



# *Health and Safety Strategy*

## *and 2015 – 2020 Objectives*

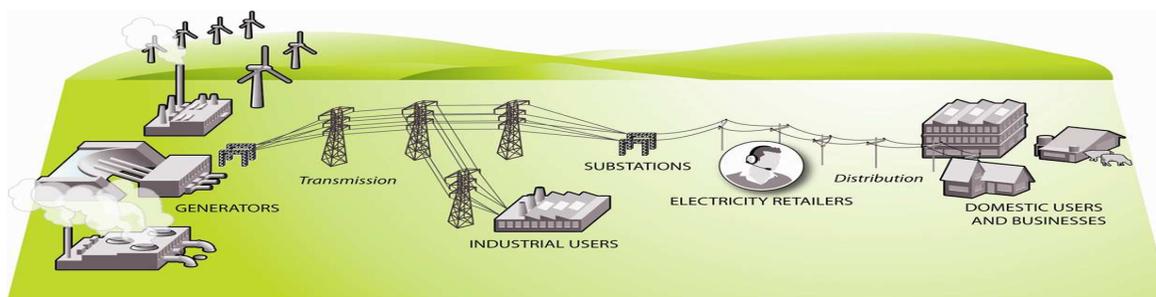




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## OUR VISION FOR HEALTH & SAFETY



Our vision is for WEL Networks to be the safest company within the electricity industry, where we all actively ensure that everyone goes home safe every day and our stakeholders believe we always place safety first, while delivering a reliable and efficient network.

WEL has always strived to improve its health and safety performance against a backdrop of changes to the Electricity Act and Regulations, the requirement for industry participants to implement public safety management systems, and the impending changes in 2015, signalled by the Health and Safety Reform Bill. I believe there is a capacity and motivation for further work to be done. We now require a step-change to best position WEL Networks to achieve this vision.

Our Board and the Management team are committed to involving everyone in safety improvement. It is important that we all become engaged and collectively understand and agree what is required to deliver on this vision.

To enable this step-change in our safety performance:

- ❖ We need committed and sustainable leadership in health and safety at every level
- ❖ We must have the competence to identify hazards and ensure that risks are effectively controlled
- ❖ All staff must be fully engaged and take personal responsibility for health and safety both for themselves and others
- ❖ We must have effective health and safety systems, processes and practices integrated with the management of our assets
- ❖ We must continually improve and raise the standards in our health and safety performance
- ❖ We must have in place effective forums and systems for communicating our health and safety challenges

This strategy sets out the plan for the next five years that will enable us to achieve this vision. It is ambitious, but it represents how, within WEL Networks, we can build a robust safety culture and be 'BEST IN SAFETY' in everything we do.

Garth Dibley  
**CHIEF EXECUTIVE**

*Best in Service, Best in Safety*

### **The Industry Environment**

WEL Networks recognises that the electricity and distribution industry has historically sustained a number of fatalities, permanent disabilities and serious harm injuries. We embarked on an improvement programme to enable WEL to minimise the risk of harm to our workforce, which resulted in a significant reduction in our overall injury severity rate. While inroads have been made to improve our health and safety performance, we still have room for improvement. We require a step-change to achieve our vision of safety first, so we can truly live up to our strapline “BEST IN SAFETY”. We at WEL believe there is no single factor which presents an opportunity to improve safety performance; rather, there are opportunities across a full range of health and safety components, supported by strong governance and sound leadership.

### **Changes to our Regulatory Environment**

The framework in which we operate will undergo the most significant change since 1992, with the drafting of the Health and Safety Reform Bill. The Bill reforms New Zealand’s workplace health and safety system following the work of the Independent Taskforce on Health and Safety and the Royal Commission on the Pike River Coal Mine Tragedy. The new law - which will be known as the Health and Safety at Work Act – won’t be definite until it comes into effect in 2015. The proposed Bill recognises that a health and safety system relies on participation, leadership and accountability by government, business and workers.

WEL recognises that a well-functioning health and safety system relies upon governance, leadership, participation, communication and accountability. Accordingly, we have set six goals, which are supported by a number of objectives.

