

Agenda item : 20 **Purpose :** For Noting

TO : The Board of Directors
FROM : General Manager Corporate Services
DATE : 9 February 2016
TOPIC : Corporate Services Update

1. Purpose

The purpose of this report is to update the Board on activities in the Corporate Services area of the business.

2. Recommendations

That the Board notes this update.

3. Team Updates

3.1. Human Resources

The key focus for the team in December/January was the relaunch of the Wellness programme with monthly initiatives. December focus for Wellness was on being sunsmart and all staff were provided with sunscreen. January focus has been on healthy eating with staff supplying recipes for a cookbook.

3.1.1. Staffing Levels

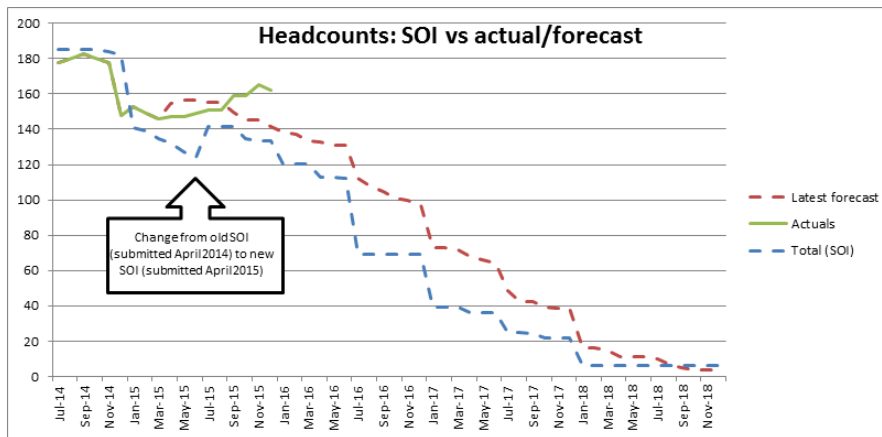
No new staff started in December or January, there were 3 resignations in December and 2 in January. Each resignation is critically evaluated to ensure replacements are not being sought unnecessarily.

The staffing levels are as follows:

Permanent Employees	SOI Forecast	Latest Forecast	Actual
December	133.5	141.5	162
January	120.5	138.5	160

Turnover for the rolling 12 months sits at 25% for December/January, excluding redundancies (Auckland staff), with an average tenure of 1.2 years of those leaving.

The graph below depicts the SOI, actuals and the latest forecasts. SOI is set in March/April for the future life of project and is updated annually. The latest forecast figures are updated monthly in preparation for next SOI forecast. The difference in the actual and latest forecast is due to the forward recruitment initiative to get 10% ahead to cover resignations, and slower run-off than predicted at the time of the SOI forecast.



3.1.2. Security Review

The recommendations from Thompson and Clark continue to be worked through. Building security enhancements, including increased in-house control and reporting from the access control system (ACS), are currently underway. The installation of additional high resolution cameras around 6 and 10 Show Place was completed in January.

3.1.3. Staff survey

HayGroup was engaged to facilitate a staff survey across the team to assess Employee Effectiveness. Employee Effectiveness surveys measure the Employee Engagement and Enablement. The survey closed on 3rd December, with participation of 95% of staff.

HayGroup commented that the 95% participation rate and number of positive comments (50) by staff has never been seen before.

Overall the result was good with a rating of 60% favourable responses for engagement and 70% favourable responses for enablement. There are 12 key drivers that feed into these two outcomes. The key driver that rated low was Performance Management with a 39% favourable response. This was the only driver with a rating below 50%. Actions have already been taken to improve this. The key driver with the high favourable response was Clear and Promising Direction with 82% favourable response.

In addition 4 free form questions were asked of staff on staff benefits, training, motivation and what would they change. These questions generated 376 comments from staff which are being worked through.

The comments have been analysed at a high level by the Executive with a presentation being prepared for staff on:

- What will we do, including what has already commenced
 - PD&R training for managers
- What wont we do and why
 - Extension of flexi time to 4 day working week, due to customer requirements
 - Office refit, due to cost and life of company
- What items require further analysis
 - Remuneration options to be consider with budget process
 - Formalising internal communication process

3.1.4. Learning and Development

Focus on conducting Performance Development and Review training for people managers, 14 inhouse courses conducted on Complaints, iViis, Filenet and Contract Works. The uptake of the ANZIIF courses continues with another 8 signed up this month.

