledged. For the project team, first-hand feedback was crucial for deciding what to do next.

Together, these improvements will make using a vehicle easier and more consistent. By supporting safer driving and reducing unnecessary stress, IR people can focus more on delivering better outcomes for New Zealanders.



Safety in Transitional Facilities

Ministry for Primary Industries
Manatū Ahu Matua



In October 2025, after several years of development, the Ministry for Primary Industries published a Health Safety and Wellbeing Guidance Document for Transitional Facilities. This document accompanies a key biosecurity standard and provides proactive safety information and support to thousands of New Zealand businesses that host biosecurity work on their sites every day.

Safety & roles at transitional facilities

Transitional facilities play a key role in protecting New Zealand from biosecurity risks associated with imported cargo. They are external sites that provide secure locations with trained staff where uncleared biosecurity risk goods are held, inspected, or treated before being allowed entry into New Zealand.

Approximately 4000 transitional facilities operate across New Zealand, supporting a wide range of industries and commodities. Each facility has a different operational risk profile, and a significant proportion of MPI's biosecurity regulatory work is carried out at these sites.

MPI and transitional facility operators share responsibility for ensuring safe working conditions. MPI has primary responsibility for the safety of its officers, while transitional facility operators have primary responsibility for their own staff as well as workplace risks at their facility. Under the Health and Safety at Work Act 2015 (HSWA), both parties must work together to maintain a safe working environment. MPI identified that clearer guidance was needed to protect workers involved in biosecurity activities at transitional facilities.

The approach

MPI developed a new Health, Safety and Wellbeing Guidance Document for Transitional Facilities, to accompany the TFGEN Standard. This ensured the guidance would be highly visible to all facility staff and reinforced the importance of doing biosecurity safely.

All transitional facilities in New Zealand must adhere to MPI's TFGEN Standard, which sets the minimum biosecurity requirements for businesses receiving uncleared goods.

MPI developed the Guidance Document over several years. Care was taken to ensure the approach was appropriate for MPI's relationship with transitional facilities, and to balance MPI's dual roles as biosecurity regulator and PCBU.

The process was led by the Specialist HSW Advisor in BNZ's Biosecurity Import and Export Standards directorate, with coordination and support from across Biosecurity NZ, MPI and beyond.



Key steps included:

- Review of the regulatory relationships, incident data and legal requirements
- Commissioning of external observational report to confirm MPI's own observations
- Extensive internal engagement across operational staff and managers, and safety and legal experts.
- Early and consistent external engagement with other regulators, a sample of transitional facilities, and with other biosecurity stakeholders working with transitional facilities.
- Structured public consultation, including both general webinars and separate sessions tailored to specific industries and risk profiles.

The result

The Health, Safety and Wellbeing Guidance Document for Transitional Facilities was published in October 2025. As a guidance document, it assists transitional facilities to identify and manage health and safety risks associated with biosecurity activities. It aligns with existing HSW legislation and regulations and helps transitional facilities to apply these to their role within the biosecurity system.

The publication reflects MPI's shift from a reactive to a more proactive approach to safety management at externally managed sites. It ensures transitional facility operators and MPI staff have access to the same information and are on the same page about how to do biosecurity safely.

Since publication of the Guidance Document, MPI has seen a strong response from transitional facilities reaching out to collaborate and discuss safety concerns and work together on solutions.

The published document is being supported by updates to the training packages our external partners deliver to transitional facility staff who hold key biosecurity roles. The new training material will be active from March 2026.

Radiation Safety in Action at MOTAT: Radiation Store Project



The Museum of Transport and Technology (MOTAT) is New Zealand's largest transport and technology museum, spanning 40 acres across two sites in Auckland. It offers a rich and engaging environment for visitors of all ages to explore the innovation and achievements that have shaped New Zealand.

Why the project was needed

MOTAT launched the Radiation Store Project after an inspection by the Office of Radiation Safety identified opportunities to strengthen how radiation sources were stored, recorded, and managed. The project aimed to remediate these issues while building long-term capability and compliance.

Designing a safe, practical approach

Planning began five months before any on site work, allowing the team to clarify regulatory obligations, understand operational needs, and design an approach that prioritised worker health and safety at every stage.

Key preparatory steps included:

- Procuring mandated PPE for handling and sorting radioactive materials, along with daily checks for wear or contamination.
- Securing long term storage materials such as specialist packing media, boxes, and shelving.
- Designing workstations that separated tasks clearly—from identification and cataloguing through to packing and relocation.
- Establishing dedicated outdoor work areas that were safe, functional, and resilient in all weather conditions.

This detailed preparation ensured all project activities were grounded in practical controls that protected people and supported consistent, high quality work.

One project, six teams

Successful delivery required coordinated input from six teams: Safety and Wellbeing, Registry, Conservation, Curatorial Research, Collection Workshops, and supporting functions.

Team members deliberately set aside their usual “department hats” to operate as a single project team with shared goals, governance, and processes.

Safe management of ionising radiation

Each item containing ionising radiation must be managed in line with MOTAT's Radiation Safety Plan and source licence conditions. The project's objectives focused on both immediate remediation and long term improvement by:

- Cataloguing all radiation sources into a modernised, traceable inventory.
- Upgrading storage to ensure secure, efficient housing with clear separation, labelling, and visibility.
- Identifying materials for disposal in accordance with regulatory requirements.
- Reducing exposure risks for team members across all handling stages.