### **Our Response**

This document describes our strategic direction for 2015 -2020, sets out how we will achieve these six goals and the objectives we have set out to achieve during this period. Through our five year strategy, WEL believes these goals will enable us to become the leader within the energy industry, achieving a safer environment for all our staff, customers and members of the public who are affected by our assets or operations.

From 2015 we will supplement this strategy with an annual work plan, approved by our Board and review and report our progress against these work plans. The reports will summarise our progress against our goals and objectives and enable us to outline and resource our plans for the year ahead.



**BEST IN SERVICE, BEST IN SAFETY**

### HEALTH, SAFETY AND WELLBEING

#### WEL's Approach

##### *Our Belief*

- *Safety is a top priority in everything we do*
- *Complacency is our number one enemy*
- *We are responsible for our personal safety, the safety of our whole team and the wider community*

##### *Our Objectives*

- *Provide best practice health, safety and wellbeing systems in the workplace*
- *Every day home safe*
- *Best in the industry*
- *Recognised as the best in the industry*

##### *We are committed to*

- *Promoting and encouraging individual wellbeing and the wellbeing of the whole WEL team*
- *Striving to continuously improve the health and safety of our workplace and the safety of the public*
- *Upholding an open and non-threatening health and safety climate*
- *Ensuring availability of appropriate resources, materials and training to maintain a safe working environment*
- *Measuring, evaluating and reporting on performance and improvement against health and safety goals*

Garth Dibley  
**CHIEF EXECUTIVE**  
November 2014

## OUR SAFETY ESSENTIALS



### BEST IN SERVICE, BEST IN SAFETY

#### WEL's SAFETY ESSENTIALS

- At WEL, we personally intervene to keep our workmates safe when we see any situation or behaviour we believe may be unsafe
- It is our collective responsibility to;

	<p>ensure that;</p> <ul style="list-style-type: none"> <li>• required plans and permits are in place before we start a job or go near a power source,</li> <li>• we test poles for safety and prove equipment is de-energised before commencing any non live work,</li> <li>• we test before we touch and ensure polarity and loop impedances are correct before livening</li> </ul>
	<p>actively participate in a site specific job assessment before commencing every job, every day; designate our work area and implement the identified controls to keep ourselves and the public safe.</p>
	<p>Always ensure we undertake jobs under adequate supervision, unless we have been trained and deemed competent</p>
	<p>use appropriate PPE and equipment that is fit for its intended purpose</p>
	<p>manage our fatigue, never work or drive if affected by medication or under the influence of drugs or alcohol</p>
	<p>always start our vehicle from the driver's seat, obey the speed limit, wear a seat belt, keep our lights on and drive to the conditions</p>
	<p>only use a hands-free phone, or radio telephone when driving if absolutely necessary. Our preferred option is to pull over and respond to the call. No texting or entering route guidance information whilst driving, ever!</p>
 <p><small>Safety harness must be worn</small></p>	<p>always use a safety harness with pole strap/fall arrest lanyard when working from height and observe the requirement for a second point of attachment when working off the ladder</p>
	<p>position ourselves so we avoid having to walk under suspended loads or enter a drop zone</p>

## OUR BELIEFS

1. Nothing is more important than the health and safety of our people and the public we serve every day. All staff should be able to work in an environment where risks to their health and safety are controlled to enable them to go home safe.

We are mindful of the impact of injuries to our workers and the pain and suffering that these injuries can cause. This provides a major driver for WEL to ensure that the right things are done in the right way, which will deliver a safer work environment and:

- increased commitment from our workers
- improved productivity
- enhanced reputation with our stakeholders

We recognise that our work is not risk-free; however, where hazards and associated risks exist, we will actively work to ensure they are properly controlled.

2. Each individual has a personal responsibility for health and safety.

Personal responsibility for health and safety must exist through all levels within WEL and within our service providers. Individual responsibility will differ, but shared responsibility will enable us to build a “Best in Safety” culture.

Our health and safety leadership must start at the top with our Board and Senior Management Team having collective and individual responsibility for health and safety. We are responsible for championing health and safety and are accountable for its delivery such that no business objective is so important that we will undertake it at the sacrifice of safety.