3.1.5. KPI results Quarter 2

384 points achieved:

- 141 construction starts
- 198 cash settlements
- 1.875% bonus banked for staff (level 4)

3.2. Change Management

Key risks being managed are:

1. Ensuring employees are ready for change – This is constantly evolving and being managed. Vargo and Lewis continue their one on one sessions to prepare staff for life after Southern Response. Additional sessions are being scheduled with Vargo and Lewis due to the number of new starts in the last 6 months.
2. Managing risks associated with company downsizing – the SOI staff forecast is reviewed on a monthly basis, and staff are communicated with as soon as any changes are on the horizon. Where possible roles are being filled with internal applicants, relocating resources across teams.
3. Ongoing management of absenteeism – continually managed with rate sitting at 5.28 days per staff member. Those with high balances of leave taken are under review and have had discussions with their managers, with each of the managers meeting with the HR Advisor and required to provide an update once they have spoken to the staff.

3.3. IT and Data

The IT team's main focus continues to be on the Adios AMIGO project.

3.3.1. Adios AMIGO

Development of solution in iViis is well underway. Most requirements are now documented.

Full migration from AMIGO is planned for end March 2016. There is a potential risk of delay beyond March 2016, primarily due to AMIGO data complexity and IAG prioritisation of SRES requests. Any delay extension will consider other business change or risk elements. Contingency options (extension of AMIGO contract for some or all staff) are being considered.

KPMG review of solution and vendor selection process is currently in progress as previously advised to the Board. Draft report expected in February.

3.3.2. Enhance security platforms

Vulnerability scanning and penetration testing of key external systems by KPMG is currently underway, starting with Arrow systems. Their report is expected in February, with findings to be considered by the Audit & Risk Committee.

3.3.3. BA team

The BA team have successfully implemented the ability to view iViis notes via the EMS system, ensuring staff can see the complete information in either system. The team have been working with the operational team to ensure the ICNZ customer communication timeframes are met with system and process support.

There continues to be a number of minor changes to iViis as processes evolve and data is required to be captured in the system. These changes are managed via a weekly release.

3.3.4. Data team

The Data team's continues to work on removal of guest users from Aconex and completing an analysis of the industry progress statistics published by ICNZ.

Agenda item : 19 **Purpose :** For Noting

TO : The Board of Directors
FROM : General Manager Corporate Services
DATE : 5 April 2016
TOPIC : Corporate Services Update

1. Purpose

The purpose of this report is to update the Board on activities in the Corporate Services area of the business.

2. Recommendations

That the Board notes this update.

3. Team Updates

3.1. Human Resources

The key focus for the team in March has been preparing a proposal for restructure w.e.f. June 2016 to commence downsizing. This will be presented to the HR Board Committee mid April. This will be used as the framework for any future downsizing and is being developed in collaboration with our legal advisors. Individual meetings were held with Team Managers to share their team results from the staff survey.

3.1.1. Staffing Levels

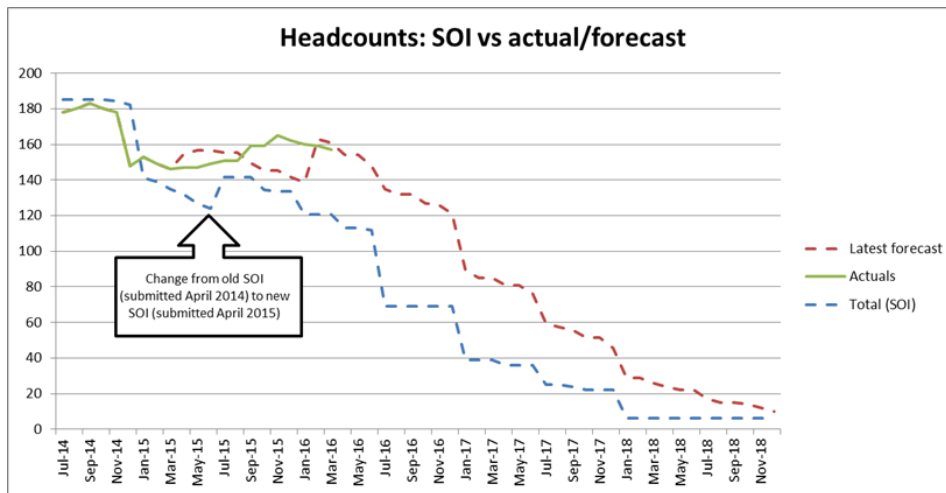
1 new staff member started in March, with 3 resignations. Each resignation is critically evaluated to ensure replacements are not being sought unnecessarily.