These improvements strengthened MOTAT's ability to meet its regulatory responsibilities

while enhancing protection for people, the environment, and the collection. The work also supported future planning for collection access and storage.

Project controls and protocols

Daily operations were guided by a clear methodology and simple, repeatable protocols designed to be easily applied by all team members. Key controls included:

- Daily toolbox talks to review tasks, hazards, and changes.
- Ensuring all team members working in radiation related spaces had completed radiation safety training.
- Maintaining Safety and Wellbeing presence throughout operational work to provide oversight and support.
- Defined processes for removing and disposing of used PPE to minimise contamination risk.
- Secure end of day storage for all radiation related inventory.
- Clearly displayed emergency contact details within each workspace.

These measures translated legislative and licence requirements into practical actions embedded into daily work.



Building capability with expert support

All participants received specialised training that covered radiation risks, controls, and procedures. External radiation experts provided targeted guidance, validated project methodology, and supported the team with technical questions. This expertise strengthened internal decision making and ensured confidence in the work carried out.

The project ultimately delivered tangible improvements to the physical store and inventory while building MOTAT's internal capability for ongoing radiation management—aligning with MOTAT's broader commitment to a skilled, confident workforce able to manage complex safety risks.



Key lessons learned

- **Invest in preparation:** Strong upfront design enabled safe, efficient execution with clear roles, controls, and timeframes.
- **Make it one team:** Unified project identity and governance helped avoid silos and delays.
- **Keep controls visible and simple:** Straightforward systems made it easy for everyone to apply the right controls consistently.
- **Use external expertise wisely:** Targeted specialist support strengthened internal capability and provided assurance to leadership and regulators.

For MOTAT, the Radiation Store Project demonstrated that critical hazards can be successfully managed through collaboration, practical design, and clear, consistent communication.

GHSL conference inspires HSR innovative actions at LINZ



Six Health and Safety Representatives (HSRs) from all three Toitū Te Whenua Land Information New Zealand (LINZ) offices (Hamilton, Wellington and Christchurch) embraced the development opportunity to attend the 2025 Government Health and Safety Lead (GHSL) conference. The nominated HSRs represented all of LINZ's committees — regional, field, and wellbeing.

Leveraging their conference experience, the LINZ HSRs identified actions and activities to proactively support health, safety and wellbeing in their workplaces by using the worker's voice.

This started with an intranet article to share their learnings from the GHSL conference with the wider organisation. The article was followed by an invitation to attend a leadership board (Kaihautū) meeting to deliver key messages and a proposed programme of work.

A communication plan was developed to support implementation and delivery.

Participation at the conference and the activities that followed raised the profile and recognition of LINZ's HSRs, supported continuous improvement of health, safety and wellbeing within the organisation, and demonstrated how value can be realised from investing in attending the conference.

ACTION 1

An injury doesn't just affect the injured person, it impacts whānau, friends and colleagues. The evidence behind the ACC 'Hmm' campaign explained at the conference stimulated new thinking.

Using the phrase "great catch" instead of "near miss" is a more personal way to demonstrate you are looking out for colleagues and the importance of reporting events. At LINZ, HSRs support and encourage a no blame culture and recognise there are opportunities to learn from reported events.

An internal campaign was created, with the first article describing a situation where a field worker opted to prioritise others' safety by deciding to sit on a back tray of an ATV. Soon after the situation, he reflected on the potential impacts on himself, colleagues and family in a physical, emotional and financial sense. Importantly, he saw this as a learning opportunity to share with his team and beyond. Engagement with the article has been exceptionally high.

ACTION 2

Engaging with the Health15 (Stroke Aotearoa NZ) mobile testing facilities really brought home the risk of a stroke impacting kaimahi (staff). This inspired the LINZ HSRs to develop a Health Awareness Expo, bringing a range of services to each office in 2026 and providing a discovery opportunity of ways to support individuals' health and wellbeing.

A selection of key takeaways from the LINZ HSRs who attended the 2025 conference

“The connectedness, or the coming together for a common goal. It was interesting and informative hearing the experiences and learnings of other organisations dealing with critical risks.”

“The range of knowledge and experience gave interesting insights into the material presented from different points of view.”

“The psychosocial risk and the gravitas with which it should be considered. With harm potentially ranging over decades, we cannot underplay the effect that prolonged stress can have over our psyche and bodies. It’s something that we as representatives and LINZ as an organisation need to be vigilant with.”



ACTION 3

Psychosocial risks with the potential to impact kaimahi in the short- and long-term challenged LINZ HSRs to increase opportunities to identify this risk when work is designed and planned.

They have been consulting and actively contributing to:

- the design of an unreasonable conduct webinar
- an increase in the identification and awareness of these risks and controls
- integrating psychological safety into a field guide
- submitting on Flexible Working Arrangements
- promoting national awareness days (Mental health Awareness Week and Men’s and Women’s health) leveraging off these resources to foster team awareness and discussion, often over morning tea.

“We can help bridge the trust gap, to ensure what was seen was correctly communicated and everyone concerned is feeling heard.”

“The consistent message regarding encouraging reporting. I think if we ‘have a hmm’ and think about who is affected when we don’t report something, we all know the right answer.”

