



WORKSAFE

Annual Report

2019/2020



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OUR VISION

**Ka haere ngā tāngata katoa
ki te mahi, ka hoki hauora,
haumaruru mai ki te kainga**

That everyone who goes
to work comes home
healthy and safe

OUR MISSION

**Kia tāhū nui te hauora,
te haumaruru i ngā wāhi
mahi o Aotearoa**

To transform New Zealand's
health and safety performance
towards world-class

OUR VALUES¹

**Te Ngākau pono: Ka matatika,
ka tina ka whakamatua, ka
manaaki tahi i te tāngata**

Integrity: Being fair, firm and
consistent, showing respect
for those we work with

**Māia: Kia tū hei mātātoa mō
te hauora me te haumaruru**

Courage: Standing up for
health and safety

**Haepapa: kia whai herenga
ki ā tātou mahi**

Responsibility: Being
accountable for what we do

¹ WorkSafe has refreshed our values for the 2020/2021 year.

From the Board and Chief Executive



A handwritten signature in black ink that reads "Ross Wilson".

Ross Wilson
Chair



A handwritten signature in black ink that reads "Paula Rose".

Paula Rose QSO
Deputy Chair



A handwritten signature in black ink that reads "Phil Parkes".

Phil Parkes
Chief Executive

Statement of responsibility

The Board is responsible for the preparation of WorkSafe's statement of performance and financial statements and for the judgements made in them. We are responsible for any end-of-year performance information provided by WorkSafe under section 19A of the Public Finance Act 1989. We have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and services performance reporting. In our opinion, the statement of performance and financial statements fairly reflect the operations and financial position of WorkSafe New Zealand for the year ended 30 June 2020.

This year proved
what New Zealand
and WorkSafe can
achieve when we
set our minds to it.

As we approach the 10th anniversary of the Pike River Mine tragedy, WorkSafe is conscious of the mandate we were given. This was to build ourselves into an effective regulatory agency and to lead what the Independent Taskforce on Workplace Health and Safety (the Independent Taskforce) described as 'an urgent, broad-based step-change in approach and a seismic shift in attitude' across the health and safety at work system in New Zealand. At that time, our focus was directed towards improving safety in high risk sectors and industries.

New Zealand has made progress towards achieving the necessary changes set out by the Independent Taskforce. They have been achieved through significant changes and investments across the health

and safety at work system. This includes new legislation, the establishment of WorkSafe as regulator, and through leadership and capability building at all levels; by our social partners, by business leaders and unions, by employers and workers, by health and safety specialists and across government agencies.

Leaders in our workplaces have assumed the important due-diligence responsibilities reinforced by the new law. This has resulted in widespread improvements in how health and safety at work is being done. WorkSafe is proud of our contribution to the gains New Zealand has made. For example, New Zealand is on track to achieve our energy safety and asbestos-related disease system targets.

We also need to acknowledge that what we have achieved is not nearly enough. We all have more work to do. Our health and safety system performance still lags behind comparable countries and we know we have to address work-related ill-health. It is having a significant impact on the wellbeing of New Zealand's workers.

The Pike River tragedy was a strong motivator that has helped drive the changes we have seen to date. But, international evidence shows that as time passes after a catastrophic event, the improvements it drives in health and safety start to slow down. In some cases, those improvements can even go backwards. This has already begun in New Zealand.

After the Independent Taskforce, we halved our workplace fatality rates. Statistics show that we were also reducing our serious

non-fatal work related injury rates through to 2016. We all want those downward trends to continue but they are starting to stall, and our work-related injuries resulting in more than a week away from work are increasing. This reflects the challenges we all face in continuing to make gains across multiple, complex areas of harm. It tells us that we all need to reinvigorate our efforts. The good news is that we know we can come together to do this.

This year proved what New Zealand and WorkSafe can achieve when we set our minds to it.

New Zealand was united in our efforts against the COVID-19 pandemic. WorkSafe is proud of the work undertaken across New Zealand workplaces to address this new health-risk. The collective effort enabled our own response to the pandemic to be focused on engagement and education, not solely on enforcement. Our proactive calling education campaign was undertaken by 200 WorkSafe staff, along with the Ministries of Business, Innovation and Employment and Primary Industries, during the April and May 2020 Alert Levels 3 and 2. It reached over 8,000 businesses.

We are also proud of the efforts of our own people, who transitioned out of our offices and into new ways of working. We worked in leadership roles, provided technical advice, produced guidance and over 120 Inspectors undertook COVID-19 related workplace assessments and investigations, all while continuing to deliver our core regulatory activities. Although COVID-19 was a key feature

of our year, this annual report shows how much we achieved in addition to our contribution to the all-of-government and all-of-New Zealand response.

Another area where we came together as an organisation was in our Whakaari/White Island response. WorkSafe is responsible for the work-related health and safety investigation. Whakaari is the biggest investigation WorkSafe has ever undertaken, and is the most complex. We have drawn skills, experience and resources from across our organisation to support our response.

WorkSafe's achievements over this challenging year are due to dedication of our people and our work to grow our organisation as a system leader and a modern, insights-driven regulator. We know that if we want to increase our influence on the way work is being done, to create better work and better workplaces, we have to change. With additional Government funding from the Wellbeing Budget 2019 this year we:

- significantly built our capacity and capability to deliver work-related health programmes, establishing a new group, and new specialist teams focused on carcinogens and airborne risk, musculoskeletal disorders and mental health
- invested in our Operations Group and Inspectorate, including initiating a review of the structure of the group and implementing a framework to support the recruitment, development and retention of our Inspectors

- upgraded our data and intelligence capabilities through building our Advance Analytics and Artificial Intelligence capability, and invested in the technology and systems need to support our people and our organisational modernisation programme.

This year was a challenge, but it was also an opportunity in which New Zealand showed health and safety leadership.

WorkSafe will continue to show leadership and will continue our change journey into the future. We are increasingly stepping up and into leadership roles, and supporting health and safety leadership groups. This year we supported the establishment of a cross-sector, tripartite Partners Council with Iwi and our social partners. This partnership will provide us with a new pathway, and the skills and resources, to work with Māori businesses and communities to drive health and safety at work. It is part of our continued efforts to deliver upon our Tiriti o Waitangi – Treaty of Waitangi obligations.

WorkSafe established three cross-sector tripartite health and safety groups this year. We also have three sector-focused tripartite groups. This is a key achievement that will support our work with others across our three levers of engagement, education and enforcement into the future.

Using the right levers, in the right circumstance, is our core business as a regulator and a focus of our change efforts. But, like all regulators, we recognise that we won't ever meet all the demands being made of us. To take us closer to meeting public expectations, and our own, we are working to modernise and to unify our efforts under our new strategic delivery plan – Taura Here Waka – Strength in Every Strand. Taura Here Waka will enable us to be even more deliberate about why, when, how we target our efforts to change the way work is done.

Into the future, New Zealand will see WorkSafe doing our work in different ways. We will be building on what works and trying new ways to reduce harm and create better, safer, healthier work across New Zealand. Although this annual report looks backward, we are looking forward to the future. A future in which we will be:

- leveraging from our increased investment in harm prevention programmes and activities to build capability and resilience in the health and safety at work system
- more visible and focused in how and when we use our enforcement measures and actions, ensuring that duty holders who do not meet their health and safety obligations are held to account
- intervening in new areas, going beyond our focus on traditional high-risk sectors and looking more closely at areas where risk is emerging in sectors like transport, and at high-risk work practices

- putting extra resources into programmes to reduce the disproportionately high fatality and injury rates of Māori workers
- improving the way we deal with victims and their families when the worst has happened, so that they understand the actions we are taking and the reasons why.

New Zealanders have increasingly high expectations of us. We will do everything we can to meet them.

We will also challenge others to make a measureable difference to health and safety at work. We all need to find new and better ways of doing our work so that businesses and organisations can achieve their purposes, and workers can prosper in a healthy and safe environment. Only with better work can we be sure everyone will come home healthy and safe.

Case study

Asbestos management; planning to prevent harm

Too many people die from asbestos-related disease. It is responsible for approximately one third of the estimated 750 deaths each year from work-related ill health. This was a key driver for the WorkSafe team involved in our Asbestos Management Plan (AMP) project. They identified a wide range of businesses, organisations and agencies with a duty to manage asbestos in their property portfolios; including Government agencies like the Ministry of Education (MoE).

MoE has approximately 15,000 buildings in its property portfolio and 2,100 schools spread all over New Zealand. Their representative on the project commented, “we consistently hear from schools – especially small and isolated schools – who find it challenging to identify asbestos and draft asbestos management plans. In particular it is difficult for schools in isolated places to secure or pay a contractor to complete a survey or prepare an asbestos management plan for them.”

When the AMP project began, there was little consistency in asbestos management. It was also clear that workers in workplaces where asbestos was present needed a voice. Workers were represented by the E tū Union. By working in a tripartite way, the project enabled the development of an AMP template. It allows duty holders to set out where any identified asbestos or asbestos-containing material is present on their properties, and how it will be managed.

It supports them to engage with others – including workers and expert advisers – in developing their AMP. Most importantly, it enables them to make plans and seek advice themselves.

The AMP template links to a wide range of supporting materials and advice. It provides a ‘one-stop-shop’ and the opportunity to increase consistency in plans; making them easier for everyone to use and understand. This will have a huge benefit in preventing asbestos related harm.

For MoE, ‘the new asbestos management template gives schools an excellent starting point for their asbestos management plans and it assists us to develop guidance with practical solutions to help schools identify and document asbestos on school property.’

Since the work began, the WorkSafe team has been invited to present at meetings and conferences, growing duty holders’ awareness of asbestos management best practice and how to access expert advice. The team are now preparing for a workshop to bring stakeholders together to gain a common understanding of challenges and opportunities for the future. Principal Advisor, Robert Birse notes, “that we’re building a support network where WorkSafe can provide leadership but not own the future”. The project has put the future in the hands of those best able to make a real difference – duty holders – no matter their size.

“We’re building a support network where WorkSafe can provide leadership but not own the future.”

ROBERT BIRSE

WorkSafe Principal Advisor

WHO WE ARE

We are the Government's primary health and safety regulator.

WHAT WE DO

WorkSafe leads, contributes to and promotes improved health and safety at work, and energy safety.

OUR VISION

Everyone who goes to work comes home healthy and safe.

OUR GOALS

We have three goals that we are working towards:

- 1 People value health and safety
- 2 Health and safety improves wellbeing
- 3 There's a collective approach to health and safety

OUR CORE ROLES

We have three core roles that drive our work:

- 1 Te whai hua o te ture Regulatory effectiveness
- 2 Te ārai i te kino Harm prevention
- 3 Kaiwhakahaere pūnaha System leadership

OUR LEVERS

We have three primary levers that support the delivery of our work:



Whakatūtaki
Engagement



Whakaako
Education



Whakatūturu
Enforcement

OUR VALUES



Te ngākau pono:
Integrity



Māia:
Courage



Haepapa
Responsibility

HOW WE WORK

We translate our vision into action through:

Taura Here Waka – Strength in Every Strand – our Strategic Delivery Plan

OUR FOCUS AREAS

We choose the most effective interventions

We measure what we do

We listen and tell our story

We are set up for success

We make choices based on insights

We partner across Aotearoa

WHO WE WORK WITH



Workers, unions and worker representatives, energy consumers



Business industry and sector bodies



Specialist advisors and training organisations



Iwi and community



Other regulators and government agencies

WHO WE ARE

8

Board members, who bring a wide range of skills and experience to their roles

8

Executive team members, including our National Advisor - Māori

613

Permanent and fixed term staff committed to our vision

410

Staff in our Operations Group, including our General Inspectorate

19

Offices across Aotearoa in key regions

OUR FUNDING

We have two appropriations, with five funding sources:

78%

Working Safer Levy

2%

Major Hazard Facility Levy

4%

Energy Safety Levy

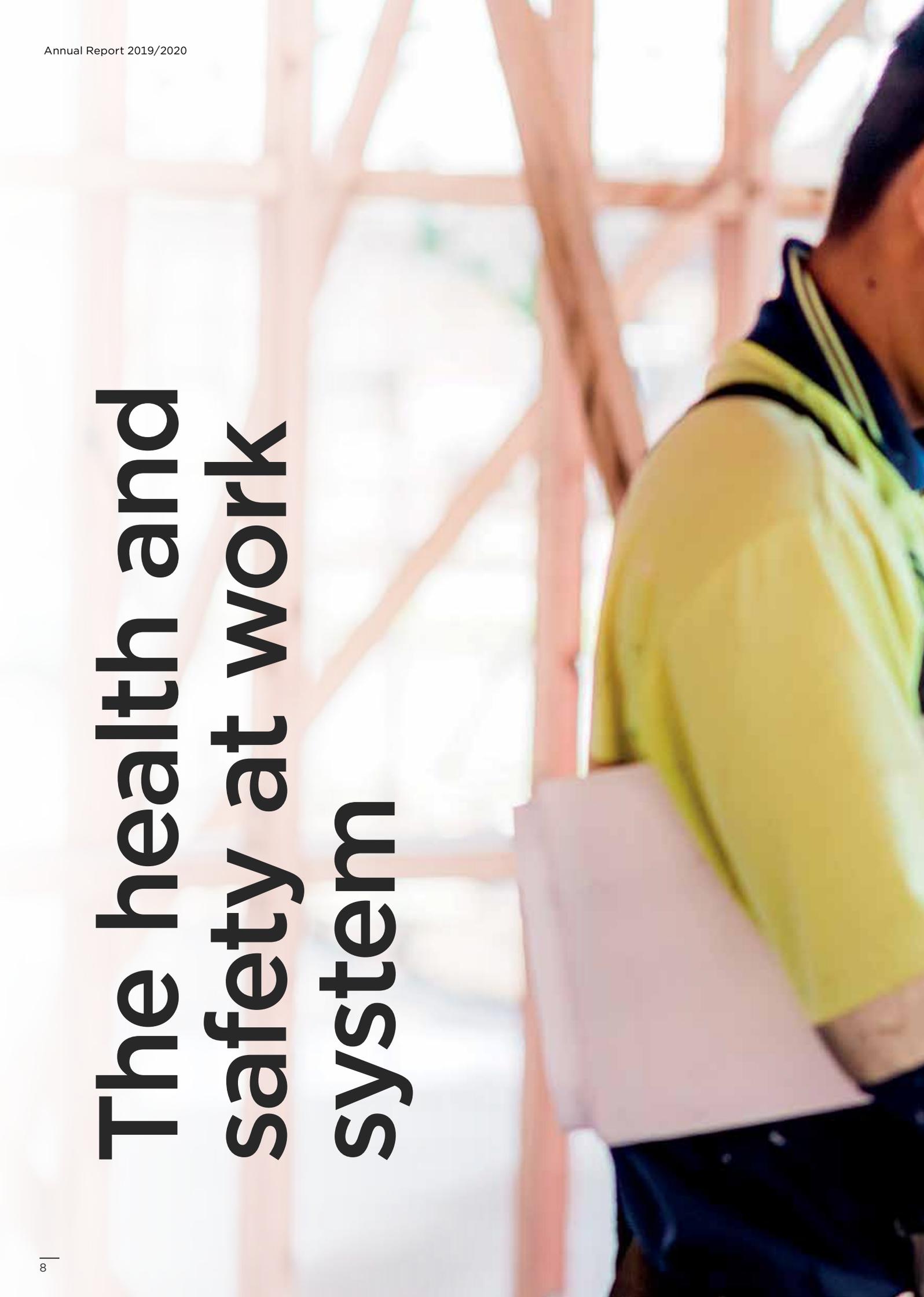
1%

Targeted fees

15%

ACC revenue

The health and safety at work system





The Health and Safety at Work Strategy as a foundation for change





The foundation for driving change in the health and safety at work system is the Government's *Health and Safety at Work Strategy 2018–2028* (the HSW Strategy) and its vision.

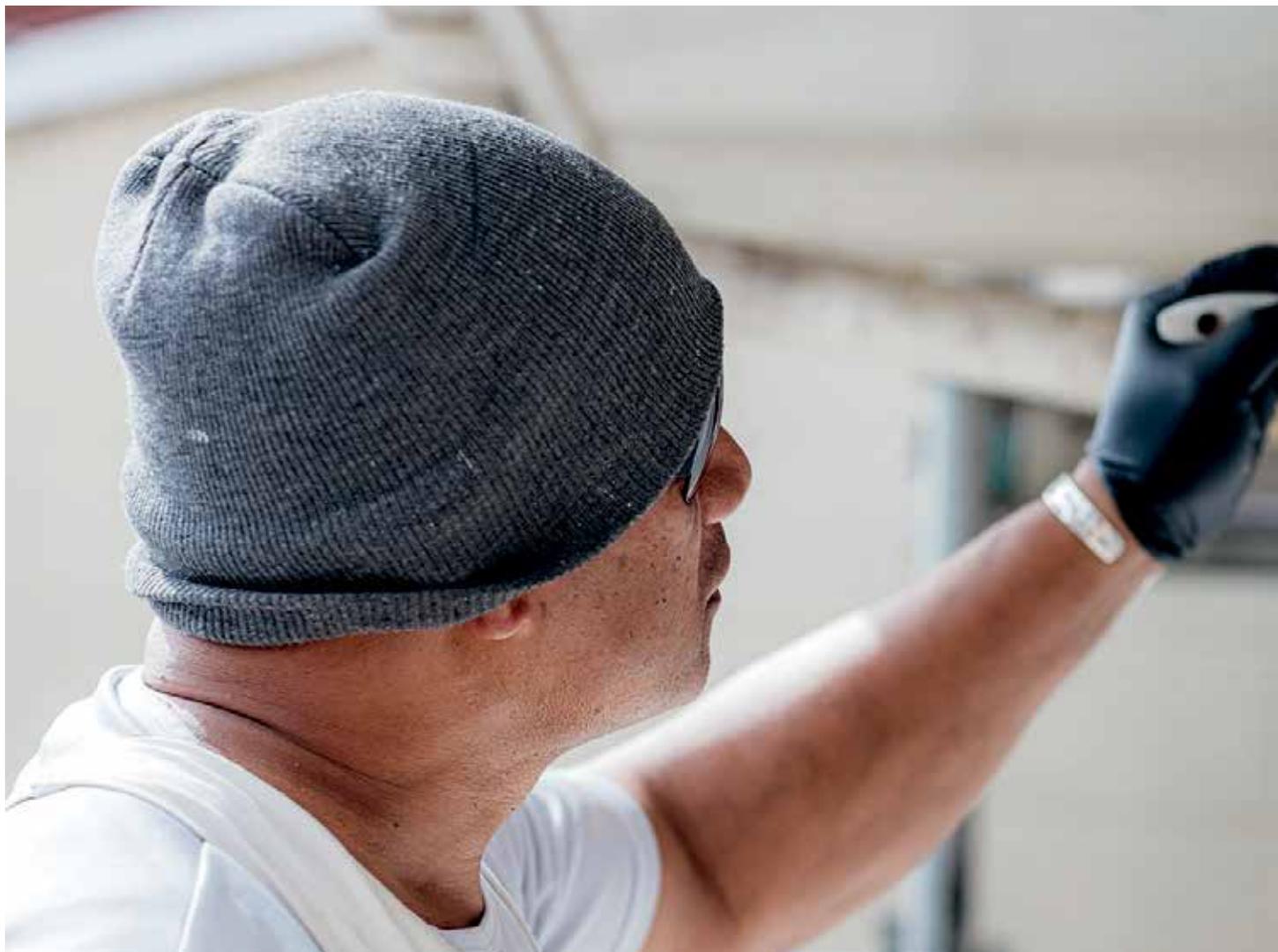
Work is healthy and safe for everyone in New Zealand.