The staffing levels are as follows:

Permanent Employees	SOI Forecast	Latest Forecast	Actual
February	120.5	161	157

Turnover for the rolling 12 months remains at 23.6% for March, excluding redundancies (Auckland staff, who temporarily moved to Christchurch), with an average tenure of 1.2 years of those leaving.

The graph below depicts the April 2015 SOI, actuals and the latest forecasts. SOI is set in March/April for the future life of project and is updated annually. The latest forecast figures are updated monthly in preparation for next SOI forecast.



3.1.2. Health and Safety

The April wellbeing initiative for is flu vaccinations, with 77 staff taking up the offer so far.

There was 1 aggressive behaviour form completed in March, the H&S Manager is completing the investigations into the incident and will provide further detail in his report.

There was 1 workplace H&S incident report completed for an employee in March. The staff member felt unwell and was taken home, no further action required.

3.1.3. Security

Thompson and Clark have conducted another full security review and their report is due in early April. A number of high risk staff members were identified and security reviews were completed on their homes.

Cameras have been upgraded at both 6 and 10 Show Place to analogue from digital.

3.1.4. Learning and Development

The L&D Manager is currently managing the OOS team in addition to the L&D team. The L&D focus for March has been:

- In-house sessions held on excel, iViis, Contracts and H&S
- Online course updated on Temporary Accommodation
- 7 ANZIIF Study Assistance applications processed
- 10 ANZIF exams completed
- 23 professional development courses, including SiteSafe and St Johns first aid.

3.2. Change Management

Key risks being managed are:

1. Ensuring employees are ready for change – This is constantly evolving and being managed. Vargo and Lewis continue their one-on-one sessions to prepare staff for life after Southern Response.
2. Managing risks associated with company downsizing – the SOI staff forecast is reviewed on a monthly basis, and staff are communicated with as soon as any changes are on the horizon. Where possible roles are being filled with internal applicants, relocating resources across teams.
3. Ongoing management of absenteeism – continually managed with rate sitting at 5.27 days per staff member. Those with high balances of leave taken are under review and are being managed, with each of the managers meeting with the HR Advisor and required to provide an update once they have spoken to the staff.

3.3. IT, BA and Data

The IT team's main focus continues to be on the Adios AMIGO project, with implementation on track for mid-May.

3.3.1. Adios AMIGO

Development of solution in iViis is well advanced and as indicated in last month's report, the migration of data has moved to mid-May to mitigate risk due to the AMIGO data complexity.

Data extraction is now progressing well, IAG have now provided the documentation and code for the required reports and data.

KPMG solution guidance and governance activities will continue throughout the project.

Finity remain connected with this project and upcoming data changes. The Business Analyst met with the Finity team in March to update them on progress.

3.3.2. Enhance security platforms

Vulnerability scanning and penetration testing of key external systems by KPMG is complete. No high or critical vulnerabilities were identified. There were some low to medium items identified which are being resolved over the next 2-3 months.

3.3.3. Virus infections

A range of security initiatives across our desktops were implemented by Spark and these seem to have reduced the number of virus infections.

3.3.4. BA team

There continues to be a number of minor changes to iViis as processes evolve and data is required to be captured in the system. These changes are managed via a weekly release.

The Senior BA has resigned and the BA team now report to the IT Manager.

PROACTIVELY RELEASED BY
SOUTHERN RESPONSE EARTHQUAKE SERVICES LTD

Agenda item : 8 Purpose : For Noting

TO : Health & Safety Committee of the Board

FROM : General Manager Corporate Services

DATE : 15 June 2016

TOPIC : Thompson and Clark security assessments

1. Purpose

To inform the Committee of the Thompson and Clark (T&C) security reviews and threat assessment.

2. Recommendation

That the Committee note this report.

3. Background

At the request of the Board Thompson and Clark (T&C) were engaged to conduct an updated Site Security Assessment and Threat Assessment of Southern Response premises at Show Place. In addition reinspect identified staffs homes to conduct residential security reviews.

4. Threat Assessment

The overall threat rating has reduced from 7/10 (high) to 6/10 (moderate), calculated by a likelihood rating of 2/5 and a success rating of 4/5.