The conference enhanced connection across all the health, safety, and wellbeing committees, resulting in increased collaboration between the LINZ HSRs and recognition of their contribution within the organisation.

Transport Accident Investigation Commission



Transport Accident
Investigation
Commission



Who we are

The Transport Accident Investigation Commission (TAIC) is an independent Crown entity established under the Transport Accident Investigation Act (1990). Its purpose is to determine the circumstances and causes of selected aviation, rail, and maritime accidents and incidents to help prevent similar events in the future. TAIC is one of the smallest government agencies, employing 38 staff including an executive, specialist transport investigators, legal advisors, and corporate services personnel.

At any time, the Commission usually manages around 30 open inquiries, alongside assisting overseas jurisdictions with investigation activities. The Board and Executive Leadership Team share a strong commitment to health, safety, and wellbeing. Health and safety leadership is embedded throughout the organisation, supporting a culture that prioritises proactive risk management and continual improvement.

Keeping our investigators safe

Accident investigation frequently involves complex and high risk environments, making robust risk management essential. Before each deployment, investigators receive a tailored health and safety briefing with the wider investigation and management team. These briefings cover environmental challenges, site access, and plans for maintaining safety during operations.

Some accident sites present significant challenges — such as aircraft wreckage in remote, mountainous, or snow covered areas — while others require specialist skills and equipment. Investigators may need training or capability in:

- accessing confined spaces
- working at height
- using PPE for biohazard protection
- operating breathing apparatus in the presence of toxic particles
- using gas detection and other specialist safety equipment

On arrival, investigators complete a dynamic risk assessment, reviewing hazards and identifying controls before work begins. This includes establishing a work plan with scheduled rest periods and regular check-ins with the management team. Because site conditions can change rapidly, the investigator in charge continually reassesses risks throughout the deployment.

After each deployment, a formal health and safety debrief is held. Observations, lessons learned, and recommendations are captured in the Commission's Health, Safety and Wellbeing system to strengthen future practice.

Driving and fatigue — a risky combination

While many accident site hazards are readily identifiable, others are subtler. Driving has been identified as a critical risk, particularly at the end of deployments when fatigue may be elevated. To manage this, all investigators must complete advanced driver training before attending accident sites.

TAIC has introduced a safe operating procedure for driving and fatigue management, supported by existing safe driving guidelines. Investigators are required to:

- ensure they meet licencing requirements and maintain current defensive driver training
- confirm travel planning is complete and that vehicles are fit for purpose
- perform a two minute vehicle check before departure
- refresh themselves on safe driving expectations
- plan how they will monitor and manage fatigue in line with TAIC's fatigue management guidelines

Safety and wellbeing for all staff

Although deployment risks remain a major focus, TAIC takes a holistic approach to health, safety and wellbeing across the entire organisation. This approach is grounded in the Te Whare Tapa Whā model, ensuring consideration of physical, psychological, emotional, and spiritual wellbeing.

Accident investigation can expose staff — not only investigators — to traumatic material, creating psychological hazards. TAIC proactively manages these risks through access to counselling and psychological services, wellbeing check ins, and resilience training. Office based risks and more traditional workplace hazards are also assessed and addressed within the Commission's health, safety, and wellbeing framework.



Caring for the Carers: Strengthening health and safety across Aotearoa

Health New Zealand | Te Whatu Ora — building a unified system for our 100,000 people

As New Zealand's largest employer, Health NZ has a unique responsibility: ensuring the health, safety and wellbeing of more than 100,000 kaimahi who deliver care to communities across the motu. Few organisations face the complexity of our operating environment, and fewer still have the privilege of caring for the carers, the dedicated workforce who keep our health system going, 24/7.

Health New Zealand
Te Whatu Ora

Where we began

Health NZ was formed in 2022 when 20 district health boards and several public health entities were brought together under one national organisation. This was a once in a generation transformation that reshaped the health system.

For the health and safety function, this consolidation brought both opportunity and challenge. Our people inherited multiple legacy systems; varied levels of health and safety maturity; different regional processes, cultures and expectations; and significant ongoing organisational change.

We quickly became stewards of a diverse, complex landscape, navigating not only structural change, but also the lived experiences of teams that had weathered years of reform. Supporting them required empathy, stability, and a clear commitment to creating a safer, more connected future.



Finding our footing

Our early years focused on understanding the scale of what lay ahead. Around the country, health and safety teams worked to align training, policies, and procedures; establish consistent expectations for leaders and workers; support regions still operating multiple legacy systems; and build trust and collaboration across newly merged teams.

In a system of this size, one way of working isn't achieved overnight, but each step towards clarity and consistency has relieved pressure on our people and strengthened confidence in Health NZ's national approach.



A milestone moment: our first health and safety strategy

In 2025, Health NZ launched its first health and safety strategy, grounded in the vision of creating a safe, supportive and inclusive workplace for everyone.

The strategy sets the foundation for a nationally co-ordinated, locally supported system, built around four core pillars:

- promoting a safe culture
- managing our risks
- being resilient and responsive in emergencies
- building supportive systems

For the first time, the entire organisation is working to a shared set of objectives, expectations and values that reinforce a proactive approach to keeping our people safe.