The vision sets a clear direction for workplace health and safety in New Zealand, and outlines what everyone needs to do to get there; it is focused on what will have the biggest impact on preventing harm at work. It identifies New Zealand's common capability gaps, and has a goal of building everyone's health and safety capability. This is because, to continue to transform New Zealand's workplace health and safety performance to world-class, change must continue to be collectively driven.

Sector, industry and business leaders such as Business New Zealand (BusinessNZ), along with all employers and other duty holders have a fundamental role in lifting the performance of the health and safety system, and in ensuring we all come home from work healthy and safe. They need to engage with workers, their representatives and unions, such as the New Zealand Council of Trade Unions - Te Kauae Kaimahi (the CTU). Government regulators and agencies, along with health and safety experts and organisations, must be party to the change in our health and safety at work culture and practice.

The Government expects WorkSafe to lead, and actively contribute to achieving the vision and the goals set out in the HSW Strategy, and to deliver work under each of its seven priority areas. We remain committed to doing this; it was a focus of our performance year in 2019–2020, and will remain our focus for the future. We are also committed to building upon our traditional activities, and working in new ways to make change happen. Our work starts with our strategy direction, set out in our *Statement of Intent 2018/19–2021/22* (our Sol) and its vision.

We are working towards a productive New Zealand in which everyone who goes to work comes home healthy and safe.



The performance of the health and safety system



The burden on workers from work-related ill health far outweighs the burden from work-related acute injuries.

A *Health and safety system outcomes dashboard* (the dashboard)² has been developed to help monitor New Zealand's progress towards achieving the HSW Strategy. It brings together the available data and insights on the priority areas of the HSW Strategy, including the health and safety system targets. It will be improved as new data becomes available. There are two goals, and seven areas of priority in the HSW Strategy. One of the priority areas recognises the importance of an increased focus on work-related health. The importance of encouraging health and safety leadership is also acknowledged.

Work-related health

88%

Work-related ill-health accounts for 88% of the work-related harm burden. Musculoskeletal disorders account for the largest burden of harm, followed by mental ill health, cancers and respiratory diseases. Many cancers and respiratory diseases are caused by airborne exposures.

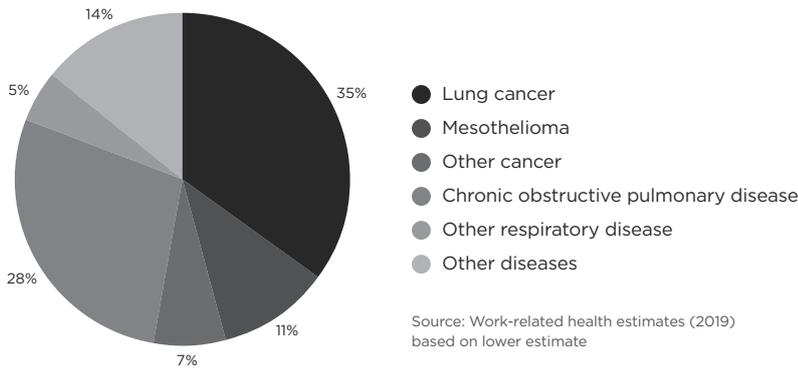
50%

Past exposure to asbestos (usually decades ago) account for the greatest number of current estimated deaths, followed by exposures to dusts, vapours, gases and fumes that cause chronic obstructive pulmonary disease. The good news is that we are working towards achieving our system target of a 50% reduction in asbestos-related disease by 2040. We also know that most work-related cancer and respiratory disease is preventable.

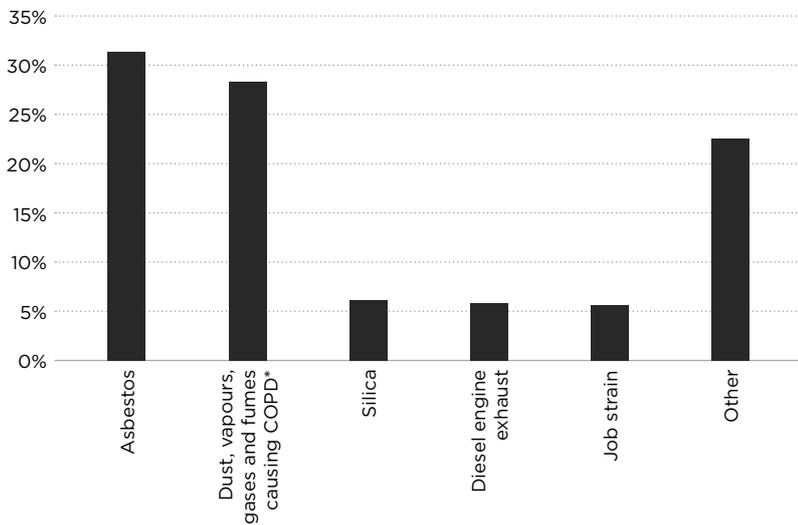
There are appropriate controls available for most airborne risks, such as substituting the use of carcinogenic substances or using on-tool extraction to remove dust. It is clear that New Zealand can work towards preventing these harms and addressing these statistics.

² worksafe.govt.nz/about-us/corporate-publications/other-publications

ESTIMATED DEATHS ATTRIBUTED TO WORK-RELATED ILL-HEALTH



EXPOSURES ATTRIBUTED TO ESTIMATED WORK-RELATED ILL-HEALTH DEATHS



Source: Work-related exposure estimates (2019, unpublished) based on lower estimate of 750 annual deaths
 * Dust includes all organic and inorganic dust

WorkSafe's increased focus on work-related health is necessary to achieving healthier work and workplaces, where our workers can thrive. This year, WorkSafe received additional funding to increase its harm prevention activities. This has enabled us to lift the profile of, and increase the size and capability of, our Health and Technical Services team. We have engaged technical specialists to develop and deliver new harm prevention work programmes under our three work-related health action plans.

Our harm prevention activities can make a measurable difference to improving work-related health. WorkSafe is focused on supporting all workplaces to prevent harms before they occur. This will prevent the burden harms place on our workers and their family, whānau, communities, and to New Zealand as a whole.

WorkSafe will be increasingly focused on how we support employers and businesses to enable better work through effective systems and practices; so that our workers, businesses and country can thrive. We will continue to take action where employers and businesses do not do all that is reasonably practicable.

Workplace fatalities and injuries

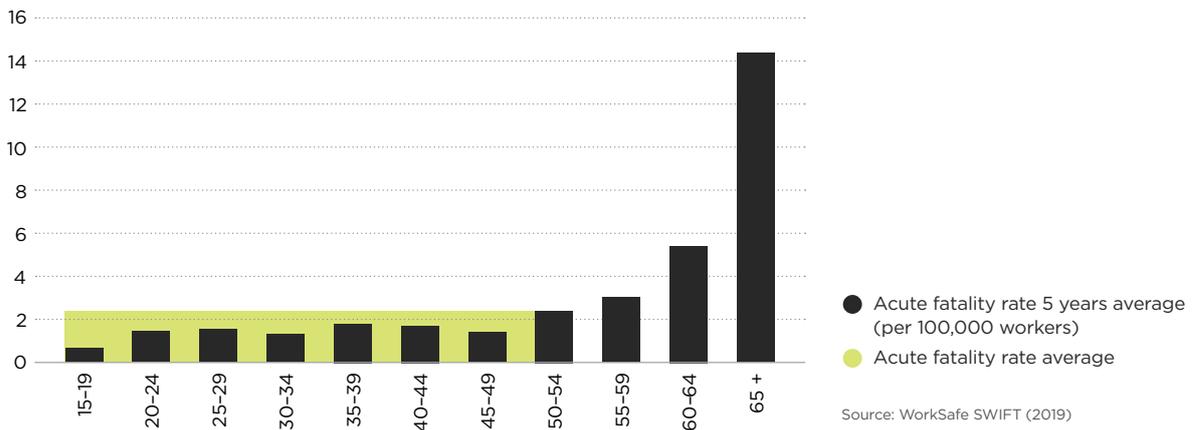
New Zealand's workplace fatality and injury system targets reflect the need for New Zealand to continue to improve our fatality and serious injury rates. Our monitoring and reporting on these system targets tell us that, after Pike River, New Zealand's efforts to reduce fatalities and serious injuries were initially positive. We halved our fatality rate between 2010-12 and 2016-18. However, progress has now stalled and we need to re-invigorate our efforts to build upon our early gains.³

Twenty percent of all acute fatalities were workers aged over 65 years and of these, almost half worked in agriculture. Workers under the age of 25 years are at higher risk of a work-related acute injury.⁴ This tells us that we need to change the 'it'll be alright' attitude to safety on our farms. We cannot wait for more family, whānau, friends, colleagues and communities to suffer the loss of a loved one to inspire improvements in health and safety in agriculture.

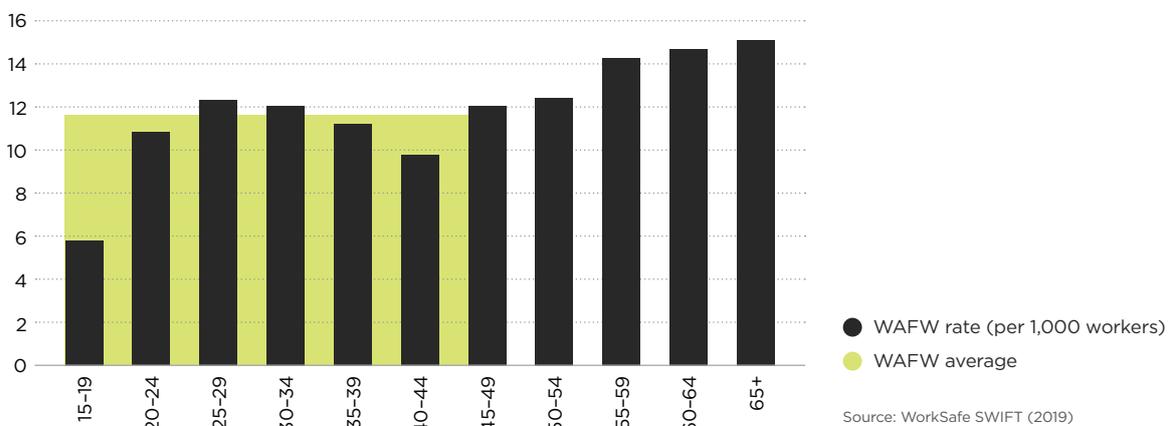
90%

9 out of 10 fatality victims on farms are male

ACUTE FATALITY RATE BY AGE GROUP (2014-2018 AVERAGE)



RATE OF ACUTE INJURY WITH MORE THAN A WEEK AWAY FROM WORK (WAFW) BY AGE (2018)



³ WorkSafe reports progress towards the system targets with the data that was reported in the financial year in question, rather than the latest available results at time of publication. The latest data at the time of publication is available on the Stats NZ website: www.stats.govt.nz/information-releases/serious-injury-outcome-indicators-200018

⁴ The lower injury rate per worker (in graphs on this page) is a result of young workers being more likely to work part-time.

22

female farmers interviewed to build a picture of some of the challenges faced on farms

Our work with the Agricultural Leaders' Health and Safety Group (ALHSG) and in the agriculture sector was a priority over the course of the past year, and will remain so into the future. WorkSafe also initiated a health, safety and wellbeing initiative with Rural Women New Zealand and the Dairy Women's Network; seeking to work with and leverage the insights and opportunities to improve safety on farms provided by these stakeholders. We are committed to looking for new ways of engaging and supporting positive change.



Case study

Female farmers leading health, safety and wellbeing design

In late 2019, WorkSafe interviewed 22 female farmers to build a picture of some of the challenges faced on farms, and what they thought was causing farmers to be seriously or fatally injured at work. The interviews were the starting points for three group workshops that were held with female farmers from Whangarei, KeriKeri, and Hamilton.

The purpose of the workshops was to bring together influencers on farms, and to support them to co-design safety and wellbeing initiatives to address their identified challenges. The approach is called ‘human centred design’ and includes the people you’re designing for in the process from beginning to end. It’s also one way WorkSafe can approach worker engagement, participation and representation. Both are tools that help us ensure that the harm prevention initiatives we work on, work for the people in the workplaces where we need to drive change.

Rural Women New Zealand and Dairy Women’s Network were key stakeholders throughout the workshoping process that generated hundreds of ideas for improving health and safety on farms. Ideas covered issues such as personal protective equipment, training, exploring the value of farms within communities, and managing generational change. One participant said, “I enjoyed the process even though I found it to be a challenging experience. Developing the end user tools

was outside of my normal comfort zone but as a group it was great to be a part of”.

The ideas from the workshops were themed and funnelled into seven potential initiatives. The idea was that the women could work on these to prototype and then present them at Fieldays. Plans were afoot to bring the female farmers down to Wellington to support this next step, but they were impacted by COVID-19; the world changed, internal travel was restricted and Fieldays were cancelled across the country.

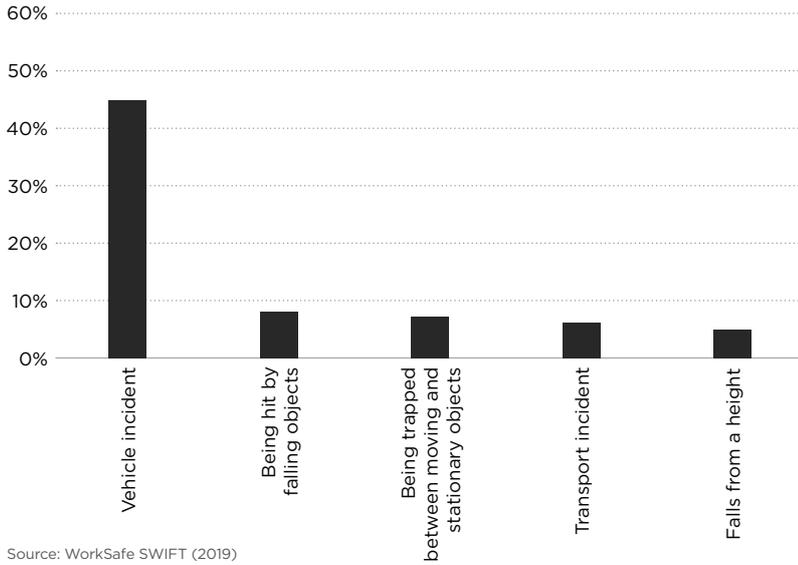
“As well as learning about the health and safety issues on farms from our female farmers’ perspectives, WorkSafe also learned about the new realities that they are facing as a result of the pandemic and COVID-19 lockdown”, Ali Whitton, our design lead reflected. Into the new year, WorkSafe will be looking at how to leverage the lessons learned and continue the programme in a changed environment.

One of the ideas is a ‘one-stop-shop’ for farming-specific compliance advice; advice presented in a readable and accessible way, closely aligned with a new project being planned by the Ministry of Primary Industries called ‘Ground Rules’. Some of our female farmers are involved in the Ground Rules project. They will be able to bring a health and safety perspective that means we will gain new value from the work.

Forestry, agriculture, manufacturing and construction are higher-risk sectors and a focus for workplace health and safety. Official statistics for these sectors have had mixed results, while manufacturing has seen recent increases in fatalities and week away from work (WAFW) acute injuries. Almost half of work-related acute fatalities are related to vehicle incidents and a third of acute injuries with more than a WAFW are related to muscular stress while lifting, carrying or putting down objects.

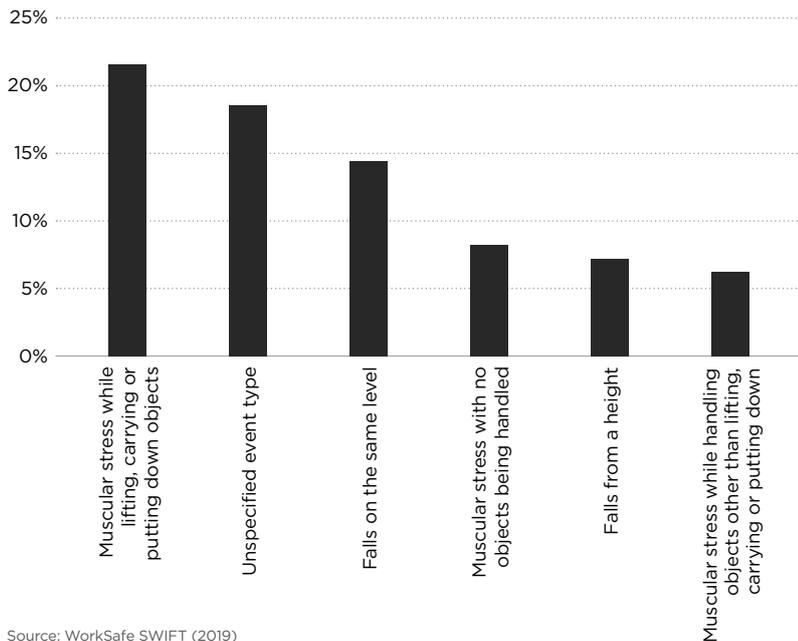
Almost half of work-related acute fatalities are related to vehicle incidents.