3. All incidents are preventable - we are mindful of the potential for incidents to occur, and we will act on the warning signs as we have a moral duty to learn from the past.

Past near misses and incidents are a valuable source of information that, if properly acted upon, can reduce the risk of someone being injured in future. We must share learnings with all industry participants to enable us to actively contribute to improving health and safety within our industry.

We must create an environment where near misses and incidents are always reported. WEL will encourage a fair minded and constructive culture which will enable open and accurate reporting.

4. Everyone has a contribution to make and a role to play

To bring about a positive improvement in our health and safety performance, we need everyone working together towards a common set of goals. For this to become a reality, each stakeholder within our health and safety system has to understand their role and actively become better at executing their responsibilities.

While clear responsibility is placed on WEL as an organisation to manage its risks, there is also a duty of care from our staff for their own safety and the safety of others. We must develop genuine management and employee partnerships based on mutual trust, respect, and cooperation. We will engage and consult with our staff and service providers to jointly address hazards and associated risks to improve health and safety performance.

5. Working cooperatively is a key to achieving our vision for health and safety

We engage a range of service providers that support us in delivering a safe and reliable network. To assist us in achieving our health and safety goals, we will require a cooperative working relationship with them to achieve the step-change required.

This will require us to share a common set of beliefs to provide the framework within which we will operate. These shared beliefs will drive our actions resulting in safety as a top priority in everything we do.

## VISION AND GOALS

### *Our Vision*

Our vision for WEL is to place safety first and a top priority in everything we do to enable safer environments for our workers and members of the public. In collaboration with our service providers, we strive to prevent harm to workers and members of the public through:

- ❖ Setting challenging goals to create and sustain a continuous health and safety improvement culture
- ❖ Engaging with all staff and encouraging their participation in planning work and managing the associated risks
- ❖ Working with our service providers and stakeholders to achieve safer working environments
- ❖ Developing standards, investing in training and education and implementing good practice and recognition programmes to achieve a constructive health and safety culture
- ❖ Implementing 'safety by design' as the cornerstone of our approach to providing a safe working environment
- ❖ Continuously improving risk controls based on the control hierarchy aligned with competence/experience expectations

### *Our Goals*

To help us work towards our vision we have created six goals. These six goals will incorporate work undertaken by the **Safety Climate Project**, supported by objectives:

1. We will have strong and sustainable leadership in health and safety – **"Safety Leadership"**
2. We will have the competence to identify hazards and ensure that risks are appropriately controlled – **"Equipped to do it"**
3. Our people will be fully engaged in health and safety – **"Want to do it"**
4. Our people will understand our health and safety strategy, objectives and accountabilities – **"Know what to do"**
5. We will raise the standard and continually improve our health and safety performance – **"Able to do it"**
6. We will effectively communicate health and safety issues and performance - **"Interactions"**

## CORE STRATEGIES

Establishing a shared vision of safety first – the top priority in everything we do to enable safer environments for our workers and members of the public.