Horizon One: Turning intent into action

Alongside the strategy, the health and safety team delivered Horizon One, our first nationally agreed work programme, which runs until June 2026.

It focuses on:

- establishing consistent policies, standards, and guidance
- strengthening critical risk management
- improving digital systems and data visibility
- enhancing emergency preparedness
- supporting and uplifting the health and safety workforce
- embedding the Worker Participation Agreement signed in 2024.

This marks a shift from reactive to proactive practice, with clearer accountabilities and a stronger emphasis on continuous improvement.

Looking ahead

The scale of Health NZ means our journey is ongoing, but our foundations are stronger than ever.

As we move into the next horizon of work, our focus remains clear. We want to build one coherent, mature health and safety system, understand and respond to psychosocial and emerging risks, and strengthen national consistency while respecting local context. We also want to support leaders to model safe, healthy behaviours, and ensure every one of our 100,000 people goes home safe and well.

The transformation of our health system is still unfolding, but so too is our opportunity. With a unified strategy, a committed workforce, and a clear vision for the future, Health NZ is well positioned to deliver a health and safety system worthy of those who dedicate their lives to caring for others.

Overlapping duties in Whiteware contract



Delivering on the Ministry of Social Development's purpose to help New Zealanders be safe, strong and independent means working with a wide range of community providers, suppliers and organisations. We've had an ongoing programme of work to understand and improve safety impacts for those doing work on behalf of the Ministry.

The Ministry of Social Development (MSD) is an organisation of around 9,000 people working with thousands of contractors through providers and suppliers of goods and services across the country, including partners working with some of New Zealand's most vulnerable people. Since 2013, MSD has provided whiteware assistance through a preferred supplier, allowing those who are eligible to purchase whiteware at competitive rates and receive prompt and quality services.

In March 2024, a subcontractor of our preferred supplier was allegedly threatened with a weapon while delivering whiteware to an MSD client. MSD's Health, Safety and Security team investigated the incident with a particular focus on shared health and safety duties along the supply chain.

MSD's review was partially informed by respective investigations undertaken by the whiteware supplier (main contractor) and their delivery contractor (subcontractor), which showed their de-escalation and training processes could be strengthened and identified corrective actions. MSD processes were also reviewed and we considered how MSD might be influencing and/or controlling the safety of delivery workers. In this case, requirements of the whiteware contract meant that the operational practice for delivery of whiteware involved removal of packaging and, if required, removal of broken appliances.

A root cause analysis revealed the catalyst of the conflict was that the purchaser of the whiteware wanted to keep all the packaging for the appliance. The delivery worker explained they weren't allowed to leave the packaging, and this led to a conflict and escalating threatening behaviour. Through routine monitoring of the contract, we were aware that some clients expressed during delivery that they wanted to keep packaging but there had been no serious escalations.

The requirement to remove packaging is a part of a Ministerial Directive which aims to discourage fraudulent purchasing for the purpose of on-selling goods. The operational practice for managing this during delivery is a requirement of the contracted service, but it is not the contractor or subcontractor's standard practice outside of the contract with MSD.

Applying Learnings

In 2024, the whiteware contract was retendered, and the procurement followed the GHSL Good Practice Procurement guidance. As part of this process a robust health and safety risk assessment was undertaken. This considered wider implications of the contract design and how it was impacting workers at each stage of the work. It also informed the standard of the safety management systems required for whiteware providers, including the management of subcontractors. During this process and as a result of the pre-qualification requirement, MSD highlighted gaps in some of the applicants' health and safety processes along the supply chain which they agreed to strengthen.

In consultation with contractors, controls were put in place around requirements of the Ministerial Directive, which clarified expectations that any work, including the removal of packaging, should only be done if safe to do so. This included a risk-based decision process and enabling workers to take action from a safety-first perspective. Performance measures were also introduced to monitor the updated controls and enable continued consultation, cooperation and coordination on this and other safety issues – including reinforcing the expectation of suppliers that health and safety related risks and issues should be notified to MSD during meetings with contract managers.

Looking ahead, we're continuing to work to better understand how the MSD context and what we do impacts others we work with, and how this plays out with our shared duties of care.



Strengthening Governance and Assurance at NZTE



At New Zealand Trade and Enterprise (NZTE), our purpose is simple: Helping New Zealand companies grow internationally — bigger, better, and faster — for the good of New Zealand.

“Keeping our people safe starts with understanding our risks.”

About NZTE

With around 600 people spread across 48 locations worldwide, including 37 international offices and 11 in New Zealand, our team works in diverse cultures and environments. That global reach brings incredible opportunities — but also unique health and safety challenges.

The Challenge

We want to ensure our Board and Lead Team feel confident about our critical risks and the controls we have in place. Understanding risks well is helped by being close to them. As a global organisation, this can be challenging. While we undertake regular visits and audits of our offshore operations we wanted to improve our understanding.

