

# Keeping our People Safe 2023

SHARING STORIES FROM ACCROSS THE PUBLIC SECTOR



Government  
Health & Safety Lead

# Welcome

**“KEEPING OUR PEOPLE SAFE 2023” SHOWCASES  
AND CELEBRATES THE BREADTH OF THE  
HEALTH, SAFETY & WELLBEING INITIATIVES  
IMPLEMENTED BY OUR PUBLIC SECTOR  
AGENCIES THROUGHOUT 2023**

## Government Health & Safety Lead

[www.healthandsafety.govt.nz](http://www.healthandsafety.govt.nz)

Ministry for Primary Industries / Manatu Ahu Matua

Pastoral House, Level 9

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Wellington

New Zealand

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# Message from Ray Smith

IN AUGUST 2017, RAY SMITH WAS APPOINTED AS 'GOVERNMENT HEALTH AND SAFETY LEAD' BY THE STATE SERVICES COMMISSIONER. FROM 2010 TO 2018 RAY SERVED AS CHIEF EXECUTIVE OF THE DEPARTMENT OF CORRECTIONS, HE IS CURRENTLY THE DIRECTOR-GENERAL OF THE MINISTRY FOR PRIMARY INDUSTRIES.

## Government as an exemplar

**In 2017 the independent Taskforce on Workplace Health and Safety identified that Government had opportunity to positively influence the health and safety system of New Zealand.**

Amongst the recommendations, the taskforce identified the need for Government to provide leadership and act as “an exemplar of good health and safety practice.”

## Sharing success

**In the vast expanse of the government sector, we encounter a myriad of risks, especially in frontline roles, where the potential for physical and psychological harm is high.**

As senior leaders, we tirelessly strive to mitigate these risks and foster a culture of safety and wellness within our agencies. However, we acknowledge that our efforts would be futile without the collective vigilance and cooperation of every individual within our organisations.

Every one of our public sector agencies holds a unique perspective and contribution towards creating safer work environments for all New Zealanders. Collectively understanding how we each manage the risks posed by the breadth of operating environments, which encompass the sectors day-to-day operations, enable us to devise safer ways of working.

Recognising this significance, we are delighted to introduce **Keeping Our People Safe 2023** - What will

become a regular publication dedicated to sharing the stories of health, safety and wellbeing initiatives implemented across our public sector agencies.

This year will bring a large amount of change to all our organisations, both internally and externally. This can disrupt established routines, roles and relationships in the workplace, potentially amplifying the risks our workers face.

Featuring inspiring stories, innovative initiatives and best practices that contribute to the overall safety and wellbeing of our workforce. It is my hope that **Keeping Our People Safe 2023** inspires and reminds us all to continue prioritising safety and wellbeing in everything we do, both within and beyond our workplaces.

**“It is my hope that Keeping Our People Safe 2023 inspires and reminds us all to continue prioritising safety and wellbeing in everything we do, both within and beyond our workplaces.**



**Ray Smith**

Director General - MPI

Government Health and Safety Lead

# About the GHSL

**THE GOVERNMENT HEALTH & SAFETY LEAD (GHSL) IS A SMALL TEAM TASKED WITH PROVIDING PRACTICAL SUPPORT TO CHIEF EXECUTIVES, SENIOR LEADERS AND THE HEALTH AND SAFETY TEAMS OF GOVERNMENT AGENCIES TO ENABLE THEIR LEADERSHIP OF HEALTH AND SAFETY TO THE BENEFIT OF ALL NEW ZEALANDERS.**

The GHSL works accross 42 public sector organisations to help develop health, safety and wellbeing capability through sharing good practice and identifying common areas of risk and improvement.

The GHSL seeks to add value by:

- ▶ Identifying areas of specific need, helping to coordinate priorities and resources.
- ▶ Identify and share good practice, helping to avoid inconsistency and duplication.
- ▶ Understand and share learnings and lessons to enhance policies and processes within the sector.
- ▶ Support the sector to identify, monitor and report on performance and trends, helping to focus on areas that will deliver greatest benefit.

In its functional lead role, the GHSL has the opportunity to gain a cross-sector perspective of how various agencies identify, comprehend and

tackle the multifaceted challenges they encounter.

Over the last six years, GHSL agencies have consistently demonstrated their commitment to the health, safety and wellbeing of their people and the people they engage with. We are privileged to be able to share a 'snapshot' of what these agencies have achieved in 2023.



**Lance Goodall**

**Director Government Health and Safety Lead**





## Government Health & Safety Lead member agencies







# Nurturing Leadership in New Zealand's Intelligence Community:

## The Evolution of Te Ara o Tātāriki

**Within the intricate landscape of national security - the Government Communications Security Bureau (GCSB) and the New Zealand Security Intelligence Service (NZSIS) are the guardians of New Zealand's safety. One critical driver of their success with this work is having capable people leaders.**

### Embarking on the Path of Leadership

Conceived as a comprehensive capability program tailored specifically for leaders within the New Zealand Intelligence Community (NZIC), Te Ara o Tātāriki (translated to "Path of the Kaka/ leadership") emerged. Designed to address critical leadership developmental gaps, this multi-agency initiative was developed to equip our leaders with the essential skills required to thrive and succeed in their roles supporting the health, safety and wellbeing of our people.

### Navigating Unprecedented Challenges

As well as the impact to our people, the onset of the COVID-19 pandemic posed unforeseen challenges to the delivery of the program. Navigating the complexities and uncertainties

required meticulous planning and adaptability. Documenting our program intentions and accommodating changes to delivery became imperative.

### What is Te Ara o Tātāriki?

The Te Ara o Tātāriki Programme is a capability programme targeted specifically at tier 4 -5 people leaders within the NZIC. It is designed to cover key topics such as leadership, strategy, change, collaboration and decision-making. Key aspects of health, safety and wellbeing were woven throughout.

Each topic included comprehensive pre-work that was delivered online through short modules and introduced learners to the content that was delivered in the face-to-face programme. During this face-to-face programme, participants were



able to refer to articles which served as case studies and practical activities.

### Why was Te Ara o Tātāriki developed?

The unique operating environments of the GCSB & NZSIS called for the development of a systematic leadership development programme. This would provide leaders with greater access to support and ensure their development was consistent with agency and wider public sector values. It was identified that the target audience, tier 4 - 5 leaders, required dedicated learning support on authentic leadership, leading through change, and decision-making within complex and ambiguous environments. Te Ara o Tātāriki enhanced leaders' capability to foster a positive workplace culture.