4.1. Overall threat rating

Security Assessment	Threat Level Colour Code	Required Response
1. Event of concern* is unlikely.	LOW (Green)	Normal Routine Protective Security measures are applied appropriate to the individual and circumstances.
2. Event of concern is possible.	MODERATE (Orange)	
3. Event of concern is likely to occur.	HIGH (Red)	Heightened Additional and sustainable Protective Security measures reflecting the broad nature of the threat combined with specific business and geographical vulnerabilities and judgements on acceptable risk.
4. Event of concern has been identified and is imminent.	EXTREME (Black)	Exceptional

* Note: Event of concern includes such things as: protest; threats to property and facilities; threats to, or endangerment of staff and personnel; wilful damage; intimidation; and trespass

4.2. Likelihood of threat rating

9.3 Likelihood of the Threat Occurring:

Qualitative Value	Meaning it	Factor
Extreme	Happens frequently	5
High	Will happen	4
Elevated	Likely to happen	3
Moderate	Could possibly happen	2
Low	Unlikely to happen	1

4.3. Success of threat rating

9.4 Plus (+) the Success Rating:

Qualitative Value	Meaning it	Factor
Extreme	Has every chance of succeeding	5
High	Is likely to succeed	4
Elevated	Has only a limited chance of succeeding	3
Moderate	Has minimal chance of succeeding	2
Low	Is very unlikely to succeed	1

*This methodology is based on that contained within Australian/New Zealand Standard AS/NZ ISO 31000:2009 and Matrix and Standards Australia Security Risk Management Handbook HB 167:2006.

5. Site Security Assessment Show Place

The overall site security threat level at Show Place has reduced from 4.8 (medium) to 4 (low). There were 14 recommendations to continue to improve the security, each of the items identified are being worked on by a small team. All items are expected to be resolved by the end of July.

	T&C Security Recommendations	Owner	Due date	Action outstanding
1	We recommend that T&C be included in the security incident monthly reports as a single point of truth so that a current assessment of risk can continually be monitored.	Victor	30-Jun	Still being developed to include any movement, escalation and monitoring
2	Develop and fully document a baseline security performance criteria to ensure all staff and 3rd Party organisations use company security policy and procedures.	Victor	30-Jun	Still investigating as to what is required. Other examples are of highly confidential security departments (GCSB)
3	Establish a quarterly audit to ensure that all access cards issued are current and review accuracy of correct access for personnel.	Mike	Complete	In place
4	Using an exception rule maintain an audit on personnel accessing the building after normal business hours in particular any staff that will be leaving the business.	Mike	Complete	In place
5	During periods of heightened security levels consider not using the rear doors to the office premises as access points ensuring that all access to the building is via the main entrance.	Kate	Complete	Procedures updated
6	The replacement of old analogue cameras with new digital cameras can be improved over time as budget allows.	Mike	Complete	Reviewed and further enhancements not required at this stage, all analogue cameras are internal and adequate
7	Consider having external carpark cameras professionally monitored after hours by www.cyclopsmonitoring.com as part of the overall security system to preventing unlawful activity on the SRES site.	Sarah	Complete	With low risk rating, not required at this stage. Improving lighting will reduce risk further.
8	Recommend that the conversation to enhance lighting at the rear carpark is continued with the landlord to enable better lighting for staff welfare and to promote a feeling of a safe environment.	Sarah	31-Jul	Met with Goodmans, who subsequently met with Lighting Contractor, lighting plan to be sent
9	Manage exiting staff leading up to and during their departure to ensure that they continue to comply with security procedures.	Penny & Viv	30-Jun	Included in employee termination advice, Penny now to meet with Viv
10	Reinforce document destruction policy to all personnel.	Sonya	Complete	Updated on SS, will be reminder monthly and to be discussed at combined meeting
11	Develop and circulate a policy around the use of social media discouraging personnel from engaging in forums which may put the company at risk of having its reputation tarnished.	Linda F	30-Jun	To be presented at a combined meeting
12	Consider the introduction of FLIC buttons for at risk personnel as a safety device when in the field and have these monitored.	Mike	Complete	Explored however with low risk rating and existing processed in place of notifying manager of whereabouts not deemed necessary at this stage
13	Review current platforms with a view to ensuring that threats are captured and mitigated accordingly.	Victor & Penny	30-Jun	Being reviewed at the moment, mostly through the aggressive and hostile behaviour process
14	Consider financially assisting at risk personnel to implement the bare minimum (MUST have) security requirements.	Sarah	30-Jun	To review all reports with Victor and prepare paper for H&S Board Committee on overarching management

6. Residential security reviews

There were 6 residential security reviews completed by T&C for the following staff:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

These staff were identified as being in high visibility roles to potentially 'high security risk' customers.