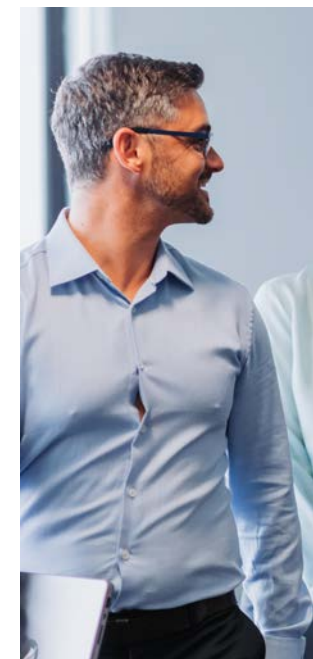
Our Solution

In January 2025, we decided to give the Board and Lead Team a clearer picture of the environments we operate in, the risks we face, and how well our controls are working.

To do this, we introduced Critical Risk Deep Dives — a focused approach where we take one risk at a time and explore it in detail during Culture and People Committee (a subset of the Board) meetings.

Each deep dive includes:

- A global environmental scan highlighting changes and regional challenges
- Insights from subject matter experts on trends and future risks
- A review of incidents and patterns over time
- An honest look at how effective our critical controls are
- What’s next — planned work and priority areas



What We've Gained

The benefits have been huge. These sessions have sparked real conversations — the kind that lead to better decisions and stronger alignment.

- **For the Board and Lead Team:** a deeper understanding of our health and safety practices
- **For the wider organisation:** shared insights that make our approach clear and relatable
- **For our practitioners:** a more cohesive way of thinking about risks and future work



Comment from Rachel Baxter – GM Strategy, People and Partners

The deep dives have helped us to step off the dance floor and onto the balcony. They've enabled us to take a step back, drawing on both internal and external data to spot trends and anticipate what's coming. By looking closely at the controls in place, how they're working, and where we can improve, the deep dives have strengthened understanding and oversight of our critical risks, also enabling officers to better meet their obligations under the HSWA.

What's been most valuable is the richness of the conversations between our Safety and Wellbeing Team, and our Culture and People Committee. The Committee provides useful insights, with a fresh pair of eyes, with these insights shaping our future work programme.

Comment from Deb Shepard – Chair, Culture and People Committee and Board Member

At NZTE, the health, safety, and wellbeing of our people is central to how we operate. Recent deep dives into critical risks with our People and Culture subcommittee has strengthened our oversight and helped the Board meet its obligations under the Health and Safety at Work Act. These sessions have brought risks to life, sharpened our understanding of the environment we operate in, and allowed us to examine the controls in place which has highlighted both what works well and where we can improve. The conversations with our Safety & Wellbeing team have been rich and insightful, enabling us to learn collectively and influence the future focus of our critical risks. Through this process, we ensure our governance is proactive, our people are protected, and our commitment to safety and wellbeing remains dynamic and forward-looking.

Standing up property to produce an election: A collaborative approach to asbestos management



Delivering a general election is a massive exercise that involves recruiting thousands of people and finding safe properties for them to work from. By the time election day rolls round, the Electoral Commission will have gone from a base of 160 employees to approximately 25,000, with 64 electorate headquarters around the country.

These headquarters are the main base for operations in the electorate, with recruitment, logistics, and training all taking place on site. With the 2026 General Election taking place on Saturday 7 November, the Commission needed to have leases in place early this year for headquarters, as well as properties for central and enrolment processing teams.

A flexible approach was needed when it came to asbestos, where properties with asbestos didn't mean an automatic 'No!'. Sourcing suitable properties that meet size, layout, IT,

finance, security and safety requirements can already be difficult, especially in rural areas. We developed an approach in line with asbestos regulations, where older properties could be leased if they had an appropriate asbestos management plan in place or an asbestos survey from which a plan could be created.

Any asbestos identified needed to be managed and in an acceptable condition or remediated before the tenancy commenced.

Our Regional Advisors searched for and conducted initial suitability assessments of potential properties, taking photos and requesting the required documents for assessment by other stakeholders.

To equip these advisors with an understanding of asbestos, an online session was held on asbestos, including what it is, health risks, legal requirements for management and refurbishment and common places and products in commercial buildings.

The main messages of this session were:

- that having asbestos on a property didn't mean an automatic 'no!'
- that where the products were in good condition and undisturbed, they could be managed
- to ask questions early, as small asbestos issues now can become big issues later
- that the health and safety team was here to help, not hinder the search for properties!

When the Regional Advisors went out, they were quick to spot potential asbestos products and ask questions for clarification where required.

Where necessary, information was sent to leasing agents and landlords about the legal requirements for asbestos management plans and the Commission's requirements were built into lease contracts.

In many cases, new asbestos surveys were undertaken to meet the requirements and there were also properties where minor asbestos contamination was found and removal undertaken. This engagement means that future tenants will also benefit from the surveys and management plans put in place.

A group approach was used for the assessment of properties prior to the recommendation for approval being made, with representatives across the organisation coming together multiple times a week.