### Challenges

- ▶ Operational workers struggled to commit to the duration of the programme due to the nature of their work.
- ▶ Maintaining continuity in the personnel who were involved in the design and delivery of the programme.

### Factors for success

- ▶ Decisions regarding initial intent and subsequent changes to the programme were well documented to maintain

continuity.

- ▶ Multiple cohorts were delivered simultaneously to offer leaders flexibility, and accommodate for their time constraints.
- ▶ Online content was presented in an accessible format and was kept between 5-15 minutes in length to promote retention.

### Future of the programme

Having served its initial purpose of uplifting leadership capability across a cohort of tier 4-5 leaders, after 4 years of delivery the programme has now been retired. In its place, a Manager Induction programme is being developed utilising the lessons we gained from Te Ara o Tātāriki. This new programme will continue to provide people leaders with the knowledge required to perform their role well, specifically within the unique operating context of the Intelligence Community.



**Te Pā Whakamarumaru**  
New Zealand Security  
Intelligence Service



**Te Tira Tiaki**  
Government Communications  
Security Bureau

## Modules content:

### LEADERSHIP:

Focused on authentic leadership and leadership fundamentals.

### ORGANISATIONAL CHANGE AND RESILIENCE

The one-day workshop aimed to build courage and resilience, to challenge the norm' and lead change effectively.

### STRATEGY EXECUTION

This workshop focussed on developing a strategic mindset to turn vision into action and enhance the value leaders add to strategic conversations.

### DECISION MAKING IN COMPLEXITY AND UNCERTAINTY

Different approaches to decision making that leaders can use in environments (providing practical tools and frameworks for the decision-making process).

### TEAMWORK AND COLLABORATION

The fifth F2F topic covered teamwork and collaboration. Leaders examine ways to quickly and consistently identify the best approach for working with others inside and beyond the agency.

### PROJECT

Leaders presented back on a project they've worked on throughout the duration of the programme. This also touched on their learnings from the programme and how they aimed to apply

### SETTING THE TONE FROM THE TOP

Wellbeing is a priority for the Director-General of Health and the Ministry's Executive Governance Team (EGT). The EGT recognises that being proactive in their leadership and governance of health, safety and wellbeing means that they need to engage with our kaimahi | workers about the risks associated with their work and actively probe to understand how these risks are being managed.

Our kaimahi set a challenge to move beyond the conventional practice of promoting EAP and delivering 'resilience' training. This resulted in **Kia tū kaha**, the Ministry of Health Wellbeing Plan 2022-2025, a proactive, structured, and intentional plan that is aligned with international best practice, embedded in New Zealand's unique cultural context and tailored to our organisational values. This plan prioritises regular engagement with our kaimahi and creates opportunities for leadership to seek assurance that our risks are being managed so far as is reasonably practicable.

## The Ministry of Health

THE MINISTRY OF HEALTH IS KAITIAKI | STEWARD OF NEW ZEALAND'S HEALTH SYSTEM, THEY FELT IT WAS IMPORTANT TO LEAD BY EXAMPLE IN GUARDING, EMPOWERING AND CARING FOR THE WELLBEING OF THEIR KAIMAHI | WORKERS.

Managing the risk of psychosocial harm from work is a key focus area for the Ministry of Health. Our kaimahi have repeatedly risen to the challenge of protecting, monitoring and supporting the health sector during times of complexity and change. These times have included the COVID-19 pandemic and the health and disability system reforms. While responding to these challenges, our kaimahi were also tasked with continuing the everyday activities of the Ministry, which has often involved sensitive and high-profile work that needs to be delivered at a fast pace.



## Engagement with kaimahi

The plan was developed in collaboration with kaimahi through a series of design workshops in 2022. These workshops had active participation from employee-led networks, health and safety representatives, our Māori Health Directorate and union delegates. Workshops were run online and in-person, and were open to all kaimahi.

One of the key deliverables of the plan was the formation of a Wellbeing Rōpū | Group. This group is chaired by an EGT member and has representation from the same groups involved in the design process. Rōpū members are our wellbeing champions and monitor our progress against the plan.

During 2023, our second year of implementation of the plan, we continued to seek input from our kaimahi so we could check that we were on the right track. We achieved this through a series of Ministry-wide kōrero | discussion sessions, run by members of the Wellbeing Rōpū alongside our EGT, to hear from our kaimahi about what was important to their wellbeing. This helped us to refine and improve the plan and created an opportunity for our EGT to get a better picture of 'work as done' rather than 'work as imagined'.

## The three-year plan

Our three year plan is being delivered via three streams:

### ▶ Whakahaumarū | Protect

Primary interventions that minimise risks to kaimahi and create an environment where people thrive.

### ▶ Whakamana | Empower

Secondary interventions that give people skills and knowledge when things start to get challenging.

### ▶ Āwhina | Care

Tertiary interventions that show manaakitanga and aroha when our people need them most.



## Guiding Principles

### **RECOGNISE TE TIRITI AND ACKNOWLEDGE HEALTH INEQUITY**

We acknowledge Te Tiriti o Waitangi has implications for how we protect, empower and care for the wellbeing of our people.

### **BOOST THE PROTECTIVE AND SUPPORTIVE POTENTIAL OF WORK**

When work is designed well, it not only prevents harm but creates the opportunity for wellbeing.

### **DESIGN WELLBEING INTO THE WORK**

Proactive management of wellbeing includes incorporating (or designing) wellbeing into work programmes/ tasks rather than addressing wellbeing concerns after the work is complete.

### **TE WHARE TAPA WHĀ IS FOUNDATIONAL TO OUR UNDERSTANDING OF WELLBEING**

We recognise that wellbeing involves the whole self and that work can harm our mental health and wellbeing in a number of ways. This includes all dimensions identified by Te Whare Tapa Whā.

### **SHIFT THE FOCUS FROM THE INDIVIDUAL TO THE COLLECTIVE**

Embraces collectivist understandings of wellbeing which include how good whānau relationships, work relationships and community relationships are core to wellbeing.

# New Zealand Police

WITH THE HELP OF THEIR WORKERS, NEW ZEALAND POLICE ESTABLISHED  
A CRITICAL RISK PROGRAMME TO ENSURE THEY'RE DOING ALL THEY CAN  
TO KEEP THEIR PEOPLE SAFE.



803

INTERVIEWS  
COMPLETED

1003

OBSERVATIONS  
UNDERTAKEN

## Critical Risk and Control

**The Critical Risk Programme is our eleven-step programme used to ensure critical risks are systematically identified, assessed and effectively controlled.**

The Police operate within a complex and dynamic environment. We see a 'critical risk' as something that can seriously harm or kill our people. In response to these risks we've developed a programme to ensure we were keeping our people safe from those risks.