FIVE MOST FREQUENT EVENT TYPES THAT LEAD TO WORK-RELATED DEATHS (2014-2018)



Source: WorkSafe SWIFT (2019)

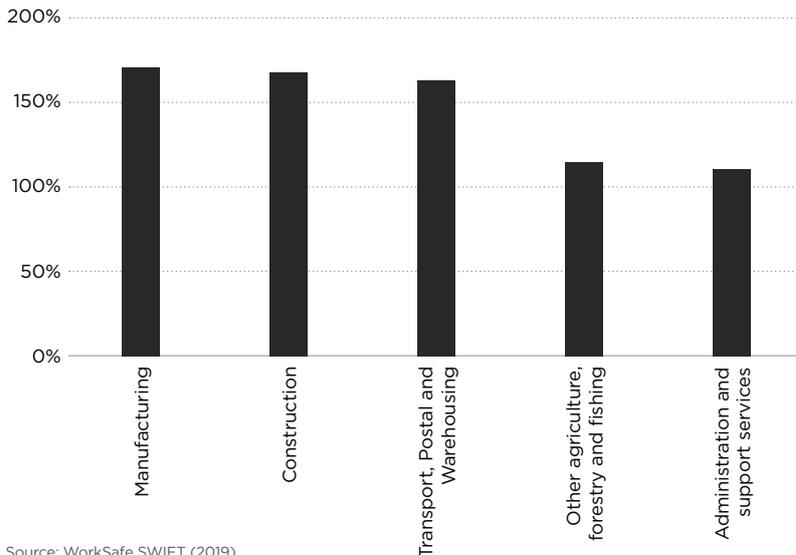
SIX MOST FREQUENT EVENT TYPES THAT LED TO WORKERS SPENDING MORE THAN A WAFW (2018)



Source: WorkSafe SWIFT (2019)

Māori are at higher risk of injury than non-Māori even though the difference in injury risk has been decreasing over time. Excess injuries are the number of acute injuries for Māori that would not have occurred if Māori had the same injury rate as non-Māori. The sectors with the highest number of excess injuries for Māori are manufacturing, construction, and transport, postal and warehousing.

SECTORS WITH THE HIGHEST NUMBER OF EXCESS INJURIES FOR MĀORI IN 2018



Source: WorkSafe SWIFT (2019)

Improving health and safety in high-risk sectors and for workers with greater needs is an ongoing focus for WorkSafe. We are also increasing our focus on high-risk work. Following research, design and consultation with key partners and stakeholders including the New Zealand Transport Agency (NZTA) and New Zealand Police (Police), we have launched a programme to address harm working in and around vehicles. More information about this work is provided later in this report.

WorkSafe's plan to tackle musculoskeletal stress includes work to recognise the common risk and protective factors influencing both psychological and physical health (including musculoskeletal disorders). The strategic frame for these work-related focus areas is being developed under the framework of good work design. The work will support a system focus to address work organisation factors, and the interplay between health and safety outcomes and positive workplace cultures.

WorkSafe will continue its focus on workers with greater needs. We are committed to our new cross-cutting tripartite groups; our Partners Council with Iwi and our social partners (Business NZ and the CTU) and our Pacific Peoples Responsiveness Advisory Group. This year we also supported the establishment of a tripartite Worker Engagement, Participation and Representation (WEPR) Community of Practice.

Building and supporting enduring and effective partnerships is core to enabling sectors and industries, from Boardroom directors to workplace Health and Safety Representatives, to take ownership and lead the culture and system of work changes required to make the country's workplaces healthier and safer. We need to grow the one in five workplaces with a mature safety culture to 100%.

Health and safety leadership

The dashboard shows us that New Zealand's information on health and safety leadership is patchy. We do know that the reported importance of health and safety by leaders increased between 2013 and 2016, after which it appears to have plateaued.⁵ This is something that we will continue to monitor. It validates the focus in the HSW Strategy, on encouraging leaders at all levels to integrate health and safety into workplace policies and practices. This will be even more important into the future as the nature of work and workplaces change; as a result of global economic, environmental, technical and social change, and in the more immediate future as a result of the COVID-19 pandemic.

The impact of COVID-19

WorkSafe expects that the COVID-19 lockdown and the recession will have an impact on a range of health and safety system indicators and targets. We might see improvements in some areas. There was a reduction in the number of workplace fatalities during the April/May 2020 lockdown, and we expect that the number of workplace accidents to decrease in the short term. A goal for all of us is to sustain the decrease in the medium to longer term.

COVID-19 provided us with an opportunity to reflect on what is important; our people, their health and their safety.

Fatalities from electrical and gas incidents

We have achieved our target for fatalities associated with electrical and gas incidents that they trend down. WorkSafe undertakes an array of activities in our role as the Energy Safety regulator. These include proactive auditing, education and targeted safety campaigns focusing on the key known energy risks.

A notable Energy Safety campaign undertaken by WorkSafe this year was focused on working in the home. It was put in place as the COVID-19 pandemic moved many workers outside of their usual workplaces and into 'offices at home'; be it working in their job remotely, or working on some Do-It-Yourself while off work.

During the April/May 2020 lockdown, WorkSafe ran four series of Facebook and Instagram energy safety stories and in-feed posts, in a campaign that significantly outperformed current benchmarks including cost per click. We reached 1,004,033 people and the posts were displayed 6,568,362 times. We then promoted a campaign focused on a safe return to our workplaces.

We want to sustain our positive results in reducing fatalities from electrical and gas accidents.

⁵ Health and Safety Attitudes and Behaviours Survey (2018).

Whakaari/White Island; a tragic, catastrophic event

This year we opened an investigation under the Health and Safety at Work Act 2015, into the work-related health and safety issues surrounding the eruption of Whakaari/White Island; a tragic, catastrophic event. The investigation of these health and safety issues is the largest and most complex we have ever undertaken.

Our health and safety investigation has been well resourced, and supported with the right expertise and experience. We have been able to draw that expertise from across our organisation, and have also used external experts. We will continue to rely on our people and on expert advice as we work through the challenges presented by the COVID-19 pandemic and the closure of our borders.

We diverted significant people and financial resources into the investigation. We also progressed the investigation throughout all the COVID-19 Alert Levels; albeit at a reduced intensity during Alert Level 4 as WorkSafe staff were required to work safely and remotely to prevent the potential spread of the virus. At Alert Level 3, the investigative team reconvened in Whakatāne (working consistently within the Government's Alert Level guidelines).

Along with the investigation, WorkSafe initiated a review of possible adventure activity operators to confirm whether they are subject to the Health and Safety at Work (Adventure Activities) Regulations 2016. We have worked to identify possible operators across New Zealand that will be proactively visited in the new performance year. The investigation and the review will remain a priority in 2020/2021.

WorkSafe at a glance





We are the Government's primary health and safety regulator. Our vision is that everyone who goes to work comes home healthy and safe.

Who we are

What we do

The Government is committed to building a productive, sustainable and inclusive economy, and to improving the wellbeing of New Zealanders and their families. As work forms a major part of people's lives, it is a significant contributor to their wellbeing. WorkSafe leads, contributes to and promotes improved health and safety at work, and energy safety.

We want our commitment and positive impact to be embraced by workers, employers, businesses, other duty holders, Iwi and all our communities. We want to make a measurable difference to health and safety at work, and to workers' lives.



People value health and safety

Our work encourages people to value health and safety as part of good business



Health and safety improves wellbeing

Our work enables good health and safety to improve people's quality of life



Collective approach to health and safety

Our work leads the health and safety system towards shared goals

We have three core roles that drive our performance:

Te whai hua o te ture

Regulatory effectiveness

- Undertaking regulatory activity to provide confidence that health and safety is appropriately managed.
- Enabling New Zealand to have confidence in WorkSafe as the primary health and safety regulator.
- Supporting confidence in the effectiveness of the health and safety regulatory regime.

Te ārai i te kino

Harm prevention

- Targeting critical risks at all levels (sector and system-wide), based on evidence.
- Delivering targeted interventions (including on workforce capability, worker engagement and effective leadership) to address the drivers of harm.
- Influencing attitudes and behaviour to improve health and safety risk management.

Kaiwhakahaere pūnaha

System leadership

- Leading, influencing and leveraging the health and safety system to improve health and safety outcomes.
 - Promoting and supporting tripartite leadership of health and safety with business and workers.
 - Leading by example through WorkSafe's own health and safety goals.
-

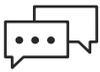
WorkSafe aims to transform New Zealand's health and safety performance towards world-class.

How we do it

We work to ensure everyone who goes to work comes home healthy and safe. **Taura Here Waka – Strength in Every Strand – our Strategic Delivery Plan** is how we translate our strategic direction into action.

The drivers that sit behind Taura Here Waka are the need for WorkSafe to be clear in what we do and how we do it; to lift the performance of the health and safety at work system and our own organisation. It will enable WorkSafe to effectively use our different levers and tools, and support us to undertake a range of activities with our partners and stakeholders to reduce fatalities, injuries and harms at work. It will help us build upon our traditional approaches and ways of working, to change our fatality and injury statistics, and to reduce workplace harms.

WorkSafe's core levers are:



Whakatūtaki
Engagement



Whakaako
Education



Whakatūturu
Enforcement

To use our levers effectively, we are transforming WorkSafe into a modern, insights-driven regulator; a regulator that is unified and focused, and makes strategic and evidence-based decisions. We have four strategic focus areas in our Sol that help align our work. They are to:



Deliver the right mix of services in the right way



Build our harm prevention approach



Grow effective strategic relationships



Drive organisational excellence

Who we work with

WorkSafe partners with workers, worker representatives and unions, including the CTU. Individual employers, businesses, and industry and sector bodies, business directors and other duty holders, along with BusinessNZ are important partners and stakeholders.

WorkSafe is committed to its obligations under Tiriti o Waitangi – Treaty of Waitangi, and working collaboratively with Iwi and Māori communities to increase the health and safety of Māori workers and workplaces. We seek specialist and expert advice from Māori and from other experts to support our work, and we work with education and training organisations.

WorkSafe works closely with other government agencies and regulators. The health and safety system impacts – and is impacted by – other regulatory systems, such as those related to our people (health, education, employment and labour) and places (building and construction, primary industries and environment, and infrastructure and transport).

Māori and Pacific Peoples can help us drive culture change through their communities.



Our people

Our people are the key to WorkSafe's success; to the effective use of our levers, and to the success of our partnerships and stakeholder engagements. Attracting, engaging and growing our Inspectors and technical experts, and other people across our organisation is an important part of WorkSafe's work.





Our Board

Our Board provides WorkSafe with governance and leadership. They help set WorkSafe's strategic direction and guide our work throughout the year.

Our Board members have backgrounds that include experience in the administration of work health and safety legislation; health and safety at work best practice, including work-related illnesses and occupational disease; in risk management; in public sector governance and central government processes; in worker engagement, representation and participation; in business and in Te Ao Māori.

Our Executive Leadership Team

WorkSafe is led and managed by our Executive Leadership Team (ELT), including our Chief Executive, General Managers and National Advisor – Māori. Together they bring extensive leadership, management and technical experience to their roles.

This year, our ELT was joined by a new General Manager for Health and Technical Services, highlighting our increased focus on work-related health and our increased focus on harm prevention. Our National Advisor Māori role was lifted to an executive level to support our commitment to our Treaty of Waitangi – Tiriti o Waitangi obligations and our Te Ara Tuituinga engagement framework, which includes our ELT building their Te Ao Māori and Tikanga capabilities.

Our workforce

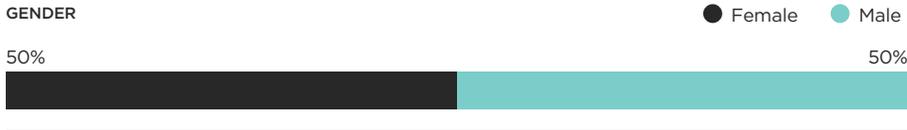
Our commitment to our people is reflected in having a workforce that connects with, and influences, our partners and the wide range of stakeholders. Strengthening our diversity and inclusion continues to be important to WorkSafe. This came to the forefront this past year, with Diversity and Inclusion becoming an organisational goal following our 2019 employee engagement survey. Since then, we have seen continued improvement in our efforts towards this goal.

WorkSafe has maintained a gender balance in our organisation. With an improved recruitment approach we have seen an increase in ethnically-diverse hiring. We have a 3% increase in Middle Eastern, Latin American and African recruits (MELAA); a group which has long been under-represented. We are holding steady with our number of Māori and Pacific Peoples. This year, WorkSafe is particularly proud of the steps we have taken to further our understanding of Te Ao Māori, and widen our Pacifica cultural lens. We are doing this through developing our leaders, managers and staff, and working to attract new people with the right skills from a range of backgrounds with a diverse mix of age, gender and ethnicity.

Over the year we saw a 2% shift of earlier-in-career Inspector age diversity. We also worked on our organisational inclusion, supporting a number of employee-led networks and joining the Rainbow Tick organisation to work towards the designation of attaining the Rainbow Tick of rainbow community inclusion.

OUR GENDER DIVERSITY

All WorkSafe



AVERAGE AGE

46.7

Non-inspectorate



AVERAGE AGE

45.9

Inspectorate



AVERAGE AGE

47.8

Staff



AVERAGE AGE

43.6

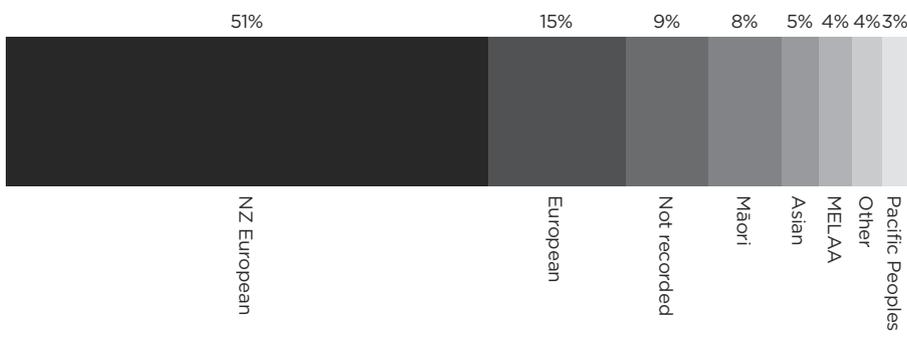
Manager



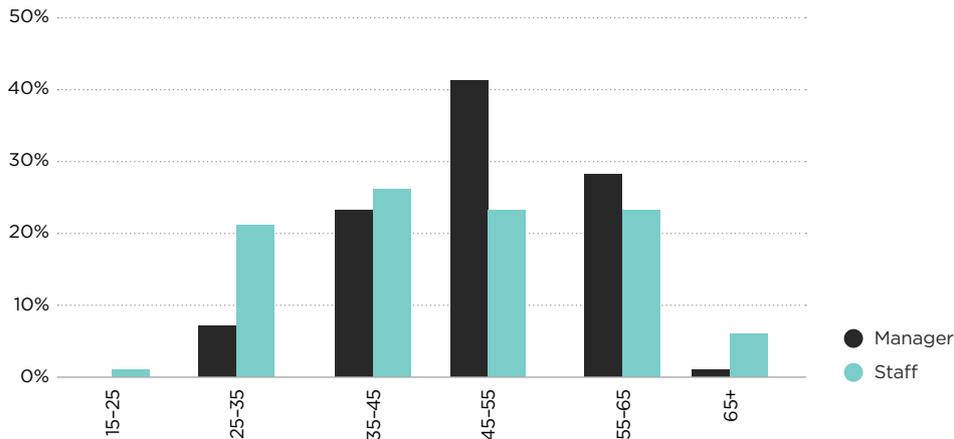
AVERAGE AGE

48.8

OUR CULTURAL DIVERSITY



OUR AGE DIVERSITY



Our good employer obligations and equal employment opportunity programmes

WorkSafe is committed to being a good employer and providing equal employment opportunities (EEO). We are also committed to providing a healthy and safe environment and culture within which our people can deliver their best and thrive. Some of the things we do to ensure this are set out in the table below:

| | |
|--|--|
| We grow our people leaders and managers | <ul style="list-style-type: none"> - Learn, grow and adapt - policy - Leadership fundamentals - Senior leadership development programme - Organisational competency development |
| We are committed to our workplace values | <ul style="list-style-type: none"> - <i>WorkSafe organisational strategy: 2018-2022</i> - Developing and embedding refreshed values |
| We provide a healthy and safe environment | <ul style="list-style-type: none"> - Health and safety - policy - Health and safety roadmap and 2020/2021 plan - Bullying and harassment procedures, and our integrity line - Review of our worker engagement, representation and participation framework - Critical risk action plan |
| We enable flexible work and support staff wellbeing | <ul style="list-style-type: none"> - Working here - policy - Flexible working guidelines - Health and wellbeing initiatives |
| We maintain a focus on EEO in our organisation | <ul style="list-style-type: none"> - Starting here - policy - Working here - policy - Rainbow network - Diversity-targeted recruitment advertising |
| We recruit, select and induct the best people | <ul style="list-style-type: none"> - Starting here - policy - Secondments - interagency secondments - Robust inspector recruitment programme - Strengthening our manager and employee induction programme |
| We support our people to grow in their roles | <ul style="list-style-type: none"> - Learn, grow and adapt - policy - Competency framework within operations - supporting inspector career pathways - Inspector development framework - supporting progression -under development |
| We fairly remunerate and recognise our staff | <ul style="list-style-type: none"> - Getting paid - policy - Remuneration framework - Annual awards |

The impact of the COVID-19 pandemic on our year





Our role

WorkSafe's contribution to the all-of-government response to the COVID-19 pandemic was a key feature of our 2019/2020 performance year. We supported New Zealand through each Alert Level to address this critical health risk. Our work with our partners and stakeholders, businesses, employers and workers will continue into 2020/2021 as part of our core activities.