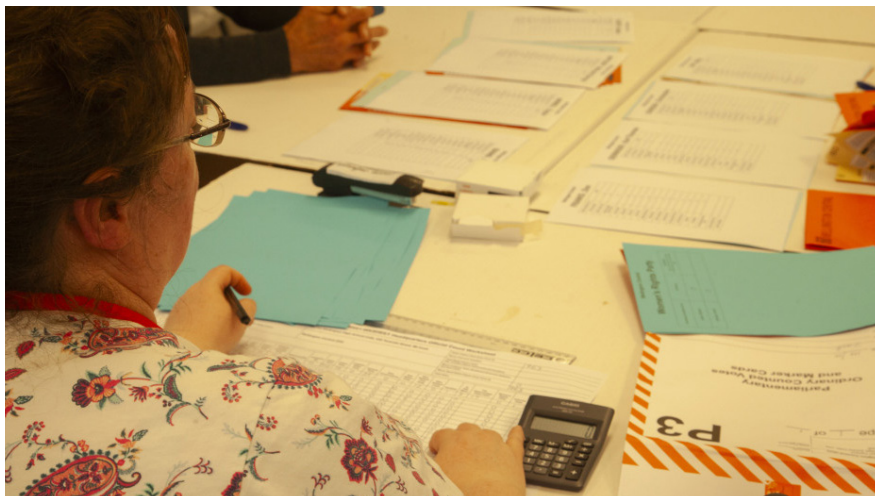
Approximately 75 properties across the country were assessed by the group during a five-month timeframe.

Only one property was declined by the group because of asbestos reasons. This was a great catch as the entire ceiling space was contaminated with asbestos insulation board (AIB) dust, likely from a previous removal of ceiling tiles. An earthquake or weather event could have caused displacement of the ceiling tiles and contamination of the working space with AIB dust, which would have been both a health risk to employees and cause contamination of critical voting materials.

All properties have now been secured, and asbestos management plans put in place where required.

Our GHSL Health and Safety Intern even helped put together some of the plans! Information on the plans and asbestos management will be communicated to the Electorate Manager and kaimahi upon moving into the properties in the coming months.

There will be numerous opportunities to work in these buildings and voting places during the voting period. If you are interested in democracy, keen to learn more and work for the Commission at the 2026 General Election (even if only for election day!) register your interest here: [Work at an Election- Electoral Commission](#).



Kaimahi wellbeing is fundamental to organisational success



Internal Affairs
Te Tari Taiwhenua

Department of Internal Affairs – Driven by leadership and strategic vision

Who we are?

The Department of Internal Affairs Te Tari Taiwhenua (DIA) is one of New Zealand's most diverse government agencies. Our services range from identity and citizenship to digital inclusion and cybersafety. We provide advice and oversight for Local Government, charities, gambling, and anti-money laundering. Our functions include Lake Taupo Harbourmaster, the National Librarian and the Chief Archivist. We foster strong partnerships with Māori, provide ministerial services for the Government, and administer grants and lotteries funding. That's to name a few of our responsibilities.

With thousands of staff across the country, DIA operates at significant scale and complexity. There are unique risks within the department. These provide regular challenges and opportunities for the Wellbeing Health and Safety (WHS) team.

We've made great headway managing diverse risks across offices, fieldwork, and high-security environments. While legislative compliance remains fundamental, our focus is increasingly on embedding safety and wellbeing by design — anticipating risks early, enabling operational excellence, and delivering people centred systems and environments.
— WHS Team.

Uplifting Wellbeing, Health and Safety across DIA

Over the past five years, DIA has undertaken a transformative journey to uplift the maturity of our WHS practices. A clear strategic vision and strong leadership commitment drives this work. We believe the safety and wellbeing of our kaimahi is fundamental to our success as a public service organisation.

We have developed and implemented Rourou, a new online WHS reporting platform. This is one of our most significant WHS milestones. Rourou has transformed how we record, track and respond to health and safety events. It gives kaimahi an easy way to report incidents, near misses, wellbeing concerns, and suggestions for WHS improvements. This enables real-time visibility, data-driven decision-making and continuous improvement. Rourou helps us respond faster, strengthens risk management, and supports a culture of transparency and shared learning.

Our Executive leadership team launched a **three-year Wellbeing, Health and Safety Plan**. This set a clear strategic direction for us and showed our commitment to creating a safe, inclusive and thriving workplace. Key priorities included leadership accountability, system integration, and workforce capability. The plan has provided a roadmap for change and a benchmark for measuring progress.

We introduced **WHS Key Performance Indicators (KPIs) for Senior Leaders**. These KPIs strengthen accountability at the highest levels. They ensure wellbeing, health and safety are strategic priorities, rather than operational responsibilities. As a result, there has been a visible shift in our leadership engagement. Our leaders actively participate in WHS discussions, champion initiatives, and model safe behaviours. There is still work to do. However, this maturity uplift supports a culture where wellbeing, health, and safety are recognised as everyone's responsibility.

Another major achievement was the rollout of a **fully integrated Health and Safety Management System (HSMS)**. This system brings all our policies, procedures, risk management tools and reporting mechanisms into a cohesive framework. It aligns with legislative requirements and recognises good practice. This provides clarity across the department and strengthens risk management.

We are also **strengthening the profile of our Health and Safety Representatives (HSRs)**. We have provided targeted support, training and recognition. HSRs are now more visible, confident and influential in their roles. They play a critical part in connecting leadership with frontline perspectives. They also ensure kaimahi voices inform health and safety decisions and outcomes.



Building capability has been a cornerstone of our journey. We developed and delivered **in-house training modules** tailored to the needs of our kaimahi. These modules cover core WHS concepts, practical skills, and wellbeing strategies. They're designed to be accessible and engaging. Kaimahi across the department are now better equipped to identify, assess and manage risks. They know how to support each other and contribute to a positive safety culture.