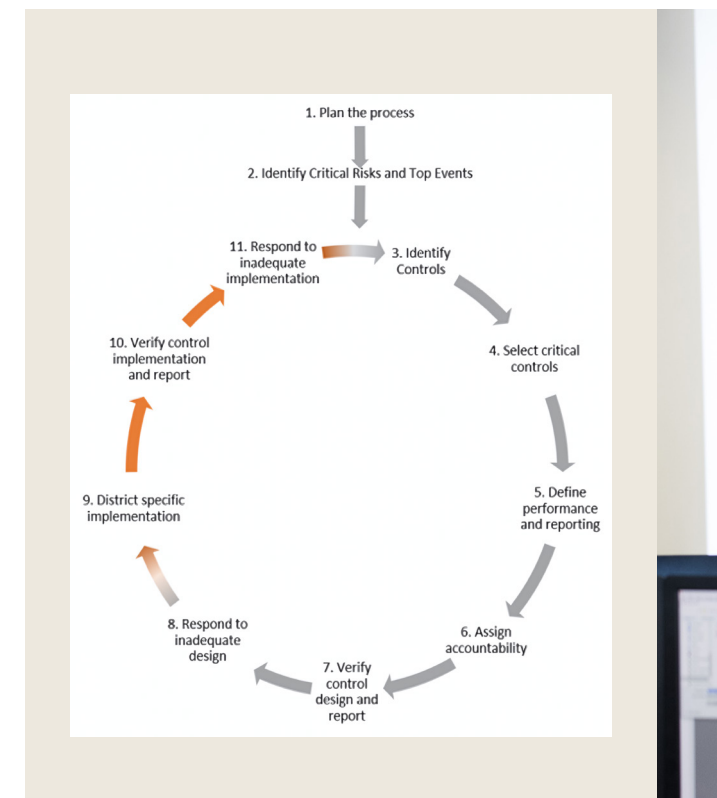
With our definition and programme, we identified the seven top risks that our people are exposed to. These are: motivated offender, roadside operations, driving, custody, psychological harm, hazardous substances and third party/contractors.

The programme through collaboration with its workforce, leaders and executive, has identified its critical controls in place for each critical risk – these are the measures in place to minimise the risk as far as reasonably practicable. We want to find out if these critical controls are working as they should to manage the risk.

### Unique Environment:

What's particularly unique to Police, is that the operational environment strongly relies on administrative controls that are systems and people based, therefore very dependent on human factors and performance. This is why Police has identified it as key that we measure our critical controls through authentic engagements with our people. Hence the reliance on using a combination of quantitative and qualitative measures as part of our verification process.

There has been a strong involvement from our network of over 700 health and safety representatives participating in the verification process. We have seen it as an essential component to make this a collaborative approach with our health and safety representatives and our districts and service centres.





1782

SURVEYS  
COMPLETED

83

MEMBERS OF  
VERIFICATION  
TEAM

“ LOTS OF GOOD IDEAS CAME OUT WHILE SPEAKING WITH PEOPLE ABOUT CHANGES WE CAN MAKE TO IMPROVE OUR BUSINESS AND SUPPORT OUR PEOPLE.

“ I FELT VALUED AS A HEALTH AND SAFETY REPRESENTATIVE.

“ I HAVE THOROUGHLY ENJOYED THE EXPERIENCE OF THE CRITICAL RISK PROGRAMME. IT HAS EXTENDED MY KNOWLEDGE ON A NUMBER OF OTHER CRITICAL RISKS THROUGHOUT THE ORGANISATION



## Governance

**Several Executive members sponsor our critical risks and take ownership for governing how their respective critical risk is reduced as far as reasonably practicable.**

Our Police Executive have ultimate responsibility to ensure that our critical risks are adequately managed and bringing about meaningful benefit to our workforce.

For our wider executive audience, a consolidated report proves insights on how we are performing against the performance criteria for our critical controls. This is done through a verification process in our districts and service centres. Each Executive Sponsor will also receive a dedicated report for the critical risk they're sponsoring, including the recommended course of action to improve critical control performance nationally. They will also receive a high-level summary of all district specific action plans and how they're tracking against local improvements.

The report will give them a balance of things occurring nationally and local variations, as we know that risks can present itself differently across districts. The agreed recommendations are managed and monitored through Police's Health and Safety Governance Framework.

# Ministry of Business, Innovation & Employment

## Empowering Client Service Advisors: Strategies for Managing Challenging Calls

THE MINISTRY OF BUSINESS, INNOVATION AND EMPLOYMENT'S (MBIE) SERVICE CENTRES SEEK TO PROVIDE EXCELLENT CUSTOMER SERVICE WHILE ALSO PROTECTING STAFF FROM PSYCHOSOCIAL RISKS. TO ACHIEVE THIS THEY BEGAN USING NEXIDIA, AN ARTIFICIAL INTELLIGENCE (AI) SYSTEM WHICH FLAGS CHALLENGING CALLS. IT HELPS THEIR TEAM LEADERS AND CLIENT SERVICE ADVISORS BY INDICATING WHO NEEDS SUPPORT AND ASSISTING TO DECIDE WHICH INTERVENTIONS WOULD BE MOST EFFECTIVE.

### The Service Centre and its challenges

**The service centre plays an important role within the Ministry of Business, Innovation and Employment (MBIE) to enable personalised engagement with the public.**

The key roles within service centres are Client Service Advisors (CSAs) who answer calls on multiple different phone lines for both MBIE (e.g. Immigration NZ, Tenancy Services, Companies Office) and other government agencies, and Team Leaders (TLs) who lead and support teams of CSAs. The service centre ensures that clients' needs are met by providing quality and timely advice and information. Although the role is rewarding, it presents both psychosocial and indirect violence and aggression risks through challenging communications with members of the public.

The negative health and wellbeing outcomes from exposure to CSA's included work related stress, chronic stress, fatigue, burnout, musculoskeletal pain and discomfort, headache, tension, disruptive sleep and finding it difficult to switch off and detach after work.

### Introduction of Nexidia

**MBIE has developed a range of proactive and reactive strategies to manage psychosocial risks workers are exposed to by handling challenging calls to the Service Centre.**

The use of Nexidia is one addition to these strategies. It supports call centre staff by analysing the phone calls with CSA's and searching for key word or phrases which would indicate a red flag. For example, abusive language, sexual harassment and raised volume of voice may all lead to Nexidia flagging the call. When a call is flagged, TLs are sent the call to listen, evaluate and determine the most appropriate next steps. Nexidia provides further support by assessing and recording changes in caller sentiment - recording how happy or upset a caller feels about something.