There were a number of recommendations made in the reports to improve security, identified as 'must do', 'should do' or 'could do'. While the report itself identified the above staff the

recommendations apply to any staff actively engaged with the 'high security risk' customers. As such the H&S executive teams will be developing some 'useful keeping safe' tips to staff as generic notice to staff.

A number of the recommendations have no cost associated to them and would be helpful for all of our staff to know and potentially adopt to improve their own home security. Things such as:

- Opt out of the motor vehicle database so that details such as name and address are not available
- Lockdown Facebook friends so that it reduces visibility to the public
- Do not have your keys within arm's length of the door and visible to those outside
- Change your phone listing to a confidential number so it is not easily located
- Vary routes travelling to work or other regular locations
- If you have an alarm, use it and put stickers up alerting potential intruders to the presence of an alarm

Some other low cost suggestions for staff were:

- Padlock your mailbox to prevent mail being stolen
- Install a viewing hole in your front door if you do not have glass panels to see who is there
- Install sensor lights outside
- Fit security stays to all windows
- Install smoke detectors
- Install a padlock to the electricity meter box to prevent unauthorised access

7. Next actions

Complete the outstanding actions in regards to the recommendations outlined in the site security review of Show Place.

The residential security reviews be shared with the staff that had them completed to allow them to improve their own security. Reassess if the overall threat level increases but at this stage no further action required.

Communicate the recommendations outlined above to all staff as a suggestion to improve their own personal security.

Organise for T&C to review the threat assessment and site security assessment annually or more often as required.

Agenda item : 13.1 **Purpose :** For Noting

TO : The Board of Directors

FROM : General Manager Corporate Services

DATE : 7 June 2016

TOPIC : Corporate Services Update – April and May

1. Purpose

The purpose of this report is to update the Board on activities in the Corporate Services area of the business.

2. Recommendations

That the Board notes this update.

3. Team Updates

3.1. Human Resources

The key focus for the HR team over the last two months has been the management of the restructure as well as managing staff through a system replacement project.

The restructure absorbed a significant amount of the HR team's time but overall was met with positive feedback from staff on the process and presentations. The CE, GM Corporate Services and the GM Operations led the presentations. The moderation sessions held were robust and team managers all actively contributed. Due to fortunate timing Bevan Gray from KornFerry was onsite and able to attend one of the moderation sessions. He contributed to the session and was able to provide feedback which was very positive. Staff appreciated the transparency and open communication throughout the process.

The restructure process and framework has been fully documented to ensure any future restructures are managed in a consistent manner. A "lessons learned" process will also ensue.

Over the next two months the HR team's focus will be on managing the Performance Development and Review (PD&R) process.

3.1.1. Staffing Levels

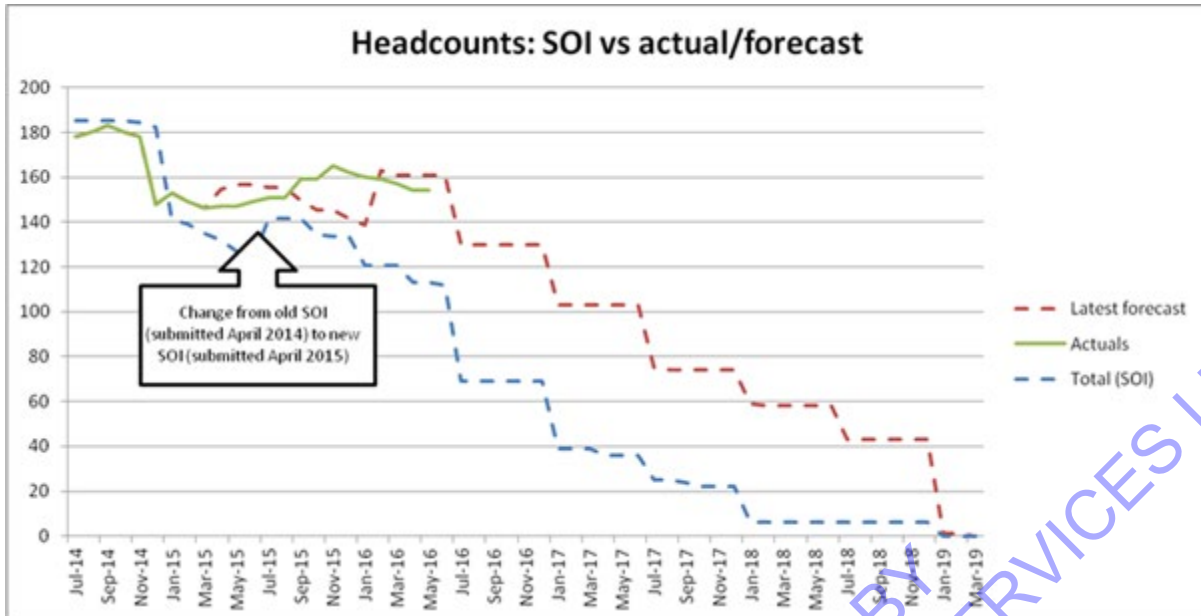
2 new staff member started in April and another 2 in May, with 7 resignations over the two months. Each resignation is critically evaluated to ensure replacements are not being sought unnecessarily.