Our journey to uplift WHS maturity has been one of collaboration, innovation and sustained commitment. While there is always more to do, we are proud of the progress we've made and the foundations we've built. As we look ahead, we remain focused on sustaining momentum and deepening engagement. We will continue to evolve our approach to meet the changing needs of our kaimahi and the organisation.

Safer interactions through refreshed Situational Safety and Tactical Communication training



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

At the Ministry of Business, Innovation and Employment (MBIE), over 900 field and front-facing workers engage with the public every day, either in front facing customer environments or out in the field in homes, businesses and communities. Think Immigration Border Officers, Refugee Status Officers, Customer Service Advisors, Labour Inspectors, and Mediators, for example; each of these roles carry different levels of risk.

Violent or aggressive behaviour remains one of MBIE's critical risks.

Keeping frontline workers and the public safe reflects MBIE's commitment to provide interactions that are simple, safe and certain for both MBIE kaimahi (workers) and the communities they serve.

MBIE's Wellbeing, Health and Safety Operations (WHS Ops) team plays a key role in supporting their people by providing the tools, skills and

confidence to stay safe on the job. Situational Safety and Tactical Communication (SSTC) training is a core part of this, improving personal safety and communication in challenging situations.

Tailoring training for real-world scenarios

The previous SSTC training model offered a one-size-fits all approach, but the work environments of our people and risk level associated with these can vary depending on their roles.

Over time, workers and people leaders shared helpful feedback about the SSTC training: what worked well and what could be more relevant to their roles. Front facing workers wanted content tailored to their interactions, while field workers asked for deeper, real-world scenarios.

When the contract with the external training provider came up for renewal, the WHS Ops team took the opportunity to rethink

the system. They listened to their people, understood the challenges and learned from the past to shape safer, more supportive systems for everyone.

“Our people thrive when they feel safe, supported, listened to, and able to bring their whole selves to work. Refreshing the SSTC training is a vital part of creating an environment where people can thrive, supported by strong leadership, good systems, and a culture of care.”

David Griffith — Head of Wellbeing, Health and Safety, Ministry of Business, Innovation and Employment

Working together to shape the new approach

The WHS Operations team used a collaborative approach to refresh the SSTC training to meet the needs of MBIE business units.

A new training model was developed using worker feedback. Nominated frontline and field representatives were brought together for workshops to refine it. Their insights shaped the final model. The response was overwhelmingly positive. Participants valued being heard and recognised.

This approach meant the refreshed training wasn't just built for their people. It was built with them at the heart of the model.



A training model that better supports MBIE's people

The new SSTC training model provides clearer pathways, more realistic content and a targeted approach that matches the risks workers face. It includes three parts: SSTC Foundations (online), in-person SSTC training and refresher training.

It introduces several improvements shaped by worker feedback:

- Training matched to each workgroup. No more sitting through content designed for completely different roles.
- Real MBIE scenarios. Practical case studies and examples that reflect the environments we work in.
- More relevant, more efficient training. Less time away from mahi, with content tailored to real world risk levels.
- Bespoke options through a train the trainer model. Refresher training will be delivered by kaimahi who understand the mahi, challenges and environment. This approach builds trust and strengthens psychological safety within teams.
- This shift is about creating systems that work for people and recognises the complexity of real-world work.
- A cultural shift is underway.
- This project represents more than a training update. It's a move toward deeper organisational listening. Workers shared their experiences, the WHS Operations team took that feedback and worked alongside them to design something truly fit for purpose.

What's next

MBIE values and supports the vital work of frontline and field kaimahi. The Wellbeing, Health and Safety team will continue to implement updates to training modules based on staff feedback as many will be attending their biannual refresher training.

The Digital Leadership Challenge

The public service faces significant challenges in improving service delivery, strengthening and retaining the trust of New Zealanders, and continuing to reflect today's society. Recent themes articulated by the Public Service Commissioner highlight the need to accelerate adoption of digital and AI technologies, reduce reliance on bespoke systems, strengthen collaboration across organisational boundaries, lift leadership capability, and foster innovation.

Traditional governance channels — email briefings, infrequent forums, and paper-based updates — struggle to command attention or sustain leadership presence and collaboration. At the same time, health and safety teams across the public service are sharing valuable insights in ad hoc and temporary ways. This limits the ability to retain institutional knowledge, demonstrate what is 'reasonably practicable', and support learning and improvement across the system.