# Results

## THE INFORMATION RECORDED BY NEXIDIA ALLOWS FOR IMPROVED EFFECTIVENESS OF CONTROLS TO PROTECT WORKERS FROM PSYCHOSOCIAL HARM

### CHALLENGES:

The initial definition of red flag calls was too broad, and improving Nexidia's accuracy is an ongoing effort, which – like any focus on continuous improvement – requires time and resource.

Listening to red flag may also expose TL's to potential negative effects. It is important to limit the number of red flag calls that need to be listened to by improving the accuracy of red flag calls.

### HOW HAS IT HELPED

Risks through job demand, excessive workload or exposure to violence and aggression are more readily identified and tracked.

As a result, it is easier to identify those staff who may need more support. This presents a clear opportunity for targeted roster changes, increased supervision and other interventions which protect workers from the harm of prolonged exposure to psychosocial risks. Nexidia is also used to identify calls that are upset, emotional or complex where the CSAs have used their skills, knowledge and expertise to handle the call effectively. This type of calls are identified as green flag calls, which will be listened and assessed by the TLs and the techniques may be developed for training purposes.

## Future considerations

**From end of February 2024, MBIE implemented the new Genesys Cloud telephony system which can connect directly to Nexidia. This new system will enable several improvements to the red flag system including; better audio quality which will improve Nexidia's accuracy, more frequent and timely analysis of interactions, same-day notifications to TL's, and a number of other potential improvements.**

**One of the goals is to build collections of red and green calls that helps analyse trends to inform future training in the area of managing challenging calls**



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

# New Zealand Trade and Enterprise

IS NEW ZEALAND'S INTERNATIONAL BUSINESS DEVELOPMENT AGENCY WITH A PURPOSE TO GROW

COMPANIES – BIGGER, BETTER, FASTER – FOR THE GOOD OF NEW ZEALAND. THE HAVE TAKEN AN ACTIVE ROLE IN ENSURING THEIR PEOPLE ARE SUPPORTED THROUGH CHANGE.

## WHERE ARE WE

Our people are spread across 52 locations around the world, 11 offices in New Zealand and 41 internationally.

## CHANGES

We are working on a refocused strategy, based on changing customer needs and budget reduction. Among these changes, we knew that to meet the budget requirements we were going to need an organisational restructure.

## WHAT WE WANTED TO ACHIEVE

The NZTE Safety and Wellbeing team wanted to take a proactive approach to support our people through the change process. Wellbeing is a core part of our culture, and our goal is for our people to leave work in a better state than they arrive. We also wanted the change process to uphold the mana of our people especially those who might be exiting as well as maintaining the elements of our culture that made NZTE a great workplace. Lastly, maintaining the wellbeing of all of our people – impacted, non-directly impacted, leaders leading change, our people team and executive leadership group was key.

## WHAT WE DID

We mapped out what support would be needed to protect wellbeing during the change process and what support we would need to put in place for those impacted by the changes. This was done for each stage of the change process – before, during, after and ongoing.

## NAVIGATING CHALLENGES

Through our commitment to supporting our people we did encounter several challenges along the way, striking the balance between engagement and information overload, curating relevant content amidst the abundance of available resources, and swiftly adapting to fluctuating support needs.





### KEY INSIGHTS

Throughout this process we identified a number of things that we feel are important to supporting workers through change:

- Executive Leadership support
- Proactive planning
- Alignment with change management teams
- Identification of key ambassadors within our organisation
- The significance of simplicity in messaging
- The importance of allowing individuals time to process news before check-ins,
- The critical role of self-care in supporting others through change.

## Strategies implemented

### • Intranet Resources

We established dedicated intranet pages—Flourishing through Change and People Leaders Toolkit—to centralise resources and guidance for individuals and leaders alike.

### • Wellbeing Workshops

External wellbeing consultants conducted drop-in workshops tailored to the evolving needs of our people, providing invaluable support and insights.

### • Individual Support

For those requiring personalised assistance, we facilitated access to internal coaches, wellbeing coaching, and psychological support, ensuring that no one faced the challenges alone.

### • Pro-active Check-ins

Our Safety & Wellbeing team personally reached out to affected individuals at critical junctures, offering support and reassurance throughout their journey.

### • Post-change Rebuilding

We curated content for leaders to navigate the process of rebuilding teams, fostering healthy work habits and resilience in the face of change

# The Department of Corrections

## Prioritising Mental Health in the Workplace

**Workplace wellbeing has become a significant focus in recent years and with the Department of Corrections help, participation and support, the Mentally Health Work Development Programme Pilot successfully improved Public Sector senior leaders and H&S Practitioners literacy in psychological health and safety at work.**

Having recognised the impact of work on mental health, we worked with and support the Government Health and Safety Lead to embark on a transformative journey through the Mentally Healthy Work (MHW) Development Programme pilot.

It's aim was to develop literacy with psychological health and safety at work—a crucial yet often misunderstood aspect of workplace health and safety. Unlike wellness programs, which have a focus on individual coping mechanisms, psychological health and safety should target systemic factors within the work environment that can impact mental health.

The benefits of good mental health for our organisations involve thriving employees who are more productive, engaged, take fewer sick days, and tend to stay with their employers longer.

### The Development Programme (Pilot):

Department of Corrections Chief Executive, Jeremy Lightfoot, wanted to champion this programme for the sector both to help drive engagement and visibility, while endorsing the program's sector-wide significance and utilise the learnings within the Department of Corrections.

Sponsored by WorkSafe New Zealand, the MHW Development Programme aimed to enhance psychological health and safety literacy across three organisational levels: Chief Executives & Deputy Chief Executives, Heads of Health & Safety, and Practitioners. Through a combination of peer-to-peer discussions and interactive sessions, participants gained theoretical and operational knowledge to apply within their respective roles.





**Insights from the Pilot:**

The success of the programme hinged on various factors:

**Pre-Work Preparation:** Pre-work assignments primed participants for in-depth discussions, fostering a conducive learning environment.

**Mixed-Method Delivery:** A blend of online modules and in-person sessions ensured accessibility and engagement, catering to diverse learning preferences.

**Real-World Examples:** Incorporating practical case studies enriched the learning experience, providing tangible insights into systematic risk management approaches.