It is clear that the pandemic will impact New Zealand for some time to come and has created a sense of uncertainty about what the future might hold. The potential impacts for our future work are presented in our *Statement of Performance Expectations 2020/2021 (SPE)*.⁶ Throughout the year, we expect that as a result of the pandemic we will need to re-prioritise, re-plan, pause and re-start initiatives and projects, and evolve the way we undertake our core regulatory activities; just as we did this year.

WorkSafe achieved a considerable amount despite the impact of the pandemic. We contributed to the all-of-government response and delivered our core work. Our staff demonstrated their commitment to their jobs and to supporting health and safety in our workplaces over this challenging time.

WorkSafe was designated as an essential service during Alert Levels 4 and 3, and the April/May 2020 lockdown. This was due to the need to ensure that other essential services were being undertaken in a healthy and safe way; including to prevent the spread of the virus, consistent with the Government's requirements and advice.

WorkSafe committed senior staff to the five-agency governance group and the steering committee to support the all-of-government COVID-19 response. We placed staff in the Government's central hub in Wellington and had Customer Service Officers directly supporting the response while working from home.

We aligned our approach with the all-of-government effort, and worked with the Police and other regulatory agencies receiving and responding to notifications of harm, and undertaking workplace assessments. We provided information and advice to Government, to workers and their representatives, and employers, business and sector and industry leadership groups.

⁶ [worksafe.govt.nz/about-us/corporate-publications/statement-of-performance-expectations/2020-21](https://www.worksafe.govt.nz/about-us/corporate-publications/statement-of-performance-expectations/2020-21)

Our enforcement activities

In Alert Level 4, notifications to WorkSafe dropped by 31% in comparison to the 2019 work-week average as many workplaces closed. We received 617 notifications and undertook 562 assessments, 94% of those were directly related to COVID-19. There was a significant increase in activity in Alert Level 3, with notifications increasing by 28% and assessments by 79% in comparison to the 2019 work-week average; 92% of our assessments were COVID-19 related. In all cases, enforcement action was reserved for situations where there were clear risks that were not being addressed, and the response from WorkSafe was proportional to the potential for harm to workers and others.

If WorkSafe had been required to sustain the increased Inspectorate effort seen in Alert Level 3 it is clear that our people would have been under extreme pressure, and our focus on other risky workplaces and work practices would have been compromised. The pressure was relieved by the short duration of Alert Level 3, and New Zealanders' commitment to controlling the spread of the virus.





Our proactive calling campaign

We undertook a proactive calling campaign across Alert Levels 3 and 2. Working alongside the Ministries of Business, Innovation and Employment (MBIE) and Primary Industries (MPI) we reached 8,000 businesses. They were offered support for ensuring a safe return to work, and we ensured that they had a safety plan in place that was developed with the involvement of their workers. Considerable effort was committed by staff across WorkSafe, to support this campaign.

We maintained a strong focus on continued worker engagement, representation and participation as it was important that workers were engaged in the process of putting new safety standards and plans in place.

Our information and advice

Alongside our proactive calling campaign we produced a range of tripartite, online guidance including on the use of Personal Protective Equipment, based on Ministry of Health (MoH) guidelines. WorkSafe also undertook ongoing engagement with more than 30 different industry and sub-industry representative groups. We endorsed 20 industry return-to-work guidance documents through a newly created process.

Our stakeholder engagements during the lockdown enabled us to build new relationships. It has given us reach into new sectors and industries such as the education and hospitality sectors. This was a benefit that WorkSafe will seek to leverage in the future as our work programme allows.

Our early dialogue with sector and industry groups informed our advice to other agencies about industry needs. WorkSafe worked across government, in particular with MoH, MPI and Police, to create a consistent approach to supporting and working with businesses.

Promoting safe work and a safe return to work

During the lockdown, WorkSafe promoted electrical and gas safety in the home messages in response to people working from home, with a wide reach and engagement success rate. We issued media releases to support a safe return to work, and provided information to support businesses in developing their safe work plans. We reminded people about the good things about returning to work, and highlighted the negatives, the accidents and injuries we did not want to see return. Our materials provided a model for our overseas counterparts, demonstrating that they were world-class.

Our contribution to the COVID-19 response, and that of our key partners and stakeholders, did result in some of our planned work being stopped or slowed. We were not able to undertake key cross-government meetings, and many of the agencies we work with were also focused on their contribution to the all-of-government response. We have been working with MBIE on the health and safety regulatory reform programme which was impacted by the response, but remains important to the effective functioning of the health and safety system and our work. We are continuing to prioritise this work.

WorkSafe's key non-government stakeholders, such as sector and industry health and safety groups were, and remain, focused on supporting their sectors, industries and workplaces to recover from the April/May 2020 lockdowns and to minimise the impact of the recession. Some of our planned initiatives with these groups were delayed, such as our work with our Pacific Peoples Responsiveness Advisory Group. Drawing from their insights and expertise, remains a priority for our programme with Pacific Peoples. Work was also delayed in High Hazards and Energy Safety areas, again due to the inability of key partners and stakeholders to come together. WorkSafe is effectively managing the impact of these delays and - as this report demonstrates - the delays did not significantly impact on our performance results.

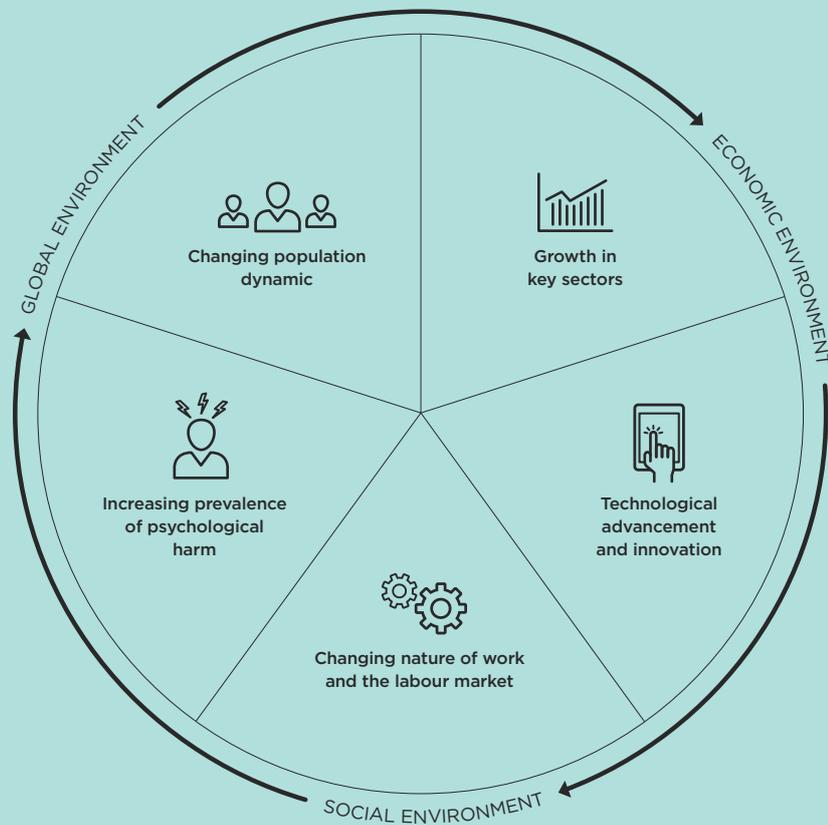
We missed the work, not the workplace mishaps.

Our operating environment

Our operating environment is in a state of constant change.

The changes we are seeing, and responding to as an organisation, are global, national, regional and local. They are also economic and social.

The COVID-19 pandemic had a significant impact on our operating environment, our partners and stakeholders, and on New Zealand's workplaces and workers. The last six months of 2019/2020 were unprecedented, and the uncertainty created by the pandemic will continue for some time.





Changing population dynamic

We know that health and safety in our workplaces is impacted by a changing worker population base. As our population ages, we will need to address the greater risks confronted by our older workers. Workers aged 55+ years are around four times more likely to die from work-related acute injuries than other age groups.

More of our older workers may choose to remain in the workforce as a result of COVID-19, as the impact of the recession is felt. The changing dynamics of the labour market might also make it hard to replace them; especially where they have unique or specialist skills and experience that we need to build-up in our workforce over time. Competition for workers and limited access to overseas workers might also drive more young people into work, especially work that supports their family or whānau.

We know that for young workers, the work-related acute injury rate that leads to more than a week away from work (WAFW) (per amount of time spent at work) was 14.6 per 1,000 full time equivalent (FTE) employees in 2018. This is above the New Zealand average of 12.7. There are two stories we need to change for young people, the risk of children under the age of 15 killed as a result of work activities, and the risk presented by the younger age distribution of Māori and Pacific Peoples (in the workforce). We have seen the population of young Māori and Pacific Peoples grow.

Māori have a higher risk of injury than non-Māori and research suggests that higher exposures for Māori workers relate not only to the occupational distribution but also to differences in tasks carried out by Māori and non-Māori workers in the same occupation.⁷ We need to create better work and workplaces for all New Zealanders, and address this disparity. Over the year WorkSafe has been building our own capacity and capability to work effectively with Māori and Pacific Peoples, and this work will continue to the new year.

Along with Māori and Pacific Peoples, migrant workers can often have greater needs, as their experiences and expectations of health and safety at work can be different to those in New Zealand. There can be language and cultural barriers to building their health and safety awareness and capability, and they were a focus of targeted information and education campaigns over the last year.



Changing the nature of work and the labour market

All New Zealand workers – including older workers, young workers, Māori and Pacific Peoples and migrant workers – may all be pushed into new work as a result of the changing nature of work and workplaces, and the pandemic. We will need to support this transition as while it provides new opportunities, it may also give rise to new health and safety risks.



Growth in our key sectors

We expected to see growth in a number of our high-risk sectors such as construction, manufacturing and forestry over the year. As a result, we maintained our focus on these sectors. We did this while initiating new work to address emerging risks, such as those associated with working in and around vehicles; in particular, in the transport, postal and warehousing industry. Almost half (45%) of work-related acute fatalities are related to vehicle incidents.

⁷ Eng A et al. (2011). Ethnic differences in patterns of occupational exposure in New Zealand. *American Journal of Industrial Medicine*, 54(5), 410–418.



Technological advancement and innovation

WorkSafe has been considering how new technologies will change business models, with automation and artificial intelligence affecting the way people work and live. Our view is that health and safety accountability could become less clear as working arrangements become more fluid and complex. We saw an example of this in the move to remote work and work from home; even for our own organisation. WorkSafe had to consider how to best ensure the safety and wellbeing of our people outside the controlled environment of our offices.



Increasing prevalence of psychosocial harm

The importance of building our understanding of wellbeing and mental health work is highlighted in our Health and Safety System Outcomes dashboard.⁸ While the data is limited, 8,500 disability adjusted life years (DALYs) are lost annually to work-related mental ill health (depression, anxiety and alcohol and drug use disorders attributable to work).⁹ This year, the impact of the April/May 2020 lockdown and the ongoing global impacts of COVID-19 can reasonably be expected to have had a range of impacts on workers mental health. WorkSafe has been contributing to the all-of-government work to respond to this, and it is a matter we all must remain alert to.

Our operating environment is one of the drivers for WorkSafe evolving our organisation into a modern, insights-driven regulator. We need to be able to constantly monitor our environment, and the nature of risks and harms in our workplaces to ensure we are focused on work that will make a measureable difference to reducing workplace harm.

The need to be agile and nimble, and to work in new and different ways, has been demonstrated this year. The lessons learned from our COVID-19 response will be valuable for the future. The pandemic has shown us that together we can protect our workers from harm at work to make workplaces better, healthier and safer.

We don't want another tragedy or pandemic to be our driver towards change. We want change to be embedded in a culture that values people, their health and their safety.

⁸ worksafe.govt.nz/about-us/corporate-publications/other-publications

⁹ Work-related health estimates (2019).

Case study

Toroawhi – together we create change

Partnering with the Forestry Industry Safety Council (FISC) and forestry workers, a year-long pilot programme to develop two roving health and safety champions in the forestry sector began this year. The programme has been named Toroawhi, meaning together we create change.

The Toroawhi are working to build the capacity of forestry workers to contribute to improving health and safety practices on the forest block. This includes empowering them to better participate in wellness, and health and safety management systems in their workplaces.

Wade reflects that, “Generally forestry workers are quiet and ‘do as they’re told’. I empower workers to speak up on safety matters and be more proactive, and have received a lot of positive feedback around workers beginning to voice their concerns to their managers after my visits”.

Even with the impact of COVID-19 disrupting their work, through February and March, Wade was able to make 15 visits, engaging 128 workers. Toroawhi Richard Stringfellow – in Taupo – covered 3,536km his 26 visits, engaging with 204 workers.

The need to support forestry workers to engage in health and safety was noted in the 2014 Independent Forest Safety Review (the IFSR) and Government response. The IFSR led to the establishment of FISC and a Worker Engagement, Participation and Representation Technical Action Group (TAG) led by First Union. WorkSafe helped transition the work of the TAG

into the Toroawhi project, building on engagement models trialled in the United Kingdom and Australia. Finding the right people for the Toroawhi roles was critical and we participated in designing the selection process.

WorkSafe Forestry Lead, Grant Duffy, points out that “Workers know what makes work successful and safe on a day-to-day basis, and they play an essential role in reducing work-related ill-health and injuries. If forestry workers’ health and safety capability can be enhanced, and they can be given a voice to advocate for better health and safety outcomes, Toroawhi could be a potential game changer for the forestry sector”.

Toroawhi is expected to benefit WorkSafe’s work in other high-risk sectors. The pilot will run for a year and will be continuously evaluated. The learnings will help shape its future and provide WorkSafe – and all others involved – with an evidence base on what works in New Zealand to support better worker engagement, participation and representation.

Ketan Chandu from our System Strategies team, reflected, “The process from our end has been hugely rewarding and has been a true co-design effort with FISC tapping into the feedback of forestry workers in designing the Toroawhi roles and how they can best support forestry businesses and workers in improving worker engagement”. It shows how together we can really create change.

“Toroawhi has given me the opportunity to engage with both East Coast forestry workers and the community full time. I’m aware of the huge lack of worker engagement across the industry and my aim is to unite the industry from worker through to forest owner, leading to safer outcomes.”

TOROAWHI WADE BRUNT
Based in Gisborne

Our external focus areas





Deliver the right mix of services in the right way

We target our interventions and activities to make a measurable difference in all that we do, and we hold those who do not meet their obligations to account.

Why this matters

People depend on WorkSafe to help workers, employers, businesses and other duty holders to ensure good health and safety is put into practice in all of New Zealand's workplaces. WorkSafe also ensures that those who do not meet their health and safety obligations are held to account in a fair and proportionate way.

Delivering the right mix of services in the right way requires us to have a clear understanding of the mix of activities we need to undertake; especially in high-risk sectors or industries, where there is higher-risk work, or to support workers with greater needs. We need to have a clear understanding of the people and other resources necessary to use our levers in the most effective way, and to take an enforcement measure or action in a fair and proportionate way.

What we have achieved over the year

Throughout the year WorkSafe supported MBIE's work on the health and safety regulatory reform package, including plant, structures and working from heights, mining, and the licensing of refrigeration technicians. We provided data, insights, and technical and operational advice including for the forthcoming amendments to the Health and Safety at Work (Hazardous Substance) Regulations 2017.

AUTHORISATIONS, LICENCES AND APPROVALS UNDER THE HEALTH AND SAFETY AT WORK (HAZARDOUS SUBSTANCE) REGULATIONS 2017

32

authorisations granted to compliance certifiers (including renewals) with **one application declined**

500

controlled substances licences issued to people possessing explosives and other high risk substances, with **three applications declined**

71

exemptions granted (including Hazardous Substances Controls approvals) to duty holders to enable alternative means of regulatory compliance, with **nine applications declined**

215

register numbers issued, including for cylinders, fabricators and tank wagons

WorkSafe supported work on proposed updates to the schedule of New Zealand Standards cited in Electricity (Safety) Regulations 2010 and Gas (Safety and Measurement) Regulations 2010. We provided technical advice and input into the Energy Efficiency regulations review, and the Energy Efficiency and Conservation Authority proposals in relation to Demand Response. Although it was delayed as result of the COVID-19 pandemic, this important work will help modernise our regulatory framework. The reforms will enable WorkSafe to respond to new and emerging hazards and risks, and to use our levers and enforcement measures and actions effectively.

Throughout the year, we carried out a range of activities using our three levers; engaging, educating and enforcing the Health and Safety at Work Act 2015 (HSWA), the Electricity Act 1992 and the Gas Act 1992. We increased our focus on harm prevention, continued undertaking regulatory activities and using the full range of enforcement measures and actions available to us. Our regulatory activities include assessments, audits and investigations.

REGULATORY ACTIVITIES

| | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | TOTAL |
|----------------------|-----------|-----------|-----------|-----------|--------|
| Assessments | 13,425 | 14,285 | 14,010 | 13,043 | 54,763 |
| Audits ¹⁰ | 12 | 5 | 5 | 12 | 34 |
| Investigations | 356 | 240 | 212 | 135 | 943 |
| Total | 13,793 | 14,530 | 14,227 | 13,190 | 55,740 |

Our enforcement measures extend beyond issuing infringement notices and taking prosecutions. They include verbal directions; directive and compliance letters and recommendations; non-disturbance, improvement, suspension and prohibition notices; sustained compliance letters and compliance orders, enforceable undertakings, duty holder reviews; and internal reviews.

What's a duty holder review?

The Duty Holder Review process is voluntary and is one of WorkSafe's tools in response to a notification of a serious harm incident in the workplace. The review process identifies why the incident happened and what actions need to be taken by the duty holder to prevent it happening again. The duty holder is supported by WorkSafe throughout the process, so we can have confidence the review process is robust.

The desired outcome from a Duty Holder Review is that changes are made to improve health and safety in a workplace. The results show that this occurs in a high percentage of cases. This makes them an effective enforcement tool.

95%

respondents that reported, as a result of their Duty Holder Review, they now have a **good/very good understanding of the cause of the accident/incident** under review.¹¹

¹⁰ WorkSafe audits authorisation holders, compliance certifiers, safety auditors of adventure activity operators, and other organisations such as Scaffolding, Access and Rigging New Zealand and the New Zealand Engineering, Food and Manufacturing Industry Training Organisation Incorporated that assist WorkSafe with regulatory compliance.