Measuring our Impact

Monitoring performance and progress towards goals

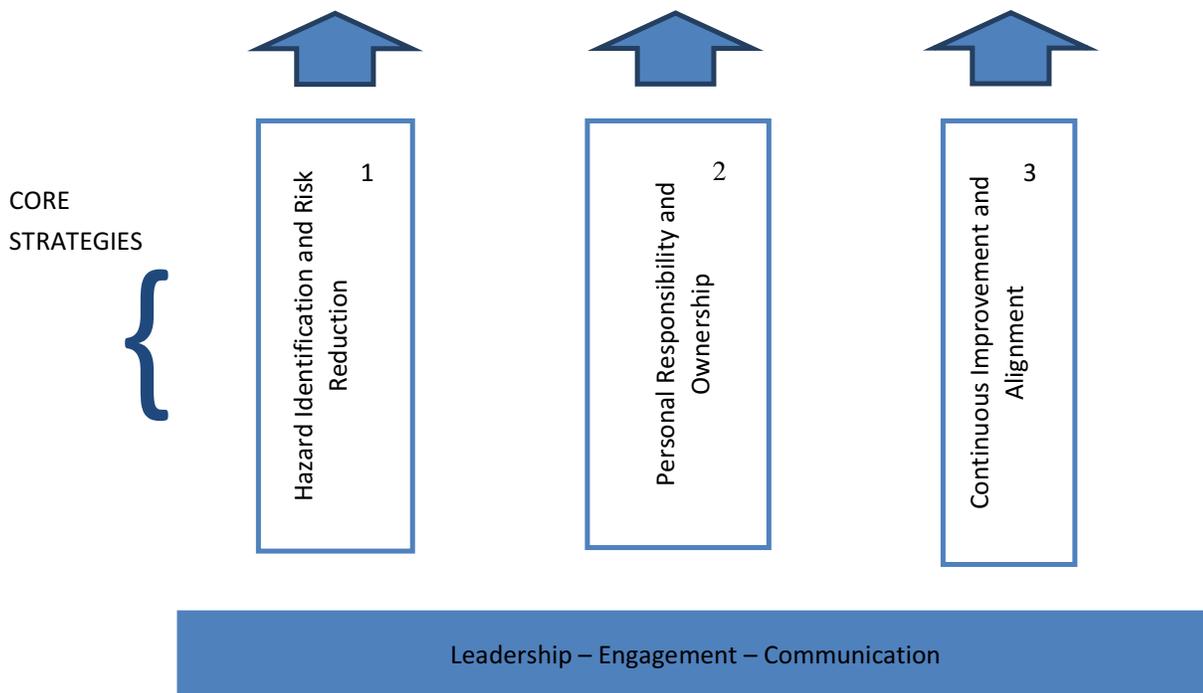


Figure 1: Three Pillars for Improvement

Our core work is broken down into 3 strategic areas:

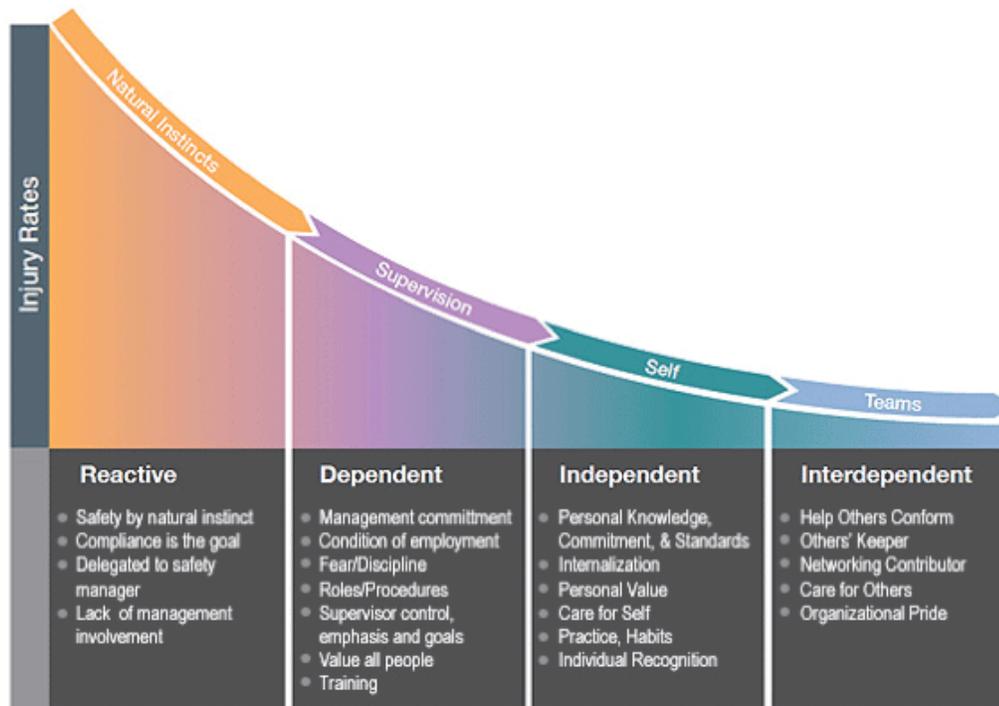
1. Recognising hazards and reducing risk
2. Personal responsibility and ownership and
3. Continuous improvement and alignment.