**Peer-to-Peer Discussions:** Facilitated discussions encouraged open dialogue and vulnerability, fostering a culture of shared learning and collaboration.

**Looking Ahead:**

The Mentally Healthy Work Programme pilot marks a significant step towards fostering psychologically safe workplaces across the public service sector. For Corrections, the

learnings across our leadership and safety teams enhancing the work we are doing with Critical Risk Control Assurance activities and considerations.

As organisations continue to prioritise mental health and wellbeing, initiatives like these pave the way for a future.



“

Mentally healthy work is not only a legal imperative, but a moral and economic one too.

## Kāinga Ora - new ways of working

**Kāinga Ora has embarked on a journey towards Activity-Based Working. This shift not only aligns with the organisation's core values but also contributes significantly to its strategic vision of sustainability and stewardship.**



### The aim:

At Kāinga Ora, we recognised that by moving to Activity-Based Working (ABW) we could support our people and our organisational values while also utilising our office spaces more efficiently. Our aim is to reduce our carbon footprint and create a dynamic work environment that nurtures innovation and inclusivity.

The transition to ABW commenced in 2021, with major offices in Wellington and Auckland leading the charge. Utilising a leader-led approach, we strived to ensure that every step of the transition was guided by effective leadership and clear communication.

Drawing insights from Government Property Group Design principles, We tailored workstation ratios and ancillary spaces at locations to suit the needs of the workforce within that location. People leaders played a pivotal role as site representatives, providing valuable feedback on designs and supporting their teams through the change process.

### The outcome:

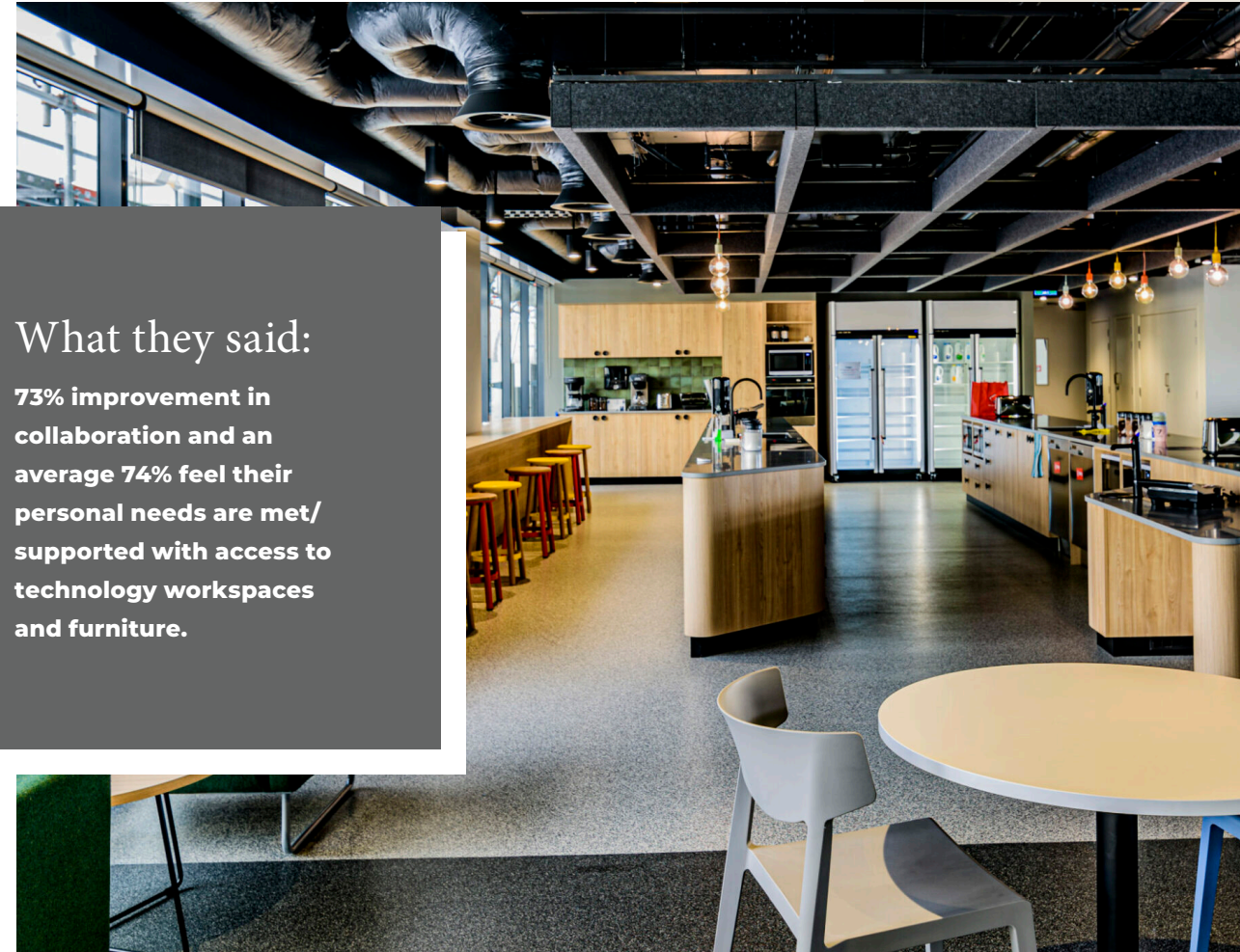
With greater mobility within the office space, employees reported feeling supported in meeting their personal needs, accessing technology workspaces and adjusting workstations confidently.

### The keys:

The key factors which played an important part in our success were:

- Change was 'leader-led'. The National PSA and Health and Safety Reps were kept informed and engaged at a local level by site leaders.
- We tailored our approach to meet the needs of the teams represented at each site.
- We sought engagement through People Leaders acting as site representatives, helping us understand how teams work, providing feedback on designs. We supported them to lead their people through change.
- We sought data to help with decision making - Information on meeting room demand and swipe card occupancy was used along with confirmation of future fulltime equivalent positions being considered. We also considered the number of visitors to a site and the type of work they do when onsite.
- We studied - pre and post-move assessments, which enabled us to track progress towards achieving behavioral change, providing targeted guidance for People Leaders on areas where further support was needed.





## What they said:

**73% improvement in collaboration and an average 74% feel their personal needs are met/ supported with access to technology workspaces and furniture.**

## Sustaining the change

We've developed structure to embed ABW which includes the development of support material for People Leaders and workers. We've continued to monitor occupancy at all sites and complete spot checks to assess behaviours and guidance to ensure consistency on follow-up and support.