¹¹ The Duty Holder Review survey was conducted online on a continuous basis between 1 April 2019 and 31 March 2020. A total of n=222 individuals were invited to take part in the survey and it achieved a 49% response rate. The margin of error for the achieved sample of n=101 respondents is ±9.4%.

Case study

Using all our levers to drive change in the High Hazards sector

Used together in the right way, our levers of engagement, education and enforcement can be powerful drivers for health and safety change. WorkSafe can target our interventions to make a measurable difference, while holding those who do not meet their obligations to account. This year, this was demonstrated through our work with Lawter (NZ) Limited (Lawter); a chemical plant operator in Mount Maunganui.

Lawter was first designated as a lower tier major hazard facility in 2017. As a result of our initial inspection of their process and plant, a gap analysis report was ordered. Our Inspectors began working with Lawter to improve existing health and safety practice and process.

In December 2019, Lawter suffered a plant failure involving a flammable liquid – something we call a ‘loss of containment event’. This was

an event that raised concerns and highlighted why identified improvements were needed.

WorkSafe’s engagement prior to the event had already prompted Lawter to identify \$40m of capital and operational health and safety improvements. Even though they were already working with us, WorkSafe still had to decide the best approach to take in response. To help, the Major Hazard Facilities (MHF)

WORKSAFE USED

1

prohibition notice

9

infringement notices

36

matters were raised

21

written directives

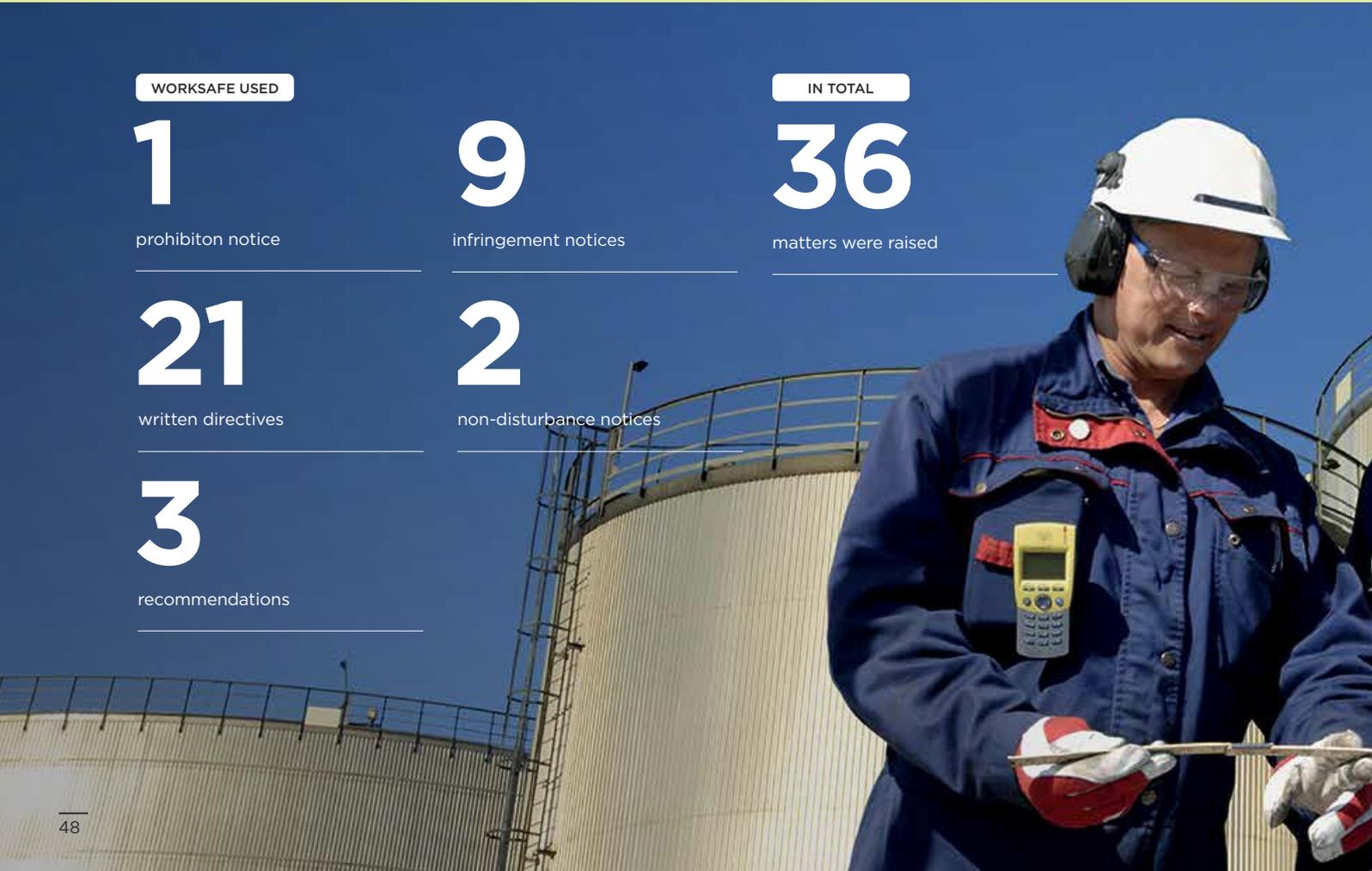
2

non-disturbance notices

3

recommendations

IN TOTAL



team relied on our enforcement decision-making model.

Andrew Hanson, a Specialist Health and Safety Inspector in the MHF team reflected, “At the conclusion of our inquiries and investigative work, and with consideration of previous operator commitments, a decision was made to not prosecute and to instead focus on using WorkSafe’s levers of engagement and education to obtain the best outcome”.

“The WorkSafe High Hazards team is always looking for the best outcome for workers, contractors, other persons and society as a whole, especially when considering the potential for uncontrolled events at major hazard facilities and installations that could expose multiple

persons to risks to their health and safety, including a risk of death”, Andrew commented.

The participation of workers in the Lawter response was an important part of the change and improvement process; a tripartite process driven by WorkSafe, Lawter and its staff. Lawter commented that, “we believe Lawter staff are ideally placed to recognise areas in which procedures can be improved, and allowing them to have a voice and be part of the decision making process adds value to their jobs and allows them to play an active role in shaping the future of the company”.

Our decision to work with Lawter, rather than prosecute, does not mean that they got off easily. All of our enforcement measures place obligations on duty holders.

WorkSafe used prohibition notices (1), improvement notices (9), written directives (21), and non-disturbance notices (2), and made recommendations (3) to address the root cause of the issues identified at Lawter; in total 36 matters were raised. But, in their own words:

Lawter is sharing their experience of the incident, and work with WorkSafe with other operators through the MHF forum. This will help the MHF community in New Zealand become more aware of the incident and investigation results, and of how MHF operators can work to ensure they are meeting their own health and safety obligations.



“Focusing on solutions and improvements, rather than facing prosecution, offered us a positive way to move forward and ultimately resulted in a safer environment.”

Lawter

OUR TOP FIVE

| AREAS OF ENFORCEMENT ACTIVITY | SECTORS THAT WE FOCUSED ON | WORK-RELATED HEALTH ASSESSMENTS AND ENFORCEMENT |
|-------------------------------|-------------------------------------|---|
| 1 Falls from heights | 1 Agriculture | 1 Noise |
| 2 Hazardous substances | 2 Construction | 2 Body stress |
| 3 Health and Safety systems | 3 Manufacturing | 3 Wood dust |
| 4 Site conditions | 4 Forestry | 4 Silica |
| 5 Safe use of machinery | 5 Transport, Postal and Warehousing | 5 Asbestos |

OUR ENFORCEMENT MEASURES

| | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | TOTAL |
|-------------------------------------|--------------|--------------|---------------|--------------|---------------|
| Verbal direction | 1 | 360 | 1,270 | 1,394 | 3,025 |
| Energy Safety warnings | 154 | 75 | 48 | 53 | 330 |
| Directive letter | 42 | 524 | 2,053 | 1,651 | 4,270 |
| Non-disturbance notice | 3 | 60 | 213 | 174 | 450 |
| Improvement notice | 2,152 | 3,619 | 5,385 | 3,974 | 15,130 |
| Prohibition notice | 1,178 | 1,196 | 1,618 | 1,302 | 5,294 |
| Sustained compliance letter | 0 | 399 | 1,262 | 977 | 2,638 |
| HSNO compliance order ¹² | 151 | 122 | 1 | 0 | 274 |
| Enforceable undertakings | 2 | 14 | 8 | 7 | 31 |
| Duty holder review | 404 | 395 | 302 | 244 | 1,345 |
| Internal review | 13 | 27 | 20 | 23 | 83 |
| Total | 4,100 | 6,791 | 12,180 | 9,799 | 32,870 |

¹² Compliance Orders were an enforcement tool that was commonly used prior to December 2017, when the workplace controls for hazardous substances were revoked from the Hazardous Substance and New Organisms Act 1996 and made in regulations under the HSW Act. From that time instances of non-compliance with respect to hazardous substances management have been dealt with using the enforcement tools available under the HSW Act.

Our use of our enforcement measures, and our undertaking of enforcement actions, was impacted by COVID-19 and the Alert Level 4 and 3 lockdowns. During this time, we primarily focused on engagement and education. We supported workplaces to ensure that they addressed the new, critical risk presented by the virus, only taking enforcement action in the most serious cases.

WorkSafe's focus, and the drop in notifications, has had a direct impact on the number of enforcement measures and actions we undertook over 2019/20, as can be seen across the statistical tables presented in this annual report. Our use of our range of enforcement measures and actions has been increasing; almost doubling from 2017/18 to 2018/19. If it was not for COVID-19, that increase would have been sustained through 2019/20.

In Alert Level 4, notifications to WorkSafe dropped by 31% in comparison to the 2019 work-week average as many workplaces closed.

OUR ENFORCEMENT ACTIONS

| | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | TOTAL |
|-----------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|---------------------|
| Infringement notice | 12 | 10 | 6 | 6 | 34 |
| Energy Safety infringement | 14 | 14 | 10 | 7 | 45 |
| Prosecutions | 67 disposed | 68 disposed | 83 disposed | 77 disposed | 295 disposed |
| | 59 successful | 49 successful | 71 successful | 61 successful | |
| | 6 unsuccessful | 5 unsuccessful | 4 unsuccessful | 9 unsuccessful | |
| | 2 accepted enforceable undertaking | 14 accepted enforceable undertaking | 8 accepted enforceable undertaking | 7 accepted enforceable undertaking) | |
| Total | 93 | 92 | 99 | 90 | 374 |

Our external activities under this area of focus were supported by our work to transform our Operations Group and to ensure that we have the right people, with the right skills working on the right regulatory activities to support improvements in the health and safety system. We are continuing to transform the structure of the Group, and to build the capacity and capability of the people within it and across our organisation.

Our performance results

| MEASURE | TARGET 2019/2020 | ACTUAL | COMMENTARY |
|---|---------------------|--------|---|
| Percentage of prosecutions that are successful | ≥ 80% | 88% | To year end, there have been: <ul style="list-style-type: none"> - 67 prosecutions initiated (through filing charges in Court) - 77 disposed (through getting a final outcome) - 61 convicted - 9 withdrawn - 7 discontinued due to enforceable undertaking. |
| Percentage of (formal) investigations where a final decision is made and communicated to victims and Persons Conducting a Business or Undertaking (PCBU) within 12 months of commencement | 100% | 89% | 102 of 115 decisions were communicated within 12 months. |
| Percentage of energy safety (notifiable/non-notifiable incidents and unsafe situations) investigations involving gas and electricity that are completed within 60 days | ≥ 80% | 87% | To year end, 735 of 845 investigations have been completed within 60 working days. |
| Percentage of safety cases under review according to schedule | 100% | 100% | We have met our end of year target with 100% of new Major Hazard Facility safety cases received under active review in 2019/20. Of the 57 new safety cases received, 56 have been completed and one has been referred back to the operation for further information. |



Build our harm prevention approach

We are working to reduce harm through targeted, evidence-based programmes. We enable workers to participate in and influence health and safety improvements.

Why this matters

Harm prevention is at the heart of what WorkSafe does, and is the key to ensuring that people come home from work healthy and safe. Harm prevention includes using data and insights to expand our traditional focus on the high-risk sectors of agriculture, forestry and construction and manufacturing, to include other sectors with high rates of harm (such as transport, postal and warehousing) and high-risk work such as working in and around vehicles (WIAV). We are also targeting work-related health and safety harms that span across many sectors with our focus on carcinogens and airborne risks, musculoskeletal disorders, and mentally healthy work.

WorkSafe is concerned about the higher rates of harm and exposure to risk experienced by Māori, Pacific Peoples, and other groups such as migrant workers and those in precarious employment. Addressing these inequities is top of mind as we work to gain further insight into Māori injuries and fatalities, and to learn more about how to reduce the disproportionate risk of harm they face. We need to ensure the contribution all workers make to health and safety at work is recognised and valued.

What we have achieved over the year



Develop and share data and insights to improve decision-making

A Health and Safety at Work Strategy Stakeholder Reference Group (the Strategy Reference Group) was established to support a long-term focus towards achieving the HSW Strategy vision, goals and priorities in the health and safety system at work.

The Strategy Reference Group supported the production of the Health and Safety System Outcomes dashboard which has now been published online.¹³ In addition, WorkSafe published an external online Data Centre to provide enhanced transparency on statistics relating to WorkSafe activity and work injuries. This is part of our work to build a base of data, information and research.

To further our research base and harm prevention activities, WorkSafe progressed a research initiative with the Health Research Council that included:

- completing a literature review to develop our understanding of the implementation issues associated with successful organisational-level psychosocial harm interventions. This will enable us to assemble 'best evidence' information to support efforts to improve worker health
 - designing and implementing interventions with organisations for reducing psychosocial hazards and measuring the impact of those interventions on wellbeing in the manufacturing, health and education sectors.
-

¹³ worksafe.govt.nz/about-us/corporate-publications/other-publications



Work-related health including mental health

Work-related health, including mental health, has been a focus for WorkSafe over the year. With additional budget funding, we created a new leadership position in our Executive Leadership Team with a focus on work-related health and technical services, grew our work-related health capacity and capability through hiring new staff, and confirmed the scope, phasing and funding requirements for **three work-related health sub-plans**:

- 1 carcinogens and airborne risks
- 2 musculoskeletal disorders
- 3 mentally healthy work.

As part of our programme to reduce harm caused by carcinogens and airborne risks, we worked jointly with the Ministry of Health, the Accident Compensation Corporation (ACC) and the national Dust Diseases Taskforce on a coordinated response to accelerated silicosis – an emergent occupational disease in workers in the engineered stone benchtop industry. The project provides an intervention opportunity to address risks to the health of workers, and a data and information gathering opportunity that will enable us to learn more about the size and complexity of this harm in New Zealand. It will inform our work programme into the future.

A worker is 15 times more likely to die from a work-related disease than from a workplace accident. Every year it is estimated work-related ill-health results in:

- 750–900 deaths¹⁴
- 5,000–6,000 hospitalisations.



Lift the capability of health and safety practitioners

This year WorkSafe supported the HSW Strategy goal of lifting the capability of health and safety professionals by supporting a programme of workforce development projects in conjunction with the Health and Safety Association of New Zealand (HASANZ) and its members. This included projects to develop the occupational hygienist workforce, and a competency framework for hazardous substances compliance certifiers. We participated on both the governance group and technical advisory group, bringing leadership and technical expertise to the projects.

Two more workforce development projects started this year with WorkSafe support. HASANZ and the New Zealand Occupational Health Nurses Association are working to build workforce capability, and to develop education and training pathways for occupational health nurses. WorkSafe is also supporting HASANZ to work with the New Zealand Institute of Safety Management, New Zealand Safety Council and other stakeholders to develop a New Zealand competency framework and lift education standards for generalist health and safety professionals.

¹⁴ The 750 deaths were estimated from a list of diseases with a known or probable link to work. The 900 figure was estimated by adding additional diseases with a possible link to work.



Enable workers to be represented, engaged and to participate

The best health and safety outcomes are achieved when workers are involved in decisions about their own health and safety.

WorkSafe also continued to build capability for worker engagement, participation and representation (WEPR) in the health and safety system. WEPR informs our harm prevention activities, is a key part of our approach when undertaking regulatory activities, and is a focus of our work with sector and industry leadership groups.

79.3% of our workplace assessments this year included interaction with a worker or representative where available.

This year we conducted a Health and Safety Representative (HSR) survey to investigate ways of supporting HSRs to better engage with duty holders and workers; to improve WEPR, and health and safety outcomes at work. This was the first survey of its kind focusing on understanding the needs and experiences of HSRs.

The findings of the HSR survey have provided us with information on the profile of HSRs, and the challenges that they face in their roles. As a result, WorkSafe developed a programme of work with a set of initiatives to support HSRs. This includes establishing a tripartite, cross-sector WEPR community of practice that will have a focus on working with, and building the capability of, health and safety representatives across all sectors. The tripartite nature of the community of practice will make it particularly valuable, as it includes government, business and worker representatives. WorkSafe also supports a range of sector-based WEPR initiatives.

This year we continued to support the FISC Safe-tree 'frontline leadership' and 'team up' training courses. These courses are resulting in an upwards skill shift of 15-20% relating to improving WEPR. Increasing WEPR on the forest block is a goal for FISC, and for WorkSafe, given that forestry is a high-risk sector.

We need to change the culture that assumes fatalities and injuries are part and parcel of farm life.

Agriculture is another focus area of our WEPR initiatives and projects. Our research has shown that female farmers and women on farms might hold the one of the keys; they're leaders, influencers and drivers of change, as well as being workers. Our Farmer Led Design initiative sought to leverage their power and influence to drive health and safety change.

WorkSafe's behaviours and attitudes surveying has suggested:

- Workers aged 60 years plus were significantly more likely to report being confident to speak up about health and safety at work, with younger workers (18 to 29 years) and migrant workers significantly less likely.
- Sixty-one percent of all workers reported being very confident to speak up/say no if asked to do something risky, a smaller proportion (54%) were very confident their boss would support them if they suggested stopping work because of a potential hazard.
- The forestry sector is one of the most mature sectors (from a health and safety cultural perspective), with forestry employers re-ported high levels of care for their workers.