The Opportunity

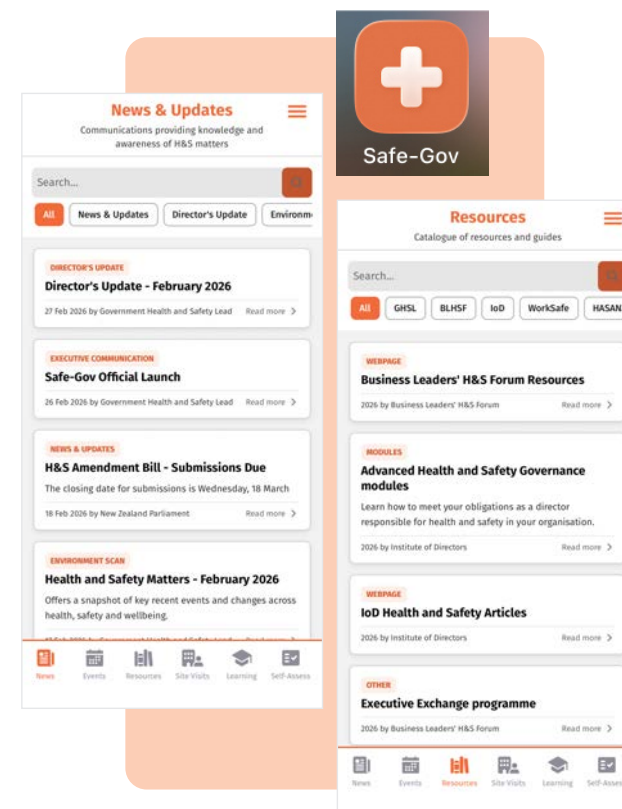
In March 2025, Ray Smith identified that modernising executive leadership practice required a shift toward mobile, real-time governance. At the same time, a Ministry for Primary Industries SharePoint migration revealed an untapped capability: the creation of secure external collaboration sites.

In response, the Government Health and Safety Lead (GHSL) initiated two projects to scope and design solutions that would strengthen health and safety governance and enable greater collaboration between GHSL member agencies.

The Initiatives: Two Sector-Wide Leadership Platforms

1. Safe-Gov

Safe-Gov is designed to support executive leaders and board members — officers under the Health and Safety at Work Act 2015 — to stay informed and exercise due diligence. Launched in February 2026, on time and within budget, it is the first mobile application developed for use by multiple government



agencies and provides officers with a single, trusted channel for system-wide health and safety visibility.

Three sections of the app are publicly available: News & Updates, Events, and Resources. Together these present high quality, curated information in one place, including the monthly GHSL Directors Update, the Health and Safety Matters environmental scan, and key HSW events. Content is augmented by contributions

from trusted system partners, including WorkSafe, the Public Service Commission, HASANZ, the Institute of Directors, and others, with further contributors added over time.

Members from GHSL organisations can sign in to unlock additional functionality that supports individual due diligence, including site visit recording (with photos and audio), a record of learning linked to events or custom entries and a structured self assessment, all with a simple data export functionality to share records internally.

2. Member Health and Safety Resource Hub

The Member Health and Safety Resource Hub replaces fragmented email and meeting-based exchanges with a secure, enduring collaborative environment. Structured around the ACC Accredited Employer Programme assessment areas, the hub provides a common health and safety taxonomy, controlled collaboration spaces for working groups, shared strategy, policy and procedural documents, plus a member contacts directory.

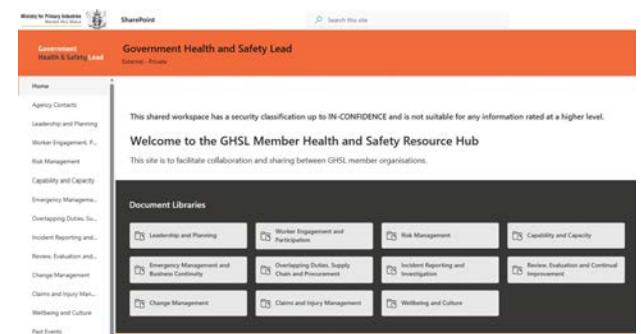
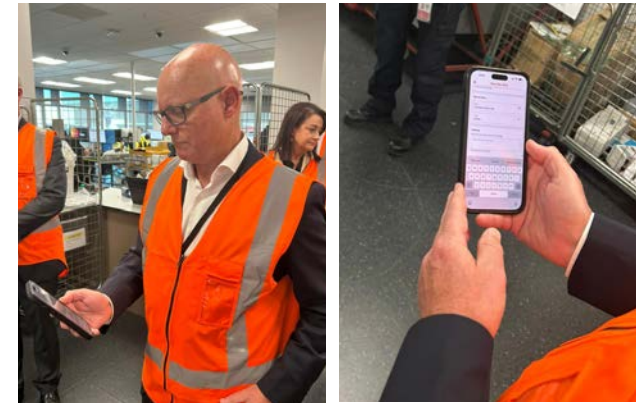
Launched in December 2025, the hub enables collective problem-solving on complex and systemic issues. Nominated managers, principal advisers, and leads are granted editing access, allowing them to easily contribute, co-develop, or refine shared resources in real time.

Overall Strategic Impact

Within their first quarter, more than half of GHSL member organisations have onboarded to Safe-Gov, while the Resource Hub is already supporting active collaboration. Safe-Gov represents a first-of-its-kind mobile governance tool in the public sector, with early lessons informing work by other system leads and heads of profession.

The Resource Hub has already had almost 200 digital artefacts uploaded or linked. Collaborative examples include cross-agency work on driving, organisational drug and alcohol reviews, and shared learning on psychosocial harm risk management.

Together, Safe-Gov and the Resource Hub are transforming how leaders lead, teams collaborate, and the system learns — advancing public sector health and safety leadership and practice in New Zealand.



**Government
Health & Safety Lead**

Government Health & Safety Lead

www.healthandsafety.govt.nz
Ministry for Primary Industries / Manatu Ahu Matua
Pastoral House, Level 9
25 the Terrace
Wellington
New Zealand

Te Kāwanatanga o Aotearoa
New Zealand Government