The staffing levels are as follows:

Permanent Employees	SOI Forecast	Latest Forecast	Actual
May	113	161	154
April	113	161	154

Turnover for the rolling 12 months sits at 25.7% for May, excluding redundancies (Auckland staff, who temporarily moved to Christchurch), with an average tenure of 1.4 years of those leaving. This is slightly up on previous months but is not of concern.

The graph below depicts the April 2015 SOI, actuals and the latest forecasts. SOI is set in March/April for the future life of project and is updated annually. The latest forecast figures are updated monthly in preparation for next SOI forecast.



3.1.2. Health and Safety

The wellbeing initiative of subsidised Yoga and Pilates continues however staff numbers have been reducing. Staff are being encouraged to use this option or suggest an alternative.

The wellbeing initiative being promoted currently is the 'Mud, Sweat and Tears' event, so far 20 people have signed up.

There was 1 workplace H&S incident report completed for an employee in May. The staff member briefly fainted and was taken to the doctor, no further action required.

3.1.3. Security

Thompson and Clark conducted another full threat assessment and site security review and their report has been received with 14 recommendations for minor improvements, full detail will be provided to the H&S Board Committee.

3.1.4. Learning and Development

The L&D Manager has been managing the OOS team in addition to the L&D team through to the 3rd June.

The L&D focus for April and May has been:

- Leadership training (Stage 1 of a 3 stage programme) for Operations Team Managers facilitated by KornFerry
- 10 Vargo and Lewis Career Transition 1:1 sessions
- Vargo and Lewis conducted the Module 3 Career Transition for staff that have been made redundant, this focuses on interview skills
- In-house sessions held on Excel, iViis, and H&S
- Testing for the Adios Amigo project
- Prepared training material and facilitated training for all operational staff for the Adios Amigo project, system transition
- Rolled out online learning to operational staff on 'Steps to Resolution'
- 5 ANZIIF Study Assistance applications processed
- 6 ANZIIF exams completed (May only)
- 20 professional development courses, including Mediation, Privacy forum, Site Safe and St Johns

The leadership development training was positively received by the Team Managers, both the group and follow up one on one training with Bevan Gray. There had been concern raised about managing affected staff through the restructure and the ability to manage conversations with disestablished staff. All team managers that had feedback meetings with staff commented on how the training had helped them feel prepared and more confident in these meetings. HR attended all meetings to ensure consistency and support the team managers.

3.2. Change Management

Key risks being managed are:

1. Ensuring employees are ready for change – This is constantly evolving and being managed. Vargo and Lewis continue their one-on-one sessions to prepare staff for life after Southern Response. Over the last month those staff that were affected in the restructure were offered the final stage of the Vargo and Lewis Career Management and transition programme. This has been met with very good feedback from staff.
2. Managing risks associated with company downsizing – the SOI staff forecast is reviewed on a monthly basis, and staff are communicated with as soon as any changes are on the horizon. Where possible roles are being filled with internal applicants, relocating resources across teams. The restructure was well managed and received positive, unprompted feedback from staff of the management of the process.
3. Ongoing management of absenteeism – continually managed with rate sitting at 5.62 days per staff member. This rate has remained stable. Those with high balances of leave taken are under review and are being managed, with each of the managers meeting with the HR Advisor and required to provide an update once they have spoken to the staff. High users are either on management plans or there has been a reason such as an operation.