Our guidance and educational material

A core activity for WorkSafe is to work with our partners and key stakeholders, and other experts, to develop guidance and educational material so that workers and duty holders can know what good looks like, how they can effectively manage critical risks, and how to enable workers to participate in health and safety at work.

The range of guidance that provided advice to workers, employers, businesses, other duty holders and their representatives on WorkSafe's response to COVID-19 can be found on a dedicated page on our website.¹⁵ Drawing on our te ao Māori and tikanga capabilities, we supported the development of the Tangihanga guidelines for all marae, including whānau support for communities working through the tangihanga process during the four Alert Levels supporting New Zealand's response to the COVID-19 pandemic. These guidelines are on the MoH website.¹⁶

The production of COVID-19 related guidance, education and communication materials was in addition to our usual guidance and education programme, which meant that some of the work programme was delayed. This included the delivery of new modules for the Risk Management Framework Tool – Pickled. Regardless, we finalised nine new risk modules which will be rolled out in the new performance year. Pickled is designed to support those with low literacy and numeracy. It has educational learning theory embedded into its design.

Despite the impact of COVID-19, we were able to work with representatives of District Health Boards, other healthcare providers and unions to develop a guidance document to support managing violence in healthcare settings.¹⁷ Guidance material was completed to allow the transition of white water rafting responsibility from Maritime New Zealand (Maritime NZ) to WorkSafe under the Health and Safety at Work (Adventure Activities) Regulations 2016.

We developed and published an *Extractives Industry Quarterly Report* which provides industry with reliable safety performance data, regulator activity and focus areas to assist duty holders to better understand and manage industry risks.¹⁸ This quarterly publication will show emerging trends with regard to industry incidents or non-compliances.

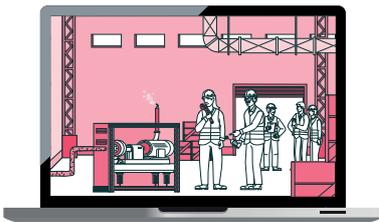
¹⁵ worksafe.govt.nz/managing-health-and-safety/novel-coronavirus-covid

¹⁶ www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-information-specific-audiences/covid-19-deaths-funerals-and-tangihanga

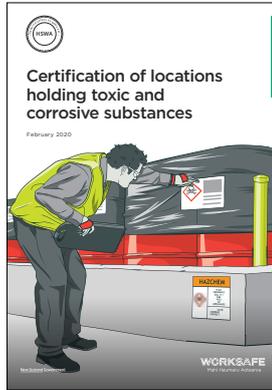
¹⁷ worksafe.govt.nz/topic-and-industry/health-and-safety-in-healthcare/violence-in-the-health-and-disability-sector-guidance-for-pcbus

¹⁸ worksafe.govt.nz/topic-and-industry/extractives/publications

WorkSafe produced a range of guidance



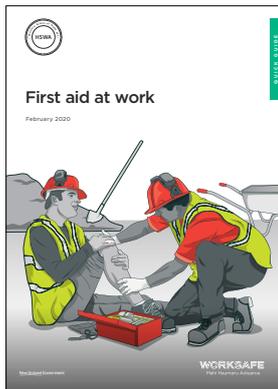
Noise videos¹⁹



Certification of locations holding toxic and corrosive substances²⁰



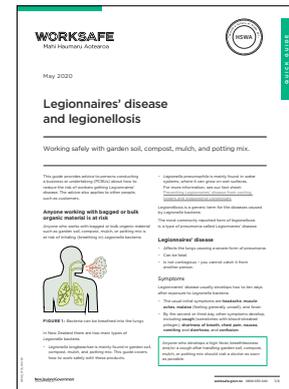
Keeping your service station compliant with the hazardous substances regulations quick guide²¹



First aid at work quick guide²²



Risk management when using bandsaws²³



Legionnaires disease and legionellosis²⁴

¹⁹ [worksafe.govt.nz/topic-and-industry/noise](https://www.worksafe.govt.nz/topic-and-industry/noise)

²⁰ [worksafe.govt.nz/topic-and-industry/hazardous-substances/guidance/substances/location-compliance-certificates-for-toxic-and-corrosive-substances/?stage=Live](https://www.worksafe.govt.nz/topic-and-industry/hazardous-substances/guidance/substances/location-compliance-certificates-for-toxic-and-corrosive-substances/?stage=Live)

²¹ [worksafe.govt.nz/topic-and-industry/hazardous-substances/guidance/industry-guidance/service-stations/keeping-your-service-station-compliant-with-the-hazardous-substances-regulations/?stage=Live](https://www.worksafe.govt.nz/topic-and-industry/hazardous-substances/guidance/industry-guidance/service-stations/keeping-your-service-station-compliant-with-the-hazardous-substances-regulations/?stage=Live)

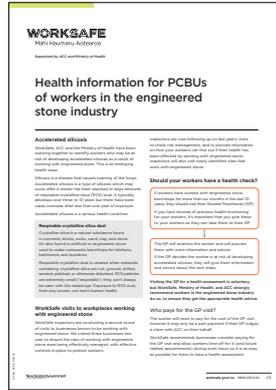
²² [worksafe.govt.nz/managing-health-and-safety/businesses/general-requirements-for-workplaces/first-aid](https://www.worksafe.govt.nz/managing-health-and-safety/businesses/general-requirements-for-workplaces/first-aid)

²³ [worksafe.govt.nz/topic-and-industry/machinery/saws-and-shears/bandsaws](https://www.worksafe.govt.nz/topic-and-industry/machinery/saws-and-shears/bandsaws)

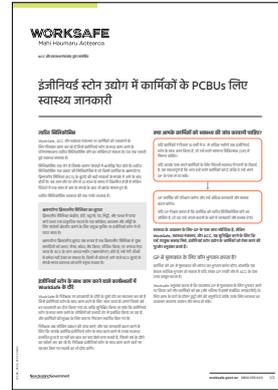
²⁴ [worksafe.govt.nz/topic-and-industry/legionnaires-disease/legionnaires-disease-and-legionellosis](https://www.worksafe.govt.nz/topic-and-industry/legionnaires-disease/legionnaires-disease-and-legionellosis)



Working in extreme temperatures²⁵



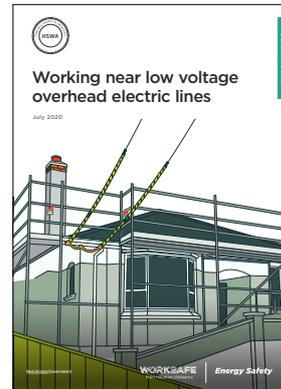
Range of guidance for accelerated silicosis including translation into six languages²⁶



Fatigue²⁷



Protective clothing²⁸



Working near low voltage overhead power lines²⁹

²⁵ worksafe.govt.nz/topic-and-industry/temperature-at-work/working-safely-in-extreme-temperatures-gpp

²⁶ worksafe.govt.nz/topic-and-industry/dust/accelerated-silicosis

²⁷ worksafe.govt.nz/topic-and-industry/work-related-health/fatigue/fatigue-quick-guide

²⁸ worksafe.govt.nz/topic-and-industry/personal-protective-equipment-ppe/protective-clothing

²⁹ worksafe.govt.nz/topic-and-industry/electricity/working-near-low-voltage-overhead-electric-lines

Our performance results

| HARM PREVENTION | TARGET 2019/2020 | ACTUAL | COMMENTARY |
|---|-------------------------|----------|---|
| Percentage of people who say our guidance is useful (this measure provides an indication of how we help all parts of the system understand what good health and safety practice looks like) | Hold or increase (≥97%) | 98% | WorkSafe reports annually on guidance that was 'very useful' and 'somewhat useful'. |
| Percentage of assessments that include interaction with a worker or representative where available | ≥80% | 79.3% | <p>WorkSafe was exceeding the target set for this measure prior to the April/May 2020 lockdown. The year-end result reflects the impact of the COVID-19 pandemic and lockdown, and our commitment to WEPR.</p> <p>During lockdown, WorkSafe largely undertook remote assessments. It made accessing workers more challenging, but the risks associated with COVID-19 highlight why worker engagement is so important; they had a role to play in ensuring workplaces were safe and workers could safely return to work.</p> <p>WorkSafe is proud that we came so close to achieving this target despite the impact of COVID-19.</p> |
| Update and implement Healthy Work Plan and Harm Reduction Action Plan | Achieve | Achieved | <p>Both plans have been updated. The <i>Harm Reduction Action Plan</i> does not contain initiatives for implementation. It is a strategic document developed with the ACC.</p> <p>WorkSafe is planning to deliver three sub-plans under the Healthy Work Action Plan in the new performance year, subject to funding and the impact of COVID-19.</p> |
| Percentage of assessments that include a focus on work-related health risks | ≥50% | 69.1% | WorkSafe has exceeded this target, which is consistent with our increased focus on harm prevention and work-related health. It will remain a focus for the new performance year. |

The *Harm Reduction Action Plan*³⁰ sets out how WorkSafe and ACC will focus our effort to prevent work-related harm in New Zealand. Together with ACC we refreshed and launched the action plan this year. It is set at a higher level than the previous version; to allow flexibility as activities are scoped. New focus areas can be added when plans for their delivery are developed, rather than waiting for the next review. The plan concentrates on what will make the biggest impact to reduce work-related fatalities, potentially fatal work injuries and injuries that result in more than a WAFW.

³⁰ worksafe.govt.nz/about-us/who-we-are/our-priorities/our-plan

Working in and around vehicles

Along with our work in high-risk sectors and WEPR, WorkSafe is working on a range of harm prevention initiatives that relate to high-risk work; this work cuts across all our focus areas.

We know that vehicles are the most common cause of fatal work-related accidents in New Zealand and we need to address the harms from WIAV. As a result, WorkSafe initiated a revised WIAV programme following research, design and consultation with key partners and stakeholders including the New Zealand Transport Agency (NZTA) which is primarily responsible for public safety on rail and roads, along with the Police.

The risks associated with WIAV can occur in complex and varying environments, including off-road and on private properties (such as forestry roads and farms). They can occur in places where businesses are required to manage not only their own vehicles, but also those of others visiting the workplace.

Our WIAV programme currently focuses on three main harm prevention opportunities:

- 1 increasing seatbelt use in work vehicles
- 2 traffic management on work sites
- 3 risks associated with trucking.

WorkSafe's seatbelts initiative includes setting out expectations for the use of seatbelts, an Operations and General Inspectorate focus on seatbelt use, and a media campaign. We have begun work on a Good Practice Guide for traffic management that will be produced in the new year.

Our Site Traffic Management initiative will begin with a focus on forklift safety. WorkSafe is supporting the 'vehicles and lone worker' initiative which is specifically focused on the agriculture sector, and on continuing professional development for vehicle use, automatic alerts in vehicles and the use of seatbelts.

We issued a policy clarification in June 2019 setting out our expectations about installing Crush Protection Devices (CPD) on quad bikes used for work, after consultation with agriculture industry. It was supported by Federated Farmers as a key stakeholder in the sector.

73%

of fatalities between 2013 and 2017 were associated with vehicles

APPROXIMATELY

20%

work-related deaths are in road traffic accidents

4x

the approximate increase in the number of CPD purchased after the WorkSafe policy clarification



Grow effective strategic relationships

The change required to lift New Zealand's health and safety performance and address workplace harm will take a concerted effort from everyone.

Why this matters

WorkSafe does not control all the levers or the tools that will improve New Zealand's health and safety culture, and practice. Our partners and stakeholders, and expert advisors all need to act to achieve the vision that everyone who goes to work comes home healthy and safe.

New Zealand needs to start looking at what new actions are needed to address our stalling injury rates. This includes WorkSafe working with those who have the breadth and depth of influence across a diverse range of sectors and industries, and whose specialist expertise, insights and reach can enhance our own.

One of the foundations of good health and safety at work is strong tripartite leadership, ensuring workers, business and government agencies work collectively to improve New Zealand's health and safety performance. Building tripartite relationships is a focus of our cross-sector, and sector and industry engagements.

What we have achieved over the year

Throughout the year WorkSafe supported MBIE's work on the health and safety regulatory reform package, including plant, structures and working from heights, mining, and the licensing of refrigeration technicians. We provided data, insights, and technical and operational advice including for the forthcoming amendments to the Health and Safety at Work (Hazardous Substance) Regulations 2017.

WORKERS WITH GREATER NEEDS

We know that Māori, Pacific Peoples and migrants suffer greater rates of harm at work than other New Zealand workers. COVID-19 has created additional groups of vulnerable workers; including those at greater risk of serious complications if they contract the virus and those that may be moving into new jobs, with new health and safety risks.

WorkSafe is excited by the opportunity presented by two key achievements this year that will help us better engage with Māori and Pacific Peoples. They are the creation of two new cross-sector, tripartite groups with worker representatives, business and government.

Our Partners Council

This year, work was completed to establish a cross-sector, tripartite group – our Partners Council, with representatives from the CTU, BusinessNZ, and from Iwi and Māori workers. The Partners Council is a dedicated forum to share strategic insights and advice on how we can materially reduce work-related harm and illness and improve the quality of work. They will operate as a forum for information, advice, consultation and collaboration with leaders reflecting the perspective of iwi, businesses and workers.

Māori responsiveness

The Partners Council will support WorkSafe to deliver Maruiti 2025; our Māori strategy. It sets out WorkSafe's direction towards reducing Māori fatalities, injuries and ill-health to a point where they will be equal to – or lower than – non-Māori by 2025. It also sets out a way forward to uplift our Te Ao Māori capability to establish and maintain meaningful relationships with Māori and communities.

Te Ara Tuituinga

WorkSafe is implementing Te Ara Tuituinga, a Crown-Māori engagement framework supported by Te Arawhiti (the Office for Māori Crown Relations) to build our Te Ao Māori capability. Te Ara Tuituinga is designed to provide WorkSafe staff with a cultural framework that has a clear foundation for focused engagement with Iwi throughout Aotearoa; to ensure engagement with Māori is built from a level of trust and confidence.

An example of the work we are doing to better recognise our obligations to Te Ao Māori and Tikanga, is the development of Mate Ohore (our sudden death protocols), our approach to managing cultural beliefs and protocols surrounding a workplace death. Mate Ohore is intended to guide our staff, and keep them and others spiritually safe when they are undertaking work during a traumatic time. It will help ensure our relationships with whānau pani (bereaved family) and communities remain enduring. We are working towards the implementation of Mate Ohore in the new year.

Our Pacific Peoples Responsiveness Advisory Group

This year, WorkSafe established the National Pacific Peoples Responsiveness Advisory Group; a cross-sector, tripartite group. The Advisory Group was established in 2019 with the aim of providing advice and support to WorkSafe on its approach to engaging with Pacific workers and to staff managing the Puataunofu Come Home Safely programme.

Throughout the year WorkSafe worked with a range of other partners and stakeholders to drive change in our health and safety system at work, and reduce fatalities, injuries and harms. All our relationships are essential to our success, as we cannot achieve the change that is necessary working alone.

We worked with, and funded, three tripartite Sector Leadership Groups:

- 1 the Forestry Industry Council (FISC)
- 2 Construction Health and Safety New Zealand (CHASNZ)
- 3 the Canterbury Health and Safety Charter.

Along with FISC, CHASNZ, and the Canterbury Health and Safety Charter, we have funded the Agricultural Leaders Health and Safety Advisory Group (ALHSG) and ShopCare. We are working towards these groups becoming tripartite groups; with workers, employers and business leaders and government. WorkSafe is committed to working to ensure any new sector or industry group to receive WorkSafe funding will be progressed with tripartite approach from the outset.

Our work to support FISC has included the Toroawhi initiative, the national roll-out of the Notification and Reach project in forestry, and the formalisation of the wood buyer accord in the Wairarapa. With CHASNZ, we supported the 'mates in construction' aimed at preventing suicide in the construction industry.

Case study

Puataunofu – ensuring Pacific workers come home healthy and safe

“We have a programme that has been designed by Pacific people for Pacific people. It’s important that WorkSafe continues to build on that with the expertise we have.”

HANS KEY
National Advisor
Pacific Responsiveness

The Puataunofu programme is a workplace health and safety education initiative with a Pacific lens. It aims to raise awareness and capability, and encourage greater WEPR in health and safety. This is important as Pacific Peoples frequently work in higher risk roles and are over-represented in workplace injury and fatality statistics.

An evaluation of the pilot programme in 2018 was an important step to WorkSafe formalising the Puataunofu Come Home Safely programme in November 2019. We recognised the contribution it could make; not just for Pacific workers but for others who could benefit from its holistic and inclusive approach.

Born in Samoa, and growing up in South Auckland, our National Advisor – Pacific Responsiveness, Hans Key commented, “Before Puataunofu was formalised it was being run in addition to our business as usual work”. Formalising the programme recognises that it, “includes components that are core to WorkSafe’s strategic goals, and will support workers with greater needs – Pasifika, Māori and other ethnic and migrant workers”.

We’ve heard that workers become more aware, and feel more confident about speaking up about health and safety after they attend our Puataunofu workshops. Hans comments, “because it’s facilitated by myself and Alf Paea as Pasifika People, it helps to bring down the barriers. We have a Pacific lens, and recognise that it’s important to build trust and lay the

foundation at the beginning of the presentation so that the workers are more open”.

“We have a programme that has been designed by Pacific people for Pacific people. It’s important that WorkSafe continues to build on that with the expertise we have”. This year, we’ve taken that message to heart.

Alongside Puataunofu, our tripartite Pacific Peoples Responsiveness Advisory Group will help inform WorkSafe decisions on how best to reduce the number of injuries and fatalities among Pacific Peoples. It is an exciting opportunity. Chief Inspector, John Howard commented that to address harm in our Pacific communities, “WorkSafe needs to try and both understand the reasons that are causing it and what interventions are best suited to engage with, and influence, Pasifika workers and employers”. The Advisory Group can help and, “WorkSafe will hopefully be successful in both understanding and addressing the problem(s)”.

Advisory Group member Natia Tucker echoed Hans, referencing how using a Pacific cultural lens could add value to WorkSafe’s work with, and for, all workers. “Puataunofu is important because it is Pacific People addressing Pacific issues using Pacific ways. It is a great example of ‘by Pacific for Pacific’ ...which just happens to work for everyone. The Advisory Group is important because it establishes the start of a partnership between WorkSafe and Pacific People”.