We did recognise that shared workstations may not suit everyone, due to specific personal needs (including intellectual, physical or sensory needs, long-term conditions, neurodiversity or mental health) or those who require specialist equipment for a role.

Whilst there are some differences in how ABW is applied across Kāinga Ora, the same values and principles apply to all our people to support us to work well together in shared spaces.

“

**I THOUGHT A CLEAR DESK POLICY WAS IMPOSSIBLE BUT AM PLEASANTLY SURPRISED BY HOW WELL IT DOES WORK**

# Summer Internships

THE AWARD WINNING SUMMER INTERNSHIP PROGRAMME ENABLES SOME OF NEW ZEALAND'S BEST GRADUATES TO EXPERIENCE BOTH WORKING IN HEALTH & SAFETY AND THE PUBLIC SECTOR AT THE START OF THEIR CAREERS.

## IDENTIFIED NEED

In 2019, the H&S profession identified a shortage of skilled health and safety professionals, with an estimated 2,100 health and safety professionals required across New Zealand (Building the Professions H&S Workforce Pipeline Report). The demand for skilled health and safety professionals continues to outstrip supply within the market.

The Summer Internship programme was designed by the GHSL in conjunction with the sector. Our public sector agencies felt they were in a unique position to be able to develop a pipeline of future passionate health, safety, and wellbeing professionals. The breadth of unique working environments allows interns to gain valuable insights while working with skilled health and safety professionals as part of a team.

Our public sector agencies commit time and effort to identifying relevant projects of work giving the Interns the opportunity to learn on the job while delivering a specific project and seeing the public sector in action. Our agencies also host learning days and field trips to really showcase the profession.

Over the last seven years, 30 different agencies have combined to host 102 interns. The Government Health and Safety Lead supports Public Sector agencies to achieve success with this programme by co-ordinating the recruitment process and providing a programme of learning experiences for the interns.





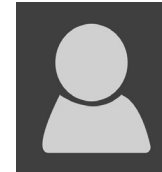
**102**  
INTERNS COMPLETED THE  
PROGRAMME

**30**  
AGENCIES HAVE TAKEN  
INTERNS

OVER **50%**  
INTERNS GONE ON TO H&S  
ROLES WITHIN SECTOR



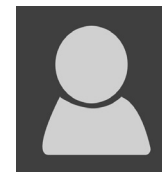
**2021**  
INTERN PROGRAMME WON  
SAFEGUARD AWARD



**Rachel  
Morrison**

**FENZ SENIOR ADVISOR, SAFETY, HEALTH  
AND WELLBEING**

The internship programme is an amazing initiative and beneficial to the public sector as it attracts new people and new ways of thinking into the growing industry. The health and safety industry is growing and requires competent individuals to support organisations to flourish in their health and safety, and this internship is an opportunity to support this'



**Zung  
Mai**

**H&S ADVISOR AT PLUNKETT**

I didn't know my degree could lead to a career in HSW, but I thought the programme sounded like a great opportunity to put psychology theory into practice. And that's all you need –to find something which interests you, and you might be surprised to see just how relevant your studies will be to your work. I have always wanted to apply my studies in a way that can help keep people safe, and it's fair to say I haven't been disappointed with my HSW internship.



## Who are we?

Ministry of Justice | Te Tāhū o Te Ture works with the judiciary and our justice sector colleagues to ensure Aotearoa is a safe and just society. We are the only agency in the public sector that works across the three arms of government; with the executive, the legislature, and the independent judiciary.

We have over 4000 kaimahi in around 100 different locations across the country. A small sample of the work we do includes the provision of support across court services, tribunals, Te Tiriti o te Waitangi claims, criminal defense, justice policy, and fine collection

### HEALTH, SAFETY AND SECURITY

Our Health, Safety and Security team aim to keep everyone working in or coming into a Justice site or a court as safe and well as possible.

# Ministry of Justice

IMPROVED COMMUNICATION AND ENGAGEMENT WITH WORKERS BY INTRODUCING MONTHLY HUI FOR H&S REPS AND MEMBERS OF THE EXECUTIVE LEADERSHIP TEAM.

## Importance of HSR's

Key to enabling us to keep people safe and well are our Health and Safety Representatives (HSRs). We have 140 HSRs throughout Justice. HSRs provide the staff voice to Te Tāhū o te Ture on the effectiveness of our health, safety and security work programme in mitigating risk and reducing harm. Our HSRs work closely with staff and leaders at a site, regionally, and nationally to embed a culture of safety leadership.

During COVID, our HSRs became an important communication channel and we introduced monthly hui with our Executive Leadership Team Leaders. This enabled us to impart new ways of operating within the restrictions we had and to understand what challenges those new requirements may cause from a safety, wellbeing or security perspective when implemented.



# Benefits

BUILDING ON THIS LEVEL OF ENGAGEMENT AND THE VALUE IT WAS PROVIDING, THE HSRs REQUESTED REGULAR MEETINGS WITH THE EXECUTIVE LEADERSHIP TEAM. AS HSRs THEY WERE INTERESTED IN HEARING OUR SENIOR LEADERS' VIEWS AND COMMITMENT TO HEALTH, SAFETY AND SECURITY, AND HAVING AN OPPORTUNITY TO SHARE WHAT THEY WERE SEEING OR HEARING AS HSRs ON THE GROUND.



The first monthly hui was with our Chief Executive and Secretary for Justice, Andrew Kibblewhite. Additional meetings were scheduled with each member of the executive, and priority was made of ensuring meetings went ahead.

As it was at the request of the HSRs for the HSRs, there was no set agenda for the hui. Each executive was able to relay the importance of health, safety and security and why they were committed to it as a senior leader. Important conversations on the challenges we have navigated in our workspace from COVID, to stress and workload pressure, as well as concern around increasing on site violence incidents.

Whilst the sessions do not aim to “fix a problem” they enable areas to be explored in an open manner. The General Manager, Health, Safety and Security attends to pick up on what may need to be considered further.

“**THIS WAS NOT A HARD SELL FOR OUR EXECUTIVE. IN FACT, WHEN THE IDEA WAS FLOATED IT WAS A RESOUNDING “YES”.**

## Into the Future

We're now in the process of locking these hui in again for 2024. And we've learnt a few things.

Our 2024 approach includes:

- The monthly hui with an executive member.
- Focused “Operational” hui with our Chief Operating Officer and his Group Managers every two months.