These are underpinned by the common themes of leadership, engagement, and communication. These constitute the three themes and foundation framework for sustainable health and safety improvement.

Effective implementation of our core strategies will enable a step change in our health and safety performance.

The Bradley Curve makes it simple for everyone to understand the shifts in mind-set and actions that need to occur over time to develop a mature safety culture.

### DUPONT BRADLEY CURVE



#### 1. **Reactive Stage**

People do not take responsibility. They believe that safety is more a matter of luck than management, and that “accidents will happen.” And over time, they do.

#### 2. **Dependent Stage**

People see safety as a matter of following rules that someone else makes. Accident rates decrease and management believes that safety could be managed “if only people would follow the rules.”

#### 3. **Independent Stage**

Individuals take responsibility for themselves. People believe that safety is personal, and that they can make a difference with their own actions. This reduces accidents further.

#### 4. **Interdependent Stage**

Teams of employees feel ownership for safety and take responsibility for themselves and others. People do not accept low standards and risk-taking. They actively converse with

others to understand their point of view. They believe true improvement can only be achieved as a group, and that zero injuries is an attainable goal.

Creating objectives and plans against our six goals will help us focus our efforts on those areas that support our ambitions of moving through this curve and creating a high performing safety culture.

#### **WE WILL BE SUCCESSFUL WHEN ...**

- Safety is a top priority in everything we do
- Our people are engaged and take personal responsibility
- We always plan our work for safe outcomes
- Our people are competent to identify hazards and control risks
- We accept that errors can occur and always learn to prevent reoccurrences
- Our systems and tools support our continuous improvement
- We have committed and sustainable leadership that supports a culture of openness where people speak up and actively participate
- Our contractors, suppliers and stakeholders work with us in a collaborative and cooperative manner
- We design and maintain our Network and equipment in a manner that puts safety first
- We maintain fair-minded and constructive culture

## GOALS AND OBJECTIVES (2015-2020)

### Introduction

The WEL Networks Safety Vision (Refer to page 9)

### Safety First – Top Priority in Everything We Do

Our strategic plan for the next five years is ambitious. However, our vision and the changing legislation require WEL to make a step-change in safety practices. The goals and objectives we have set will be challenging. Moving forward, we intend to focus our efforts on the areas we believe will lead to the greatest improvement in our health and safety performance.

Because our goals are long term, we have involved our people in developing a set of strategic objectives that will enable us to achieve each goal.

We also realise that because our goals will extend over a five year period, a key challenge is to define how we will measure our success. WEL will therefore develop a set of key performance indicators as an overall measure of improvement in health and safety. We will focus on both lead and lag indicators. We will support this by the continued use of the H&S Climate Survey Project to monitor sustainable improvement in our overall safety performance.

### Goal 1: We will have strong and sustainable leadership in health and safety – “Safety Leadership”

Health and safety leadership must start at the top. Members of our Board have a collective and individual role to set the direction for our health and safety management and ensure active commitment. Health and safety leadership must also be visible throughout our management, supervisory, team leader levels, and our workforce.

Our focus is on visible and demonstrable health and safety leadership where our leaders, at all levels, are actively involved in developing and sustaining a safety culture within WEL. Everyone has a role to play.

### During 2015 to 2020 our objectives are:

- Objective 1.1** Visible senior management commitment and ownership to lead the changes required to support a sustainable health and safety improvement and supporting culture.
- Objective 1.2** Demonstrate to all our staff and service providers that senior management at the highest level are accountable for the delivery of improved health and safety performance
- Objective 1.3** Develop an understanding amongst all our staff of each individual’s health and safety leadership roles and responsibilities
- Objective 1.4** Develop the competency of our health and safety leaders within our management and staff
- Objective 1.5** Ensure that leaders actively participate in our change initiatives and their performance is monitored against their respective responsibilities
- Objective 1.6** Ensure that our health and safety representatives are trained, recognised and supported by managers

## Goal 2: We will have the competence to identify hazards and ensure that risks are appropriately controlled – “Equipped to do it”

Effective health and safety management requires competency across every aspect of WEL and through each level of our workforce. Competence of every manager, supervisor, and employee to recognise the risks associated with our activities enables the right emphasis to be applied in managing our risks. In managing risk, we will ensure that specific focus and attention is placed on our high consequence risks.