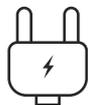
Another significant piece of work in the construction industry was our large tunnel intervention project. The project was developed and implemented with the intention to engage sector on the health and safety expectations for the two significant tunnel projects in Auckland (Central Interceptor, City Rail Link). WorkSafe provided advice on many aspects of the planned work, including the electrical safety of tunnelling and tunnelling machines to support the projects. We facilitated tunnel competency training workshops that established minimum health and safety competency standards for the tunnel workers.

The electrical safety workshops resulted in early agreement being reached on important health and safety by design requirements. This meant that compliance with regulations and standards for Tunnel Boring Machines was ensured before the delivery of the relevant equipment to New Zealand; this was something which had not happened in previous projects and is a measure of the workshops' success.

The success of the competency workshops was evidenced by the establishment of comprehensive training programs, and purpose built training facilities, for both projects. These were supported by all of the clients and contractors involved. WorkSafe has since received enquiries from operators involved in other tunnel projects about how this health and safety approach could be taken up by all of the tunnel industry.

20

workshops held for a mixture of Extractives Industry managers and other duty holders to educate and engage on legislative and regulator expectations



Meet, greet and educate breakfast presentations given to electrical workers with the Electrical Workers Board members throughout New Zealand

475

General Inspectorate engagements including at field days, through roadshows, industry conferences and other relevant events



Presented on sentencing under the HSWA at Continuing Professional Development seminars for District Court Judges across the country

As well as working across sectors and industries, WorkSafe works across Government. This year we established a terms of reference for managers from across our Guidance, Education, Policy and Practice teams to meet 6-weekly with their counterparts in Maritime NZ, the Civil Aviation Authority (CAA), the Environmental Protection Authority (the EPA), and the NZTA. The purpose of these meetings is to foster information sharing and collaborative ways of working to support improving health and safety at work. They are in addition to our quarterly Joint Agency Intelligence Group meetings to share regulatory intelligence experience and expertise with Maritime NZ, the CAA and NZTA.

WorkSafe and Maritime NZ partnered together on a project with the aim of developing a joint assessment template and approach to assessing health and safety on New Zealand's ports. The project recognised that port-related assessment activity could be managed more efficiently between our two agencies; to avoid confusion when it comes to risks or incidents between ship and shore. WorkSafe and Maritime NZ also worked with the Ministry of Transport and the Rivers Association of New Zealand this year; to ensure the smooth transition of responsibility for white water rafting to WorkSafe.

We share the goal of driving change to reduce fatalities, injuries and harm at work.

Our engagement with key government and regulatory agencies also occurs through Board Chair and Chief Executive Forums. Our work at these senior levels was disrupted as a result of the COVID-19 pandemic, and the need for agencies to support the all-of-government response and the sectors of their immediate focus.

Our performance results

| SYSTEM LEADERSHIP | TARGET 2019/2020 | ACTUAL | COMMENTARY |
|--|------------------|--------|---|
| The number and range of sectors supported by tripartite sector leadership groups | 5 | 6 | A tripartite group comprises government, business and worker representatives. WorkSafe has supported the establishment of three cross-cutting tripartite groups this year; the Partners Council with a focus on working with Iwi and Māori, the Pacific Peoples Responsiveness Advisory Group and the Worker Engagement, Participation and Representation (WEPR) Community of Practice. These tripartite groups extend wider than individual sectors and all come with significant potential for supporting health and safety in their populations or areas of focus. |

Percentage of people we directly engage with who agreed WorkSafe is:

| | | | |
|------------------------|-----------------|-----|---|
| Educative | Increase (>70%) | 66% | We have not met our target for being 'Educative' this performance year with the result falling just outside the margin of error. All other results have been achieved, with WorkSafe meeting or exceeding the target. |
| Fair | Increase (>91%) | 91% | |
| Proportionate | Increase (>68%) | 71% | |
| Performing effectively | Increase (>70%) | 72% | |

Our internal focus areas







Drive organisational excellence

Uniting across our organisation to become a modern, insights-driven regulator that makes a measurable difference.

Why this matters

Our planned work to grow and develop our people, and our workplace culture, is necessary to effectively and efficiently use our engagement, education and enforcement levers. Along with capable people and a unified way of working, WorkSafe needs solid and reliable data, technology and infrastructure.

Our drive for organisational excellence will help us evolve. It will support us to deliver on our vision for the health and safety system, and to become a modern, insights-driven regulator.

WorkSafe needs to lead by example and ensure we keep our own people healthy, safe and well at work. Our internal health, safety and wellbeing goal is that, by 2022 WorkSafe is a leading New Zealand organisation. We are working so that we have an equal focus across the safety, health and wellbeing of our people.

What we have achieved over the year

OUR PATHWAY AND JOURNEY TO BECOME A MODERN, INSIGHTS-DRIVEN REGULATOR

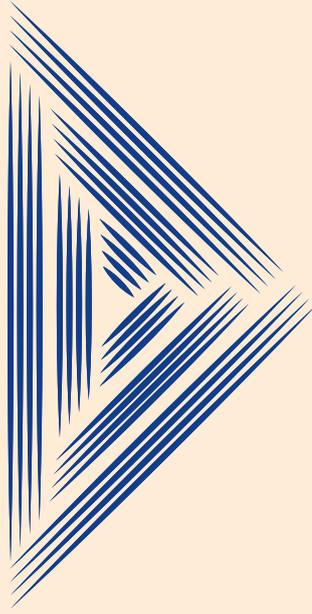
A key achievement for WorkSafe this year was the approval of an enterprise Target Operating Model (eTOM) that will support our journey to becoming a modern, insight-driven regulator. It is a pathway and a plan to 2030, where WorkSafe transforms how New Zealand views health and safety; where health and safety is core to what we all do at work; and where health and safety drives social and economic value into, and out of, our workplaces. It will see health and safety shift from a compliance exercise to a workplace culture.

At the centre of Taura Here Waka is the waka WorkSafe will sail in. On either side, Taura and Here are the outriggers that will give us balance and strength. Taura – the rope – symbolises the separate strands of our organisation coming together to make us stronger. Here – the act of binding – represents the unity WorkSafe will have as an organisation.

WorkSafe knows that we need to evolve the way we work as an organisation to best deliver upon our health and safety leadership role, and our vision that everyone who goes to work comes home healthy and safe. We need to work beyond our organisational boundaries to influence and participate in the harm prevention investments made by other agencies and regulators. WorkSafe needs to become insights-driven and to be adaptable to respond to changing operating environment, and changing landscape of risk and harms.

A modernisation programme, and a new approach to programme and project management within WorkSafe, were all delivered this year. Our new systems and processes will support Taura Here Waka and our unified focus and way of working to make a measurable difference. Taura Here Waka will be supported by funding from Wellbeing Budget 2019 to invest in foundation capability to support WorkSafe to become insights-driven by 2023.

Along with delivering the eTOM, modernisation programme and Taura Here Waka, over the course of the year WorkSafe focused on keeping our people healthy and safe, and building their capacity and capability. We also built our data, technology and infrastructure capacity and capability.



TAURA HERE WAKA



WorkSafe put in place governance arrangements to oversee the delivery of actions plans to ensure our critical health and safety risks are mitigated or managed. In the midst of this, we also responded to the Whakaari/White Island eruption and to COVID-19. Both these events placed demands on our staff, and we responded to the need to support their wellbeing. We ensured staff supporting the Whakaari/White Island health and safety investigation had access to appropriate support.

As part of our response to the new critical risk presented by COVID-19, we supported our staff to move out of our offices and in to remote work during the April/May 2020 lockdown. Internal health, safety and wellbeing guidance was developed for our staff for each Alert Level, including to support a safe return to our offices.

We continued work to refresh our values this year; although our ability to engage with staff in-person was disrupted by COVID-19. We sought input via multiple different platforms, and will continue this important work next year. WorkSafe will also continue to build upon our leadership development programme, and our programme focused on building capacity and capability in our Operations Group and our Inspectorate.

This year we also developed an Operations Group competency framework that will support the recruitment and training of our Inspectors; to ensure they have the skills and competencies needed. The competencies will provide a framework to inform other people development systems and processes across WorkSafe. We delivered an Inspectorate Development pathway; a flexible, blended learning approach which sets out the knowledge, skills and behaviours expected at different levels across our Operations Group and Inspectorate.

We continued our programme of work to develop our intelligence and technology-base, to support us to target our operational resources where they can make a measureable difference. Under our Regulatory Intelligence Strategy, we have developed a model to support WorkSafe to more effectively make evidence-informed intervention decisions. We have built our Advanced Analytics and Artificial Intelligence capability. In addition, we worked through the impacts of COVID-19 on our organisation and MBIE, to keep our Office 365 programme on track. WorkSafe is working towards taking ownership of our ICT infrastructure and programmes; ensuring they are fit-for-purpose.

This year, we have worked towards the delivery of a new case management system to manage energy safety notifications and certifications. This migration will move our case management from an unsupported platform onto a new contemporary platform. It reduces our technology risk and financial exposure to ICT costs on the old platform. We have also worked toward a new human resources and payroll system, with requests for proposals from possible suppliers being issued. This work, and work on our property strategy was disrupted as a result of COVID-19 but will continue into the new performance year.

Taura Here Waka connects and integrates WorkSafe as an organisation to enable us to operate as a whole.

In this year's Brandon Hall Group's Excellence Awards, WorkSafe was awarded bronze in the category for best unique or innovative leadership development programme. The award is judged on how well the programme addresses the leadership goals of the organisation, with measurable benefits and a positive impact. The WorkSafe Leadership Fundamentals programme is available to all WorkSafe staff, and aims to create real opportunity for change and development.

Our performance results

| ORGANISATIONAL EXCELLENCE | TARGET 2019/2020 | ACTUAL | COMMENTARY |
|---|----------------------------|--------------|---|
| Staff engagement as measured in the 'We Say' survey results | ≥61% | Not measured | WorkSafe delayed the 'We Say' Survey which gathers these results to Quarter 2 2020; in response to having four new Executive Leadership Team members, allowing time for the new executive direction to be set, and sufficient time post our initial focus on our response to COVID-19. |
| Progress toward achieving strategic goal of becoming a leader in New Zealand health and safety practice | Achieve 'Performing' level | Performing | WorkSafe's latest online survey results using SafePlus (November 2019) shows that the 'Performing' level has been achieved. We continued to strive to maintain this level for the remainder of the performance year, with the result to be updated when we next run our survey, currently planned for September 2020. |

Performance results





The current health and safety at work system indicators and results, including the system targets, the *Statement of Intent 2018-19 - 2020/21* (Sol) and our *Statement of Performance Expectations 2018/19* (SPE) targets and measures are set out in the tables in the following pages.

A number of the results for our targets are from data that has a considerable time-lag. This means that we show results achieved in previous years for the first time in this annual report. Other results are taken from surveys, and differences between those results from year to years are not necessarily statistically significant. Statistical significance occurs where the difference between results is unlikely to be due to chance alone and, therefore, indicates an actual change.

Our results are just a part of the picture of the health and safety system. As noted earlier in this annual report, New Zealand now has a Health and Safety System Outcomes dashboard that complements the system targets and results. It is also important to note, some of the results are not solely driven by the work WorkSafe undertakes. We lead, contribute to and promote improved health and safety at work, and energy safety; these matters are everyone's responsibility and we all must drive change to improve health and safety at work.

WorkSafe's performance targets and results all relate to the Vote: Labour Market appropriation *Workplace Relations and Safety - Workplace Health and Safety*. We provide performance reports to the Minister for Workplace Relations and Safety each quarter, as well as in this annual report.

The system targets

Detailed commentary on the performance of the health and safety at work system introduced this annual report, and can be found on pages 8–21. There is a time-lag in the available data and the most recently report results have been included, with some of these results being provisional. This means it may be some time before the impact of COVID-19 will be shown in the data. There were fewer notifications of fatalities and injuries in the April/May 2020 lockdown which may result in a lowering of the rates of harm.

| MEASURE | RESULT 2013/14 | RESULT 2014/15 | RESULT 2015/16 | RESULT 2016/17 | RESULT 2017/18 | RESULT 2018/19 | TARGETS | RESULT 2019/20 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|---------------------|
| At least a 25% decrease in work-related fatalities and injuries by 2020³¹ | | | | | | | | |
| Fatal work-related injuries (per 100,000 FTEs) | | | | | | | | |
| Source: Stats NZ, October 2018, from WorkSafe notifications and ACC claims data | | | | | | | | |
| Date of data ³² | 2010–12 | 2011–13 | 2012–14 | 2013–15 | 2014–16 | 2015–17 | 2020 | 2016–18 |
| Rate | 4.2 | 3.6 | 2.4 | 2.2 | 2.1 | 2.1 | 2.5 | 2.1 ^(P) |
| Difference from baseline 3.3 (2008–10) | 27% higher | 9% higher | 27% lower | 33% lower | 36% lower | 36% lower | 25% lower | 35% lower |
| Serious non-fatal work-related injuries (per 100,000 FTEs) | | | | | | | | |
| Source: Stats NZ, October 2018, from WorkSafe notifications and ACC claims data | | | | | | | | |
| Date of data | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2020 | 2018 |
| Rate | 20.1 | 19.1 | 17.7 | 15.6 | 14.3 | 16.9 | 14.3 | 17.3 ^(P) |
| Difference from baseline 19.0 (2008–10) | 6% higher | 1% higher | 7% lower | 18% lower | 25% lower | 11% lower | 25% lower | 9% lower |
| Work-related injuries resulting in more than a week away from work (per 1,000 FTEs) | | | | | | | | |
| Source: Stats NZ, October 2018, from WorkSafe notifications and ACC claims data | | | | | | | | |
| Year reported | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2020 | 2018 |
| Rate | 10.7 | 11.1 | 11.9 | 12.3 | 12.3 | 12.6 | 8.4 | 12.7 ^(P) |
| Difference from baseline 11.3 (2009–11) | 5% lower | 2% lower | 5% higher | 9% higher | 8% higher | 12% higher | 25% lower | 12% higher |
| Zero catastrophic events | | | | | | | | |
| Source: WorkSafe data | | | | | | | | |
| Date of data | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2020 | 2019/20 |
| Number of events | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Fatalities from electrical and gas accidents trend down | | | | | | | | |
| Source: WorkSafe Energy Safety, Stats NZ (population and dwelling numbers) and MBIE (Energy file) data ³³ | | | | | | | | |
| Date of data | 2009–13 | 2010–14 | 2011–15 | 2012–16 | 2013–17 | 2014–18 | 2021/22 ³⁴ | 2015–19 |
| Electricity (5-year average per million exposed) | | | | | | | | |
| Rate | 0.32 | 0.27 | 0.27 | 0.18 | 0.13 | 0.04 | <0.8 | 0.04 |
| LPG (5-year average per million exposed) | | | | | | | | |
| Rate | 0.55 | 0.30 | 0.30 | 0.29 | 0.23 | 0.23 | <0.9 | 0.23 |
| Natural gas (5-year average per million exposed) | | | | | | | | |
| Rate | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | <0.7 | 0.00 |
| 50% reduction in asbestos-related disease by 2040 | | | | | | | | |
| Source: Mesothelioma mortality data, Ministry of Health ³⁵ | | | | | | | | |
| Date of data | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2040 | 2016 |
| Number of mesothelioma fatalities | 94 | 71 | 75 | 90 | 84 | 107 | ≤44 | 82 |

^(P) Provisional result that may be revised, meaning previous years' figures may vary from those reported in previous annual reports.

