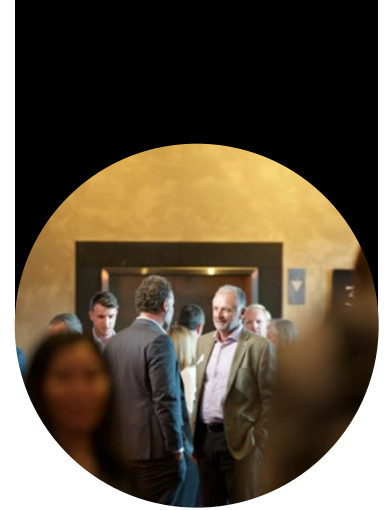


Thriving people, thriving businesses

FORUM STRATEGY: 2021 – 2031



Who we are and why we focus on leaders at the top of their organisations

The Forum is based on a belief that leadership at the top of an organisation is essential to create safe, healthy workplaces.

Research and experience show us that health and safety is an outcome of the way work is designed and done, and directors and CEOs have considerable influence over this. There is a breadth of complexity that can sometimes only be seen, and responded to, from the board or senior leadership table.

Senior leaders also have the mandate and ability to influence outside their own organisations, across their supply chains, sectors and nationally.

That is why the Forum exists, to leverage the considerable influence of directors and CEOs to change outcomes in their own organisations and across New Zealand.

Mindsets that underpin our strategy

The latest research, and our own experience, leads us to hold the following 'mind-sets' about health and safety that underpin our approach to our work:

- Health, safety and wellbeing are an outcome of the way work is designed and done. They are not separate to the work.
- Human beings are imperfect so mistakes are inevitable. That means we need work systems that allow for 'safe failure' – where people are protected from serious consequences when mistakes occur.
- It's essential that leaders understand 'work as done' (not just work as imagined) because the difference between the two is where both risk and improvement lie.
- There are three critical capabilities that underpin good health, safety and wellbeing: Effective risk management and control, strong relationships with workers and across supply chains, and adequate resourcing for people, plant and processes.
- The ability to learn from everyday work, where things go right and wrong (rather than just apportioning blame) is essential to enabling effective health and safety performance.

Our 'burning platform'

Despite sweeping regulatory reforms post Pike River, and increased investment in workplace health and safety by businesses and government, New Zealand's overall performance on workplace harm has not improved as expected.

Over the last 10 years, 8000 New Zealanders have died because of their jobs and another 60,000 have been hospitalised. The number of serious workplace injuries is higher now than in 2012.

There is also increasing awareness of the impact work can have on mental wellbeing. For example, the 2019 NZ Wellness in the Workplace survey found stress reported by staff had risen 23.5% since 2017.



Evolving the Forum's strategy

When the Forum was established in 2010, few CEOs considered health and safety leadership to be a core part of their job description. So, the Forum's strategy largely focused on *embedding the notion that leaders have a personal role to play* in achieving good health and safety performance.

As the Forum matured, the strategy evolved to also include providing *information on what world-class health and safety leadership looks like* in practice and supporting members to develop their capabilities. We also undertook some work to influence outcomes in supply chains and specific industries, and to ensure government effectively played its role as both a regulator and major procurer of work.

These approaches delivered benefits to members. They remain core to our work and have become foundations for us to build on. However, New Zealand's flatlining rates of harm make it clear that the strategy needs to evolve further if the Forum is to have an impact on our national health and safety performance.

Following a six-month review, a new strategy has been developed that incorporates extensive input from Forum members, international and New Zealand based experts, key stakeholders, and our own Steering Group. This strategy aims to be bold in targeting transformational change within businesses, through their supply chains, and across New Zealand's economy.

The new strategy

The new strategy aims to re-frame the conversation about workplace health and safety – moving it from one focused on obligation and compliance, to one focused on how leaders can *develop cultures that enable good work design, where people and businesses can thrive*. These are cultures that focus on creating 'better work', not just 'better workers'.

The strategy will support senior leaders to continually learn and evolve, so they can implement work arrangements in their organisations and across their supply chains that prevent the most significant harms to people, and that contribute to better business results.

It will use the Forum's collective influence to positively change the wider environment that affects how business gets done, including the role of government as a regulator, policymaker and client.

The strategy will focus on working with three key audiences:

- Senior leaders operating in their own organisations
- Supply chain and sector leaders
- Government leaders - elected and officials in government agencies.

Making the change happen

Vision

To better align our vision with our new strategy we will change our vision to be: **Leaders building cultures that enable people and businesses to thrive.**

This vision emphasises the opportunities that flows from good health, safety and wellbeing.

However, implicit in the notion of thriving is that organisations are also meeting their core compliance obligations to protect workers from harm.



Vision

**Leaders building
cultures that enable
people and businesses
to thrive.**

Vision

Leaders building cultures that enable people and businesses to thrive.

Outcome

Be an active community of capable and confident leaders supporting work design in their organisations that enables people and businesses to thrive.

Outcome

Supply chain and sector leaders have the capability and confidence to support work design that enables people and businesses to thrive.

Outcome

Government understands what enables people and businesses to thrive.

Strategic pillar – 1

Organisational leadership

Support members through formal leadership development, peer-to-peer learning and expert resources.

Connect members with each other so they can share and learn from peers.

Enhance and evolve how 'success' is articulated, measured and reported, beyond failure measures and towards valuing cultures and work environments where people and businesses can thrive.

Enable members and the Forum as a collective to transparently monitor progress and be accountable for improvement.

Strategic pillar – 2

Supply chain and sector leadership

Identify and build consensus on the sector and supply chain barriers to supporting work that enables people and businesses to thrive, and mobilise collective action to overcome those barriers.

Support Forum members to engage their supply chains (including SMEs) more effectively, including sharing benefits of Forum membership.

Develop a deliberate member-attraction plan to enlist senior leaders with the capacity to contribute to the Forum's goals.

Be deliberate and formalise how we work with key stakeholder groups, e.g. IoD, key safety groups, to amplify the Forum's reach.

Develop Forum governance to enhance insights and connections with critical perspectives, e.g. the Māori economy, local government, health sector, workers and their representatives.

Strategic pillar – 3

Government understanding and influence

Develop an advocacy strategy that considers the need for government leadership, culture change, health and safety leadership development, and the need for better prioritisation and focus across the national ecosystem.

Establish a sub-group to the Steering Group to help with the development of this advocacy strategy.

Amplify the Forum's collective voice of its membership on agreed issues of collective concern.

Strategic pillar – 4

Developing insights and learning

Review and optimise the existing monitoring framework for internal activities to ensure continuous improvement of Forum delivery.

Develop an eco-system performance framework and data gathering capacity to enable the Forum to regularly assess, comment and engage on the performance of the wider system.

Develop a 'leading practice and insights' research programme to access unique perspectives on shared challenges, and harness the best of international leading practice.