This enables the portion of our staff who work directly for the courts and tribunals across the country to raise

# Fire and Emergency New Zealand

THE WHANAUNGATANGA PROGRAMME, AIMED AT ENHANCING THE PSYCHOLOGICAL WELLBEING OF FIRE AND EMERGENCY NZ PERSONNEL. THIS INITIATIVE NOT ONLY SHOWS COMMITMENT TO THE WELFARE OF THEIR WORKFORCE BUT ALSO EXEMPLIFIES THE POWER OF COLLABORATION.



## Asking Questions

**Our people often work in very dangerous environments and come face to face with confronting situations. We wanted to better support our people. With funding from Movember and in partnership with the New Zealand Professional Firefighters Union (NZPFU) and the Fire and Emergency Commanders Association (FECA), the Whanaungatanga Programme started to take shape.**

The journey began with a deep dive into the organisational landscape through the Whanaungatanga Wellbeing Survey. With support from the University of Houston, the survey was designed to measure current levels of employee mental health and identify organisational factors. It provided a baseline for the Programme's interventions. Importantly, it was independently run by Auckland University of Technology (AUT), and both AUT and the University of Canberra independently evaluated the programme.

With the insights from the survey, Fire and Emergency NZ ran a pilot programme consisting of a series of workshops and interviews involving approximately 500 career firefighters and managers in the

far north region (known in Fire and Emergency as Te Hiku). These sessions served as forums for open dialogue, allowing stakeholders to voice their concerns and contribute to the design of organisational change interventions. The engagement didn't stop there – additional workshops were tailored to address the unique challenges faced by Communications Centre personnel, ensuring that interventions were targeted and inclusive

### Driving Change

Armed with data-driven insights and stakeholder input, the Intervention Development Team, comprising firefighters and managers from Te Hiku, crafted interventions aimed at improving organisational support, accountability, and overall wellbeing. The Programme's impact promises to extend beyond the pilot region.

### Looking Ahead

The Whanaungatanga Programme is set to continue with plans to repeat the survey in 2024. The combination of worker engagement and intervention design with the use of insightful data





**1736**  
1,736 SURVEY RESPONSES

**70%**  
RESPONSES FROM CAREER  
FIREFIGHTERS

**1 in 3**  
CAREER FIREFIGHTERS  
met the criteria for one or more  
mental ill health indicators

## What we found

**A significant correlation was observed between positive perceptions of organisational support and performance and better wellbeing outcomes. Employees who viewed the organisation favorably reported more positive wellbeing indicators and fewer mental ill health symptoms.**

The survey delved into organisational factors that impact mental health, including perceptions of support, accountability, competence, and psychological safety. It was found that career firefighters, especially those with longer tenures, had lower perceptions of support from the organisation compared to uniformed managers. Additionally, exposure to potentially traumatic events (PTEs) was prevalent among employees, with Communications Centre personnel reporting the highest rates.

# Land Information New Zealand

AT LAND INFORMATION NEW ZEALAND (LINZ), ENSURING THE HEALTH AND SAFETY OF THEIR WORKFORCE HAS BEEN STENGTHENED BY COLLABORATION, ENGAGEMENT, AND CONTINUOUS IMPROVEMENT. RECOGNISNG THE IMPACT OF COVID-19, LINZ UNDERTOOK A REVIEW AND REFRESH OF ITS HEALTH AND SAFETY COMMITTEES AND REPRESENTATION STRUCTURES.

## Involving workers

**As we reflect on the initiatives delivered and implemented last year, it becomes evident how working alongside staff has been instrumental in driving positive change. A cornerstone of LINZ's approach has been the development of a comprehensive wellbeing strategy extending until 2026.**

This strategy didn't materialise in isolation; instead, it was crafted with input from across the organisation. An advisory and consultative group, comprising representatives from unions, Health and Safety Representatives (HSRs), and employee-led networks, was instrumental in shaping this strategy. This inclusive approach ensured that diverse perspectives were considered, leading to a more holistic and effective strategy.

To oversee the implementation of the wellbeing strategy, a dedicated squad was formed, guiding its progression through various stages until final delivery. Additionally, an accompanying document was produced, outlining a range of wellbeing options and services identified by the



Health Safety & Wellbeing team and squad. This document serves as a blueprint for future inclusion of wellbeing services and supports, ensuring ongoing support for LINZ's workforce.

# Structuring engagement



## What we did

A workforce survey was conducted to determine the future structure of these committees, with terms of reference (TOR) collaboratively developed with key stakeholders. This led to the formation of committees across LINZ's physical locations, each with a specific focus on worker wellbeing. The high levels of engagement observed during the nomination and election activities for HSRs underscored the success of this collaborative approach.

As a result of the initial survey, we have created H&S committees in each of our three physical locations representing home/office-based workers, formed a field-based workers committee with representation from several different operational areas and a wellbeing focused committee.

These committees all feed up into a National Committee with a terms of reference, developed in consultation and which covers:

- ▶ Structures of the different committees
- ▶ Roles and responsibilities of the different participants
- ▶ How information is fed upstream to a national committee



**IMPROVING HOW WORKER'S VOICES ARE HEARD, IMPROVES THE OUTCOMES WE CREATE AND DELIVER.**

## Additional Benefits

**Building upon worker participation started work on creating a fit-for-purpose driving for work policy and Standard Operating Procedure (SOP).**

With the lessons we learned from developing the wellbeing strategy, we engaged and collaborated with workers to develop these critical documents. Subsequent board approval paved the way for the creation of an online learning module in collaboration with the learning and development team. This module, housed within the newly established "Safety Essentials" portal, ensures targeted delivery of safety-critical information and learning to LINZ's workforce.

Looking ahead, LINZ aims to expand the use of this delivery method to streamline safety essential training requirements for all roles.

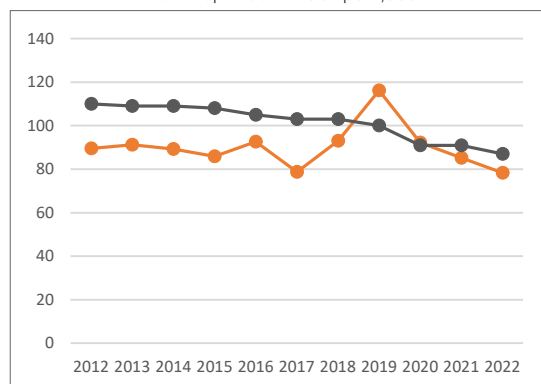
# The Sector Dashboard

THE GHSL HAS COLLECTED ANALYSED PUBLIC SECTOR AGENCY STATISTICS FROM THE ORIGINAL 38 MEMBER AGENCIES SINCE 2018.