We will work with our training providers to improve our competence. We will put in place appropriate measures to effectively and demonstrably manage our risks.

### During 2015 to 2020 our objectives are:

- Objective 2.1** Improve senior management/managers understanding of risk management in key areas of our health and safety
- Objective 2.2** Improve our works planning processes to enable effective risk management associated with our project, maintenance and fault response activities
- Objective 2.3** Review and develop good practice guidelines and tools that can improve hazard identification and risk control, prioritising high consequence/high probability and high consequence/low probability risks
- Objective 2.4** Undertake a review of existing Hazard Risk Registers to identify any changes to controls required by impending changes required by the Health and Safety Reform Bill.
- Objective 2.5** Develop and implement a ‘Safety by Design’ process and procedure to enable risk mitigation in accordance with the hierarchy of control set out in the Health and Safety Reform Bill.
- Objective 2.6** Develop competence standards for key roles required to manage risks within WEL
- Objective 2.7** Improve understanding and competence of workers required to undertake potentially high consequence activities
- Objective 2.8** Investigate the feasibility of technology to simplify and improve hazard reporting requirements for WEL

## Goal 3: Our people are fully engaged in health and safety – “Want to do it”

We recognise that the effective management of health and safety within WEL requires the engagement of our staff and our contractors/consultants. Collectively, they are best positioned to identify hazards in the field, and adopt the most appropriate practices to mitigate the risks. An engaged workforce will actively maintain high safety and quality standards which will, in turn, maximise our network performance.

A healthy and safe work environment will result in higher levels of employee satisfaction which will enhance performance. We must therefore make best use of the skills, knowledge and experience of our people when it comes to health and safety. We will actively seek ways to secure a sustainable level of engagement and participation on a wide range of health and safety matters.

**During 2015 and 2020 our objectives are:**

- Objective 3.1** Actively seek ways to expand employee engagement and participation in our health and safety initiatives and activities to improve our performance
- Objective 3.2** Identify and consult with employees on 'good practice' engagement
- Objective 3.3** Review the health and safety recognition programme that will support WEL step-change goals
- Objective 3.4** Develop and implement a conflict resolution process that will fairly resolve issues existing within the workplace
- Objective 3.5** Promote the active engagement of staff in major accident/incident investigations and reviews
- Objective 3.6** Review forums so that they clearly encourage and support engagement and participation from service provider workers
- Objective 3.7** Identify and remove any barriers to employee engagement and consultation

**Goal 4: Our people understand our health and safety strategy, objectives and accountabilities – “Know what to do”**

A key factor in safety performance is our employees' clear focus on the goals we are trying to achieve and their role in the achievement of those goals. As such, their active involvement in the development of our health and safety objectives is a critical success factor. WEL needs a clearly focussed and engaged workforce that understands what is required of them and why.

**During 2015 and 2020 our objectives are:**

- Objective 4.1** Develop user-friendly health and safety management procedures and guides
- Objective 4.2** Formalise our health and safety management system to align with the international “good practice” standard OHSAS 18001
- Objective 4.3** Review and amend our Public Safety Management System (PSMS) requirements to align with New Zealand Standard 7901:2014 *Electricity and Gas Industries – Safety Management Systems for Public Safety* and integrate with our health and safety management system
- Objective 4.4** Develop and implement an education programme to ensure that employees and service providers understand our health and safety strategy and their role to support WEL improving its health and safety performance
- Objective 4.5** Develop smart technology to provide information, guides and reporting
- Objective 4.6** Raise employee awareness of legislative changes associated with WorkSafe NZ compliance requirements
- Objective 4.7** Develop and implement 'Personal Safety Action Plans' for managers and employees

**Goal 5: We will raise the standard and continually improve our health and safety performance – “Able to do it”**

To achieve our step-change, we must consistently seek ways to improve our health and safety performance. To help us focus our efforts, we need to develop relevant leading and lagging indicators and improve the use of information and data to inform our decision making. WEL

recognises that no one single factor will provide an overall improvement in our health and safety performance. Such improvement will only be achieved by raising the standards in health and safety management and continually identifying topics and broader improvements in our health and safety management systems.