3.3. IT, BA and Data

The IT team have had a very busy couple of months with the Adios AMIGO project. The project has been successfully implemented on-time, within budget and with no significant bugs at Go Live. This is an extraordinarily successful system replacement project and a huge credit to Mike and his team.

3.3.1. Adios AMIGO

This solution has been operational since 16 May and is currently nearing the end of the post-implementation “warranty” period. The project has met scope, time and cost deliverables, and now offers significant opportunities for business reporting and data management. Some follow-up work was needed in the payables module to Great Plains, some additional data requirements, and ongoing reporting activity. Business staff have adopted the new system extremely well. All AMI AMIGO logins have now been disabled.

3.3.2. Enhance security platforms

Resolution of actions from the vulnerability scanning and penetration testing by KPMG are well underway. These are being actioned and resolved by SRES and Arrow service providers - Spark, Commarc, iViis - with an expected completion of end June.

3.3.3. Virus infections

One virus infection was detected in May with minimal impact on operational systems, no virus infections detected in April. The security initiatives across our desktops in February and March have been very beneficial.

3.3.4. Data team

The key focus for the Data team for April and May has been to simplify the Arrow extract reports with IAG and to create new Out of Scope (OOS) reporting for PCG and the website. In addition to the standard activities the team is working with the business to develop new contractor activity reports.

Southern Response Earthquake Services Limited

Minutes of the Meeting of the Health & Safety Committee

Held at 1.00 p.m. on 21 June 2016 at 6 Show Place, Christchurch and via a teleconference

Present

Sarah Sinclair (Committee Chairman) and Bevan Killick – at 6 Show Place

Jenn Bestwick – by phone

In attendance

Peter Rose (CEO), Anthony Honeybone (GM – Technical & Performance), Sarah Giles (GM – Corporate Services), [REDACTED] (H&S Advisor) and [REDACTED] (H&S Analyst) – Southern Response

[REDACTED] and [REDACTED] – Arrow International

Minutes recorded by Anna Gruzynska

Apologies

Victor Wells, H&S Manager

Welcome

The Chair welcomed all members of the Committee and other attendees. The Committee welcomed [REDACTED] who has recently joined Southern Response as H&S Analyst, tasked with achieving greater consistency in data collection and trend analysis in order to improve the quality of H&S risk reporting.

The Committee **noted** the brief outline of changes being introduced to monthly reporting as a result of [REDACTED] input.

Quorum

The Chairman, Sarah Sinclair, declared that a quorum was present.

Site Visits de-brief

The Committee shared observations two site visits conducted earlier that morning.

The Committee **noted** the generally satisfactory standards and practices observed on an AJ Hewitt hills rebuild, with only minor issues identified.

The Committee discussed concerns arising from the visit to a John Creighton site, particularly with respect to unsafe practices working at height, thought to be attributable to staff members' limited experience of working at height and only theoretical training completed in that regard.

The Committee requested that the issue of training deficiencies be addressed by Arrow with the contractor's General Manager, and that the photo taken on site be used in the next edition of Hi-Vizion to reinforce the messaging around the contractors' responsibility for the safety of people on their sites.

Change in attendance: [REDACTED] joined the meeting at 1.10 p.m.

The Committee shared other feedback and observations from the site visits which will be followed up on with the contractor. The Committee observed that where site visits were unscheduled, and

sites randomly selected, concerns were more likely to arise with regard to critical risk management, including on sites managed by contractors whose H&S performance results were generally good.

Minutes

The minutes of the Committee meeting held on 29 April 2016 had been circulated with the papers.

The minutes of the Committee meeting held on 29 April 2016 were **confirmed** as a true and correct record of that meeting.

Matters arising from the minutes

The Committee **noted** the update on progress in addressing matters arising from previous meetings.

With respect to the asbestos and silica dust information sheets for cash settling customers, the Committee **noted** that work continues to ensure the information is conveyed in a manner which meets Southern Response's legal obligations without raising undue concerns among customers, noting that where customers engage contractors to carry out the actual building work following cash settlement, such contractors must meet their own obligations arising from the H&S legislation.

The Committee discussed the new asbestos regulations in place since April 2016, and requested that an update on this item be provided to the next meeting, taking the new regulations into account.

The schedule of matters arising was **noted**.

