

Framework for Strategic Plan 2018 - 2021

Creating skilled and confident
CEO health and safety leaders

OCTOBER 2017

Strategic Plan 2018 - 2021 - Framework

This document sets out the framework for the Forum's three-year Strategic Plan for June 2018 to June 2021.

It states what the Forum wants to achieve for New Zealand, our role in achieving that goal, and how we will work towards it.

The plan will guide where we devote our energy, how we allocate our resources and the creation of our annual work plans.

Once Forum members have confirmed this framework at our October 2017 AGM, detailed measures will be developed to enable us to measure progress towards our goals.

These measures will be added to the framework and the completed Strategic Plan 2018-2021 will be presented to members at our May 2018 CEO Summit.

We would like to thank all the members and stakeholders who contributed their time and feedback to help us develop this strategic framework.

How this plan was developed

Members and stakeholders provided input into the plan via:

1. A SurveyMonkey online survey
2. One-to-one interviews with Steering Group members
3. A workshop at the Forum's May 2017 CEO Summit
4. Strategic workshop with the Steering Group
5. Stakeholder consultation meetings.

What members said they valued about the Forum:

- » Our tools and events
- » Our singular focus on health and safety and on leaders
- » Our high-quality delivery to members
- » The creation of a network dedicated to health and safety at the leadership level, with opportunities for leaders to come together.

What members said they wanted the Forum to keep doing:

- » Delivery of Forum tools
- » Outreach to support sectors and regions
- » Providing peer-to-peer networks
- » Showing leaders 'what good looks like'
- » Representing leaders in conversations with government on H&S.

What members said they wanted the Forum to do more of:

- » Enhance the value of the Forum's benchmarking initiative
- » Increase the focus on supporting SMEs, including through the supply chain.

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What we want for New Zealand

Safe, healthy and productive workplaces

Why we are here

To engage, educate and elevate New Zealand's CEOs so they have the skills and confidence to lead healthy and safe organisations

What we want to change by 2021

Supply chain	Measurement	Culture and people	Right-sized health & safety	Work-related health
Health and safety in the supply chain is valued, and this is reflected in an effective and integrated approach to prequalification and procurement across both the public and private sector.	There are recognised and credible ways to measure real health and safety performance via the presence of capacity for healthy and safe work, as well as the absence of harm.	There is executive team confidence and competence to create the space for workers to share ownership of the business' health and safety performance.	Government and businesses (large and small) are focused on the things that count in driving good health and safety performance.	There is as much focus, effort and resources invested in improving work-related health as there is in safety.

What we will do

Build CEO competence	CEOs influence & enable the workforce & supply chain	Connect CEOs to take more effective action	CEOs work with others to build the movement	Assess progress to deliver on our promises
<ol style="list-style-type: none"> 1. Deliver and continually improve the research based <i>Executive Leadership Programme</i> for CEOs and their executive teams. 2. Build evidence-based models that support Boards to recruit CEOs with health and safety leadership capability. 3. Engage with and grow health and safety leadership among leaders of medium-sized businesses by developing a fit-for-purpose programme in partnership with ACC. 	<ol style="list-style-type: none"> 1. Develop an evidence-based CEO toolkit on what makes for good worker engagement and supply chain performance. 2. Baseline and grow client leadership maturity and promote CEO member case studies. 3. Influence system change to develop an effective and efficient approach to safety prequalification. 	<ol style="list-style-type: none"> 1. Ensure members are exposed to international and expert 'thought leaders' to spark ideas, peer discussion and action. 2. Grow opportunities for CEO members to connect, be challenged and motivate others, such as regional networks, work-related health events, catastrophic risk advisory groups. 3. Develop new ways to engage and support CEOs to connect and share challenges and solutions. 	<ol style="list-style-type: none"> 1. Increase the size and representation of the Forum membership, especially in high risk sectors and the public sector. 2. Establish and strengthen relationships with allied organisations. 3. Maintain and grow our honest and robust relationship with Government to ensure effectiveness of the health and safety system. 	<ol style="list-style-type: none"> 1. Grow the participation in and value of the Forum's benchmarking initiative, by including capacity measures into an expanded suite of indicators. 2. Build evidence-based models, resources and examples to support and encourage meaningful public disclosures of health and safety performance. 3. Enhance the value of the annual survey of CEOs developed in partnership with Deloitte.

How we'll know we're making progress

Supply chain	Measurement	Culture and people	Right sized health and safety	Work-related health
<p>Focus of progress:</p> <ul style="list-style-type: none"> » Number of clients and contractors adopting integrated approaches » Valuing of effective health and safety » Increasing use of more effective prequalification approaches. 	<p>Focus of progress:</p> <ul style="list-style-type: none"> » Well understood and used indicator types for health and safety capacity » Well understood and used indicator types for the absence of harm » Recognition of measurement systems, i.e. endorsement by trusted parties. 	<p>Focus of progress:</p> <ul style="list-style-type: none"> » Team confidence and competence » Ability to empower workers (management view) » Ability to empower workers (worker view). 	<p>Focus of progress:</p> <ul style="list-style-type: none"> » CEO perceptions of health and safety compliance versus value » Smaller business perceptions of health and safety compliance versus value » Government and worker perceptions of health and safety compliance versus value. 	<p>Focus of progress:</p> <ul style="list-style-type: none"> » CEO perceptions of focus on health versus safety » Resourcing of health initiatives » Effort going into health.

Foundational measures – focus of progress

National harm and injury performance	Stakeholder perceptions and support	Voice of small business being heard	Member satisfaction and support	Membership growth and diversification	Leadership competency
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