We will raise the standard in risk management through targeted initiatives identified through improved monitoring and reporting. We will engage with industry forums to jointly address and develop standards that will continually challenge and improve our health and safety performance.

**During 2015 and 2020 our objectives are:**

- Objective 5.1**            Develop a framework and process on how WEL will operate as a person conducting a business or undertaking (PCBU) that will enable us to align and collaborate with our service providers as PCBUs
- Objective 5.2**            Review and align our service provider (contractor) health and safety requirements to ensure risks are managed consistently.
- Objective 5.3**            Improve the quality of our accident investigations to ensure that we identify the root causes to prevent recurrences
- Objective 5.4**            Develop a suite of leading and lagging health and safety performance measures that can be used to monitor progress towards the step-change required to achieve our vision
- Objective 5.5**            Improve the use of available health and safety information and data to inform decision making

**Goal 6: We will effectively communicate health and safety issues and performance – “Interactions”**

We will focus on getting the right information to the right people in an effective, timely and consistent manner. Communication represents our most important challenge (as evidenced through the H&S Climate Survey Project). We realise the manner in which we communicate health and safety matters is particularly important. Communication (in its broadest sense) includes interactions between individuals, managers, employees and our stakeholders. These interactions will play an integral role in achieving our vision.

- Objective 6.1**            Develop effective reporting formats for Board, management and employees to enable quality and informed health and safety communication at an appropriate level
- Objective 6.2**            Communicate the Step-Change in Safety vision, strategy, organisation and activities to all stakeholders in an effective and consistent manner
- Objective 6.3**            Investigate potential issues related to workplace bullying and harassment and refine the process to address these issues
- Objective 6.4**            Identify opportunities and implement solutions to improve communications with WEL, with our service providers and industry peers.
- Objective 6.5**            Develop a process for conflict resolution and train managers/supervisors/team leaders in “dealing with conflict”
- Objective 6.6**            Review existing public safety information and develop an education and awareness programme that will inform members of the public (including Emergency Services) of the risks associated with our assets

## Our Achievements to Date

### *Employee Engagement*

In April 2010 we participated in the H&S Climate Pilot Project led by the EEA. The pilot trialled a Great Safety Performance (GSP) Survey process to improve safety leadership and workplace safety culture within WEL and across the industry. The survey and subsequent workshops involved our field services employees and supervisors. The actions that are generated from the survey and workshops aim to deliver better upstream safety inputs for downstream safety benefits.

We have undertaken further surveys in 2011 and 2013 and we intend that the surveys will play a continuing role within our five year strategy and goals. Our GSP Survey enables us to track our progress and supports both our core strategies and alignment with the changes to legislation proposed in 2015.

### *Safety Performance*

We have made steady progress towards improving our health and safety performance and WEL has introduced a number of changes aimed at enabling improved safety performance. We have focussed on leadership and involving our employees. That has resulted in an improved sense of personal ownership of safety and this will continue to form one of our core strategies coupled with leadership and a focus on continual improvement through setting challenging goals.

WEL has delivered the following health and safety improvements to date:

- certification of our Public Safety Management System to meet Electricity Amendment Act legislative requirements
- continued accreditation to a tertiary standard in the ACC Workplace Safety Management Practices programme
- lower risk management rate compared with our industry peer group enabling a 25.79% discount from the ACC Experience Rating Programme
- introduction of an early return to work process which has resulted in a reduction of our injury claims costs
- implementation of early intervention clinics supported by approved medical providers which has positively impacted upon our injury severity rate
- improved incident and near-miss reporting to support targeted improvement campaigns – manual handling, arc flash study resulting in the introduction of engineering controls at our substations
- working in consultation with NZTA to identify accident ‘black spots’ which enabled us to implement line relocations and undergrounding where appropriate, reducing risks to the public.