H&S Update Report

The H&S Manager's report was taken as read. The GM – Technical & Performance spoke to the highlights of the report.

The Hazard and Risk Control Process diagram was **noted**. The two-pronged approach to launching this process will ensure that contractors receive support to collect and provide the required H&S information, and thus are prepared for its enforcement.

The Committee discussed setting targets to increase near miss reporting and **noted** management's recommendation that in light of the maturity of Southern Response's supply chain and stage of the project, the immediate focus should more appropriately be on improving the capture of activity on site and risks arising.

The Committee **noted** the delay to the scheduled KPMG internal audit review, due to the departure of key personnel.

The Committee discussed the Monthly H&S Executive Report for May, and a sample i-Auditor site inspection report which was tabled. The Committee **noted** the explanation of how this report feeds into the project monthly reporting.

The H&S Analyst spoke to the key results reported for the month in the areas of TRIFR/LTIFR and critical risks performance.

The CEO raised queries regarding frequency rate descriptions and reporting and it was agreed that this should be addressed separately, with the outcome advised to the Committee.

The Committee **noted** management's view that, based on early indications, the changes introduced to the reporting were working well and the results supported general observations and impressions of the condition of H&S on the project. It was **noted** that the new format of reporting individual contractors' performance was also producing interesting results, which will be further enhanced as performance history data builds over time.

The Committee **noted** that the new format report is intended to replace various current reports which are produced for different teams, and that work is underway to develop a method of cascading the information in the Executive Report down to various levels of the organisation with the relevant level of detail. A weekly dashboard is also being developed to ensure ongoing visibility of key information during the month. It is anticipated that end of month reports would in future be able to be completed within 5 working days of the month's end.

The Committee requested that the new format report be presented to the next Board meeting, with an explanation of the key features given in person.

The Committee **noted** the update on recruitment, and that an offer for the Arrow H&S Advisor role has been accepted by a former staff member of another insurer, which could create an opportunity to share knowledge and exchange H&S reporting tips.

The Health & Safety Update report was **noted**.

Thompson & Clark Security Review Update

The GM – Corporate Services spoke to the key findings from the most recent review carried out by Thompson & Clark of the Show Place office buildings, and of private properties of staff members identified as being at risk.

The Committee **noted** that of the 14 improvement recommendations for the Show Place site, 7 have been resolved, with the remaining 7 under way and due to be completed within a month.

The Committee discussed the high risk rating for the likelihood of “success of threat” and **noted** that recommendations which could reduce that rating were too impractical to implement (e.g. fencing in the Show Place properties entirely).

The Committee **noted** management’s intention to share with all staff the various low-cost personal security enhancements identified from the residential reviews. The H&S Executive group is currently developing a generic “keeping safe” message which will be communicated to all staff in due course.

The Committee endorsed management’s recommendation to increase the frequency of office security reviews to at least annual.

The Committee **noted** that processes were currently being formalized for monitoring escalation in customer aggressive behaviour, and requested an update once this has been completed to ensure alignment with security review recommendations.

H&S Training

The Directors’ H&S Training schedule was **noted**.

General Business

The Committee **noted** positive feedback provided by GM – Technical & Performance from a recently attended Institute of Directors H&S event, and requested that materials distributed at the event be made available in Diligent.

The Committee Chair raised a query regarding an action from a recent ECG meeting with regard to seeking to exercise greater control over main contractors’ selection of scaffolding providers. The Committee **noted** the potential issues identified by management in that approach, and management’s view that the issue is more appropriately addressed through discussions with contractors’ management and education.

The Committee referred to an issue discussed at a recent Board meeting with regard to querulous complaints about staff members, and raised concern about the potential impact of such complaints on the staff concerned and their wellbeing. The Committee **noted** that management had the matter under active consideration, with support mechanisms already in place, but under ongoing review to identify possible improvements, e.g. utilising lessons from Arrow’s new wellbeing programme.

The Committee Chair **noted** that this was Peter Rose’s last attendance at a meeting of the H&S Committee.

The Committee recorded a formal vote of thanks to Peter Rose for his outstanding leadership in Health & Safety as the CEO of Southern Response.

Next Meeting

The date of the next meeting was confirmed as 13 September 2016.

Closure of the Meeting

The meeting closed at 2.30 p.m.

.....
Approved: 20 September 2016

PROACTIVELY RELEASED BY
SOUTHERN RESPONSE EARTHQUAKE SERVICES LTD