COMPRISING OF OVER 102,000 FULL TIME EQUIVALENT (FTE) WORKERS FROM THE PUBLIC SECTOR PRIMARILY DRAWING DATA FROM THE ACCIDENT COMPENSATION CORPORATION (ACC). THE PRIMARY FOCUS IS ON TRACKING HARM, SERIOUS HARM AND FATALITY.

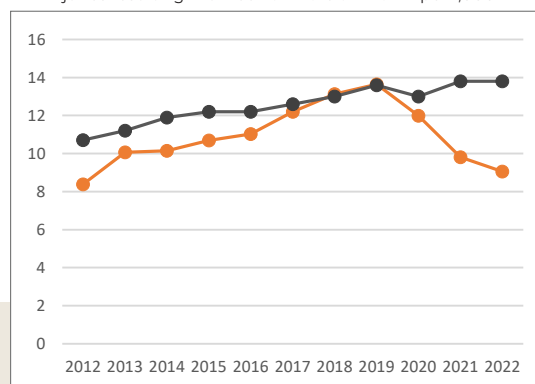
## All Harm

All harm reported to ACC - per 1,000 FTE



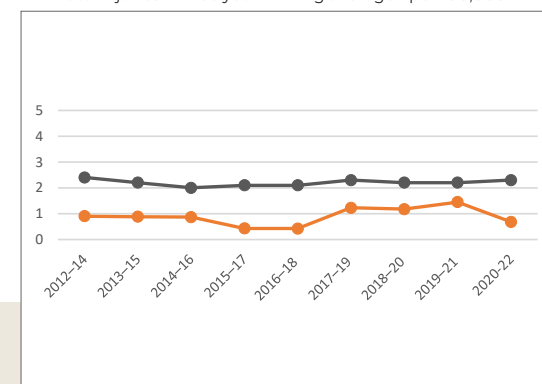
## Serious Injuries

Injuries resulting in a week or more off work - per 1,000 FTE



## Fatal Incidents

Fatal injuries - three year moving average - per 100,000 FTE



## Monitoring the Sector

Our approach was to align health and safety indicators which have been identified and used for the **Health and Safety at Work Strategy 2018 - 2028**. These include Fatal, Serious and All Harm related data, primarily drawing from the Accident Compensation Corporation (ACC).

**All Harm:** This graph compares GHSL member agencies and the overall New Zealand rate of harm per 1,000 Full-time Equivalent (FTE) employees.

**Serious Injuries:** Defined as injuries resulting in a week or more away from work (WAFW) per 1,000 FTEs.

**Fatal Incidents:** From 2012 to 2022 there have been seven recorded fatal injuries across the GHSL member agencies: relating to assault, vehicles, drowning and fall from height (fall from aircraft).

### Key

- National rate
- GHSL member agency rate

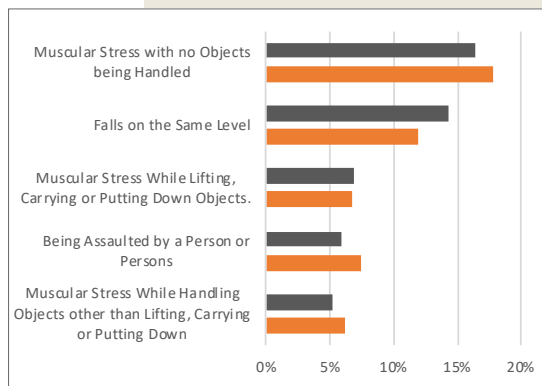
## Diving a bit deeper

In order to dig a little further into the sector, we undertook some analysis into incidents of Serious Harm (injuries resulting in a week or more away from work):

**Injury Mechanisms:** This graph shows the percentage of top five recorded injury mechanisms for all serious harm injuries of the GHSL member agencies, 2012 -2022 compared against 2023.

**Agency Type Comparisons:** We categorised our GHSL members by the main type of work agencies did; Enforcement and Justice, Emergency Response and Defence, Multi-disciplinary Agencies, and Policy and Advice, and compared the rate of serious harm.

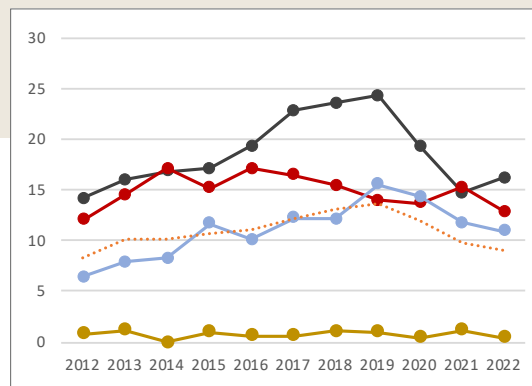
**FTE Size Comparisons:** We compared serious harm rate of GHSL agencies by Full Time Equivalent (FTE) size. These categories cover small agencies (less than 1,000 FTEs), medium-sized agencies (1,000 - 4,000 FTEs), and large agencies (above 4,000 FTEs).



### GHSL Member Agency Injury Mechanisms

Recorded mechanisms of injuries resulting in a week or more away from work

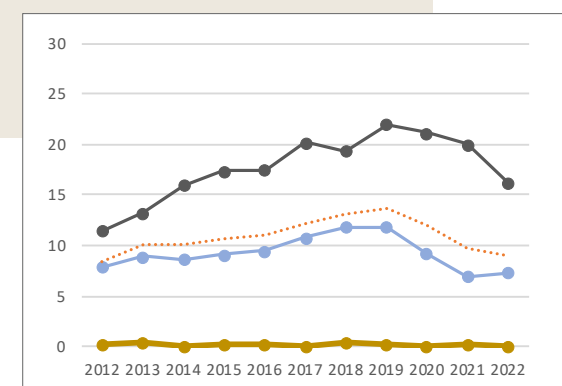
● 2012 - 2022 top Injury Mechanisms ● 2023 top Injury Mechanisms



### GHSL Member Agency by Activity Type

Serious Harm resulting in week or more away from work by GHSL agency activity type - rate per 1,000 FTE

● Law and enforcement agencies ● Emergency response & defence  
● Policy & process agencies ● Complex multidisciplinary agencies



### GHSL member agency by agency size

Serious harm resulting in week or more away from work grouped by agency size - rate per 1,000 FTE

● Small agencies (less than 1000 FTE) ● Medium sized agencies (1000 - 4000 FTE)  
● Large agencies (4000+ FTE)





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