## 2015 – 2017 STRATEGIC BUSINESS PLAN

### **Goal 1: Strong and Sustainable Leadership**

Objective	Description	Date
1.1	Visible senior management commitment and ownership to lead the changes required to support a sustainable health and safety improvement and supporting culture.	Early 2015
1.4	Develop the competency of our health and safety leaders within our management and workforce	Start August 2015
1.6	Ensure that our health and safety representatives are recognised and supported by managers	Early 2016

### **Goal 2: Competence to identify hazards and manage risks**

Objective	Description	Date
2.1	Improve senior management/managers understanding of risk management in key areas of our health and safety	Q1 - 2015
2.2	Improve our works planning processes to enable effective risk management associated with our project, maintenance and fault response activities	End 2014 – Feb 2015
2.4	Undertake a review of existing Hazard Risk Registers to identify any changes to controls required by impending changes required by the Health and Safety Reform Bill.	Q3 – 2015 (Interim) Q1/2 - 2016
2.5	Develop and implement a ‘Safety by Design’ process and procedure to enable risk mitigation in accordance with the hierarchy of control set out in the Health and Safety in Reform Bill.	End 2014 – Aug 2015

### **Goal 3: Engaged Workforce**

Objective	Description	Date
3.1	Actively seek ways to expand employee engagement and participation in our health and safety initiatives and activities to improve our performance	Q1- 2016
3.3	Review the health and safety recognition programme that will support WEL step-change goals	Q1 - 2016
3.6	Review forums so that they clearly encourage and support engagement and participation from service provider workers	April – May 2015

**Goal 4: Understanding of strategy, objectives and accountabilities**

Objective	Description	Date
4.1	Develop user-friendly health and safety management procedures and guides	Oct 2015 (Field) Feb – Mar (Everyone else)
4.2	Formalise our health and safety management system to align with the international “good practice” standard OHSAS 18001	Q1 - 2015
4.3	Review and amend our PSMS requirements to align with NZS 7901:2014 and integrate with our health and safety management system	Q2 - 2015
4.4	Develop and implement an education programme to ensure that employees and service providers understand our health and safety strategy and their role to support WEL improving its health and safety performance	Q1 - 2015

**Goal 5: Continually improve health and safety**

Objective	Description	Date
5.1	Develop a framework and process on how WEL will operate as a person conducting a business or undertaking (PCBU) that will enable us to align and collaborate with our service providers as PCBU’s	Feb – May 2015
5.2	Review and improve our service provider (contractor) health and safety requirements to align with and enable us to collaboratively manage our risks	Feb – Apr 2015
5.3	Improve the quality of our accident investigations to ensure that we identify the root causes to prevent recurrences	Q1 - 2017
5.4	Develop a suite of leading and lagging health and safety performance measures that can be used to monitor progress towards the step-change required to achieve our vision	Jun
5.5	Improve the use of available health and safety information and data to inform decision making	Q1 - 2016

**Goal 6: Effectively communicate health and safety issues and performance**

<b>Objective</b>	<b>Description</b>	<b>Date</b>
<b>6.1</b>	Develop effective reporting formats for Board, management and employees to enable quality and informed health and safety communication at an appropriate level	Feb – Mar 2015 (Mgmt reporting) Q1 – 2015 (Org. Information)
<b>6.2</b>	Communicate the Step-change in Safety vision, strategy, organisation and activities to all stakeholders in an effective and consistent manner	Aug – Sep 2015
<b>6.3</b>	Investigate potential issues related to workplace bullying and harassment and refine the process to address these issues	Feb 2016
<b>6.4</b>	Identify opportunities and implement solutions to improve communications with WEL, with our service providers and industry	April 2015 Feb 2016
<b>6.5</b>	Develop a process for conflict resolution and train managers/supervisors/team leaders in “dealing with conflict”	
<b>6.6</b>	Review existing public safety information and develop an education and awareness programme that will inform members of the public (including Emergency Services) of the risks associated with our assets	Jun 2016 – Feb 2018