Statement of Intent measures and results

The table below sets out our Sol performance results for the year and for previous years where available. This was our third year of working under the Sol and its targets. It will be refreshed in the 2020–2021 year and a new Sol will be developed for 2021–2022.

| MEASURE | RESULT 2015/16 | RESULT 2016/17 | RESULT 2017/18 | RESULT 2018/19 | TARGET 2021/22 | RESULT 2019/20 | SOURCE |
|---|-------------------|-------------------|-------------------|-------------------------------------|-------------------|---|--|
| People value health and safety | | | | | | | |
| <i>Our work supports people to value health and safety as part of good business</i> | | | | | | | |
| Percentage of workers in priority sectors ³⁶ who view health and safety as a top priority | N/A | 39% | 36% | Priority sectors: 49% ³⁷ | >65% | Biennial measure: see 2018/19 result | Workforce Segmentation and Insights Programme (WSIP) Survey ^{38,39} |
| Percentage of employers in priority sectors who view health and safety as a top priority | N/A | 63% | 63% | Priority sectors: 59% ⁴⁰ | >75% | Biennial measure: see 2018/19 result | WSIP |
| Percentage of people (workers and employers) who made at least one change to improve workplace safety and/or reduce risks to workers' health ⁴¹ | N/A | 81% | 84% | 86% | >85% | 83% | General Inspectorate Survey, Service Excellence Survey (SES) ⁴² |
| Health and safety improves wellbeing | | | | | | | |
| <i>Our work enables good health and safety to improve people's quality of life</i> | | | | | | | |
| Percentage of employers who have a process for identifying, assessing and managing the business's main health and safety risks, who also regularly review the processes and systems | N/A | 79% | 81% | >84% | >80% | Not measured⁴³ | National Survey of Employers (MBIE) |
| Workers who agreed their workplace has ways for workers to participate in health and safety and raise issues | N/A | 90% | 83% | Priority sectors: 87% ⁴⁴ | >90% | Biennial measure: see 2018/19 result | WSIP |
| Employers who agreed their workplace has ways for workers to participate in health and safety and raise issues | N/A | 86% | 86% | Priority sectors: 86% ⁴⁵ | >90% | Biennial measure: see 2018/19 result | WSIP |
| Percentage of all precursor events that were adequately responded to ⁴⁶ | 99% | 96.4% | 77% | 61% ⁴⁷ | >99% | 65.5%⁴⁸ | WorkSafe High Hazards Unit data |
| Cases of non-compliance relating to a breach of the requirements set out in safety cases or Principal Hazard Management Plans subsequent to submission | N/A | 4 ⁴⁹ | 12 ⁵⁰ | No result available ⁵¹ | 0 | N/A | WorkSafe High Hazards Unit data |
| Collective approach to health and safety | | | | | | | |
| <i>Our work leads the health and safety system towards shared goals</i> | | | | | | | |
| Percentage of people (workers and employers) we engage with who agreed that: WorkSafe is making a real difference to workplace health and safety in New Zealand | N/A | 66% | 66% | 70% | >75% | 72% | General Inspectorate Survey, Service Excellence Survey (SES) ⁵² |

- ³¹ In October 2017, the work-related fatalities and injuries data series, including the baseline, was revised by Stats NZ. This was to correct an error where non-accepted Accredited Employer Programme claims had previously been included.
- ³² Note that from 2017/18 WorkSafe reports this measure with the data that was reported in the financial year in question, rather than the latest available results at time of publication. The latest data at the time of publication is available on the Stats NZ website: www.stats.govt.nz/information-releases/serious-injury-outcome-indicators-200018
- ³³ Progress is reported using five-year averages by calendar-year. Note that 100% of the population is exposed to electricity; an estimated 75% of the population is exposed to LPG; and an estimated 15% of the population is exposed to natural gas.
- ³⁴ The targets for 2021/22 appear higher than the most recent results. This is because should a single fatality occur in New Zealand (which in itself would be low by international standards), it would have a disproportionate effect on the overall fatality rate. For example, between 2005/06 and 2010/11 the fatality rate for natural gas increased from 0.0 to 0.6 as a result of a single fatality.
- ³⁵ The baseline set for this indicator is the average number of mesothelioma deaths between 2009 and 2011. There is a three-year lag in reporting against this indicator. Note that the majority of mesothelioma deaths are attributable to work-related asbestos exposure, but some are due to non-work-related exposure. The work-related attributable fraction is very high (approximately 80%). Mesothelioma deaths are used as an indicator of WorkSafe's broader area of interest in work-related asbestos deaths and trends. Lung cancer accounts for the majority of asbestos-related disease, followed by mesothelioma, then asbestosis. It is estimated that there are approximately 250 asbestos-related deaths per year in New Zealand.
- ³⁶ 'Priority sectors' include agriculture, forestry, construction and manufacturing. Other priority areas of focus include particular regional or national sectors of concern (outside of the priority sectors) that present a significant actual or potential risk to workplace health and safety (for example, hazardous substances, adventure activities).
- ³⁷ The result for workers across all sectors was 35%.
- ³⁸ Measures sourced from WSIP which replaced the former Health and Safety Attitudes and Behaviours (HSAB) Survey and are not directly comparable to previous results.
- ³⁹ The survey was conducted between 27 May and 28 August 2019. A wide range of contacts were invited by WorkSafe and other regulatory agencies to take part, based on information contained in different contact lists and databases. The worker component of the survey had a sample size of 4,196 and margin of error of $\pm 1.5\%$. The employer component of the survey had a sample size of 3,838 and a margin of error of $\pm 1.6\%$. For details of the surveys' methodologies and limitations, see slides 14-15 in the main report available at: worksafe.govt.nz/research/segmentation-and-insights-programme
- ⁴⁰ The result for employers across all sectors was 48%.
- ⁴¹ This measure is intended to be the same as the performance measure in the Vote Labour Market - Workplace Relations and Safety - Health and Safety appropriation 2018/19 - 'Percentage of people (workers and employers) who made at least one change to improve workplace safety and/or reduce risks to workers' health'. The same result is used for both measures.
- ⁴² The survey was conducted on a continuous basis between 1 April 2019 and 31 March 2020. 4,042 contacts were invited to take part in the survey. The total achieved sample of n=937 results in a margin of error of 3.2%.
- ⁴³ The survey was not run by MBIE this year, meaning the result was not available.
- ⁴⁴ The result for workers across all sectors was 80%.
- ⁴⁵ The result for employers across all sectors was 81%.
- ⁴⁶ Dangerous precursor events are specified in HSWA and within regulations covering high hazard sectors. There is a regulatory requirement for operators to notify WorkSafe of these events and data is reported from WorkSafe's High Hazards Unit. Any event that should have been notified but is found not to have been is counted as a notification failure. A response is deemed adequate when the notification meets the requirements of the relevant regulation (for timeliness and completeness), and the operator's investigation and preventive actions are considered appropriate by a WorkSafe inspector.
- ⁴⁷ In 2018/19 the definition of a 'precursor event' was changed. This has meant the 2018/19 result is not comparable to previous results or the target.
- ⁴⁸ As with last year's result, in 2018/19 the definition of a 'precursor event' was changed. This has meant the results from 2018/19 onwards are not comparable to 2017/18 results or the target. The result reported is at 11 November 2020.
- ⁴⁹ Note measure has changed from the 2016/17 framework from 'first submission' to 'submission'; this is the total number of safety cases that were accepted by WorkSafe in the financial year as having met legal requirements, on first or subsequent submission.
- ⁵⁰ Along with these cases, WorkSafe is aware of instances where directive letters (a non-statutory notice that provides a duty-holder with directive advice) have been used by Inspectors in response to a breach of requirements. Our systems do not enable data on directive letters to be readily retrievable.
- ⁵¹ This measure is no longer fit for purpose given the recent focus on the safety cases regime required under the Health and Safety at Work (Major Hazard Facilities) Regulations 2016. This change in focus is reflected in the new safety cases performance measure contained in the 2019/20 Statement of Performance Expectations.
- ⁵² 2018/19 General Inspectorate Survey - excludes Hazardous Substances and New Organisms (HSNO) only respondents. Service Excellence Survey, after interaction with a Health and Safety Inspector.

Statement of Performance Expectations 2019/2020 results

The table below consolidates the SPE performance results for the year and for previous years where applicable. Where results from previous years were unaudited they are shown in orange. The work we have done to drive these results, along with commentary in relation to any variances, is discussed in the body of this annual report under the relevant section, and heading *Our performance results*.

| MEASURE | RESULT 2015/16 | RESULT 2016/17 | RESULT 2017/18 | RESULT 2018/19 | TARGET 2019/20 | RESULT 2019/20 | SOURCE |
|--|-------------------|-------------------|-------------------|-------------------|---------------------------------------|-------------------|---|
| Harm prevention | | | | | | | |
| Percentage of people who say our guidance is useful or very useful (this measure provides an indication of how we help all parts of the system understand what good health and safety practice looks like) ⁵³ | 95% | 94% | 97% | 97% | 97% | 98% | SES |
| Percentage of assessments that include interaction with a worker or representative ⁵⁴ | N/A | N/A | N/A | 89% | ≥80% | 79.3% | WorkSafe Assessments data |
| Update and implement Healthy Work Plan and Harm Reduction Action Plan; new measure this year | N/A | N/A | N/A | N/A | Achieve | Achieved | WorkSafe System Strategies team data |
| Percentage of assessments that include a focus on work-related health risks | 29% | 36% | 50% | 61% | ≥50% | 69.1% | WorkSafe Assessments data |
| Regulatory effectiveness | | | | | | | |
| Percentage of prosecutions are successful | 91% | 88% | 96% | 93% | ≥80% | 88% | WorkSafe Legal data |
| Percentage of investigations where a final decision is made and communicated to victims and PCBUs within 12 months of commencement ⁵⁵ | N/A | N/A | N/A | 100% | 100% | 89% | WorkSafe data |
| Percentage of energy safety investigations (notifiable/non-notifiable incidents and unsafe situations) involving gas and electricity that are completed within 60 day | N/A | 91% | 93% | 93% | ≥80% | 87% | WorkSafe Energy Safety data |
| Percentage of safety cases under review according to schedule; new measure this year | N/A | N/A | N/A | N/A | 100% | 100% | WorkSafe High Hazards Unit data |
| System leadership | | | | | | | |
| The number and range of sectors supported by tripartite sector leadership groups; new measure this year | N/A | N/A | N/A | N/A | 5 (increase by at least 2 from 18/19) | 6 | WorkSafe Specialist Engagement and Intervention team data |

⁵³ These SES results come from people (employers, employees and self-employed) who have had recent contact with a WorkSafe Inspector during an assessment or investigation.

⁵⁴ Workers or representatives are not always available (for example, where a person is self-employed). This measure only applies where a worker or representative is available on site. Even when a worker or representative is on site, in some cases they may decline to speak to an inspector.

⁵⁵ Excludes cases that were investigated prior to 7 August 2018 and where an extension of time has been granted under section 147 of HWSA.

| MEASURE | RESULT 2015/16 | RESULT 2016/17 | RESULT 2017/18 | RESULT 2018/19 | TARGET 2019/20 | RESULT 2019/20 | SOURCE |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|
| Percentage of people we directly engage with who agreed WorkSafe is: | | | | | | | |
| Educative (I now know more about what I need to do about health and safety in the workplace) | N/A | 64% | 69% | 70% | >70% | 66% | General Inspectorate Survey, SES |
| Fair (WorkSafe treated me fairly) | 81% | 88% | 91% | 91% | >91% | 91% | General Inspectorate Survey, SES |
| Proportionate (WorkSafe's response was in proportion to the level of risk or likely harm that the situation or issue posed to workplace health and safety) ⁵⁶ | N/A | 67% | 72% | 68% | >68% | 71% | General Inspectorate Survey, SES |
| Performing effectively (WorkSafe is making a real difference to workplace health and safety in New Zealand) | N/A | 66% | 66% | 70% | >70% | 72% | General Inspectorate Survey, SES |

⁵⁶ Note that to make these results comparable the results for people only interacting with WorkSafe about a HSNO issue or incident are excluded, because this group was surveyed separately in previous years.

Financial statements





Statement of comprehensive revenue and expense for the year ended 30 June 2020

| \$000 | NOTES | ACTUAL 2020 | BUDGET 2020 | ACTUAL 2019 |
|--|-------|----------------|----------------|----------------|
| Revenue | | | | |
| Funding from the Crown | 2 | 107,890 | 106,282 | 94,157 |
| Interest revenue | 2 | 1,065 | 753 | 1,263 |
| Other revenue | 2 | 16,197 | 16,724 | 8,491 |
| Total revenue | | 125,152 | 123,759 | 103,911 |
| Expenditure | | | | |
| Personnel costs | 3 | 80,644 | 76,940 | 66,619 |
| Other expenses | 4 | 38,804 | 45,709 | 34,568 |
| Depreciation and amortisation expense | 8, 9 | 3,393 | 5,109 | 3,071 |
| Total expenditure | | 122,841 | 127,759 | 104,258 |
| SURPLUS/(DEFICIT) | | 2,311 | (4,000) | (347) |
| TOTAL COMPREHENSIVE REVENUE AND EXPENSE | | 2,311 | (4,000) | (347) |

Explanations of major variances against budget are provided in note 20.

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2020

| \$000 | NOTES | ACTUAL 2020 | BUDGET 2020 | ACTUAL 2019 |
|--------------------------------------|--------|---------------|---------------|---------------|
| Assets | | | | |
| Current assets | | | | |
| Cash and cash equivalents | 5 | 4,730 | 5,969 | 4,658 |
| Receivables and prepayments | 6 | 1,796 | 1,000 | 1,702 |
| Investments | 7 | 37,500 | 17,000 | 31,000 |
| TOTAL CURRENT ASSETS | | 44,026 | 23,969 | 37,360 |
| Non-current assets | | | | |
| Property, plant and equipment | 8 | 8,751 | 6,934 | 5,219 |
| Intangible assets | 9 | 8,592 | 13,766 | 6,730 |
| TOTAL NON-CURRENT ASSETS | | 17,343 | 20,700 | 11,949 |
| TOTAL ASSETS | | 61,369 | 44,669 | 49,309 |
| Liabilities | | | | |
| Current liabilities | | | | |
| Payables and provisions | 10, 12 | 11,944 | 6,000 | 4,391 |
| Revenue in advance | 2 | 11,337 | 9,065 | 8,661 |
| Employee entitlements | 11 | 6,052 | 5,500 | 4,217 |
| TOTAL CURRENT LIABILITIES | | 29,333 | 20,565 | 17,269 |
| Non-current liabilities | | | | |
| Employee entitlements | 11 | 768 | 700 | 703 |
| Revenue in advance | 2 | - | - | 2,580 |
| TOTAL NON-CURRENT LIABILITIES | | 768 | 700 | 3,283 |
| TOTAL LIABILITIES | | 30,101 | 21,265 | 20,552 |
| NET ASSETS | | 31,268 | 23,404 | 28,757 |
| Equity | | | | |
| Capital reserves | 15 | 26,134 | 25,932 | 25,934 |
| Memorandum accounts | 15 | 4,545 | 1,472 | 1,850 |
| Accumulated surplus/(deficit) | 15 | 589 | (4,000) | 973 |
| TOTAL EQUITY | | 31,268 | 23,404 | 28,757 |

Explanations of major variances against budget are provided in note 20.

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2020

| \$000 | NOTES | ACTUAL 2020 | BUDGET 2020 | ACTUAL 2019 |
|---|-------|---------------|---------------|---------------|
| Balance at 1 July | | 28,757 | 27,404 | 29,104 |
| Total comprehensive revenue and expense | | 2,311 | (4,000) | (347) |
| Owner transactions | | | | |
| Capital contribution | | 200 | - | - |
| BALANCE AT 30 JUNE 2020 | | 31,268 | 23,404 | 28,757 |

Explanations of major variances against budget are provided in note 20.

The accompanying notes form part of these financial statements.

Statement of cash flows for the year ended 30 June 2020

| \$000 | NOTES | ACTUAL 2020 | BUDGET 2020 | ACTUAL 2019 |
|---|-------|-----------------|----------------|----------------|
| Cash flows from operating activities | | | | |
| Receipts from the Crown | | 107,890 | 106,282 | 94,157 |
| Interest received | | 1,152 | 753 | 1,030 |
| Receipts from other revenue | | 16,309 | 15,173 | 12,785 |
| Payments to suppliers | | (35,779) | (45,709) | (36,323) |
| Payments to employees | | (77,891) | (75,579) | (66,661) |
| GST (net) | | 174 | - | 99 |
| Net cash flow from operating activities | | 11,855 | 920 | 5,087 |
| Cash flows from investing activities | | | | |
| Receipts from sale of property, plant and equipment | | 193 | 400 | 269 |
| Purchase of property, plant and equipment | | (2,859) | (3,160) | (1,810) |
| Purchase of intangible assets | | (2,817) | (8,833) | (2,094) |
| Payments for new term deposits | | (6,500) | 10,000 | (4,000) |
| Net cash flow from investing activities | | (11,983) | (1,593) | (7,635) |
| Cash flows from financing activities | | | | |
| Capital contribution | | 200 | - | - |
| Net cash flow from financing activities | | 200 | - | - |
| NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS | | 72 | (673) | (2,548) |
| Cash and cash equivalents at the beginning of the year | | 4,658 | 6,642 | 7,206 |
| Cash and cash equivalents at the end of the year | | 4,730 | 5,969 | 4,658 |

Explanations of major variances against budget are provided in note 20.

The accompanying notes form part of these financial statements.

Reconciliation of net surplus/(deficit) to net cash flow from operating activities

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|---------------|--------------|
| Net surplus | 2,311 | (347) |
| Add/(Less) non-cash items | | |
| Depreciation expense | 3,393 | 3,070 |
| Total non-cash items | 3,393 | 3,070 |
| Add/(Less) items classified as investing or financing activities | | |
| (Gains)/Losses on disposal of property, plant and equipment | (3) | 37 |
| (Gains)/Losses on impairment of property, plant and equipment | - | - |
| Total items classified as investing or financing activities | (3) | 37 |
| Add/(Less) movements in statement of financial position items | | |
| (Increase)/Decrease in receivables | (36) | 367 |
| (Increase)/Decrease in prepayments | (58) | (1,063) |
| Increase/(Decrease) in payables | 4,252 | (834) |
| Increase/(Decrease) in revenue in advance | 96 | 3,947 |
| Increase/(Decrease) in employee entitlements | 1,900 | (90) |
| NET MOVEMENTS IN WORKING CAPITAL ITEMS | 6,154 | 2,327 |
| NET CASH FLOW FROM OPERATING ACTIVITIES | 11,855 | 5,087 |

The accompanying notes form part of these financial statements.

Notes to the financial statements

1. Statement of accounting policies

REPORTING ENTITY

WorkSafe New Zealand is a Crown Agent as defined by the Crown Entities Act 2004. We were established on 16 December 2013 and are domiciled and operates in New Zealand. The relevant legislation governing WorkSafe's operations includes the Crown Entities Act 2004 and the WorkSafe New Zealand Act 2013. WorkSafe's ultimate parent is the New Zealand Crown. WorkSafe is funded primarily by government through Vote Labour Market.

WorkSafe's primary objective is to provide public services to the New Zealand public, as opposed to making a financial return. Accordingly, WorkSafe has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements for WorkSafe are for the 12 months ended 30 June 2020 and were approved by the Board on 16 November 2020.

BASIS OF PREPARATION

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of WorkSafe have been prepared in accordance with the requirements of the Crown Entities Act 2004, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements have been prepared in accordance with Tier 1 PBE accounting standards and they comply with PBE accounting standards.

Measurement base

The financial statements have been prepared on a historical cost basis, except for some non-financial assets and liabilities, which are stated at fair value.

Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000), unless otherwise stated. The functional currency of WorkSafe is New Zealand dollars (NZ\$).

STANDARD EARLY ADOPTED

In line with the Financial Statements of the Government, WorkSafe has elected to early adopt PBE IFRS 9 Financial Instruments. PBE IFRS 9 replaces PBE IPSAS 29 Financial Instruments. Recognition and Measurement.

STANDARDS ISSUED AND NOT YET EFFECTIVE AND NOT EARLY ADOPTED

Standards and amendments, issued but not yet effective that have not been early adopted, and which are relevant to WorkSafe are:

Amendment to PBE IPSAS 2 statement of cash flows

An amendment to PBE IPSAS 2 Statement of Cash Flows requires entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. This amendment is effective for annual periods beginning on and after 1 January 2021, with early application permitted. WorkSafe does not intend to early adopt the amendment.

PBE FRS 48 service performance reporting

PBE FRS 48 replaces the service performance reporting requirements of PBE IPSAS 1 and, as a result of COVID-19, has been delayed. It will be effective for reporting periods beginning on or after 1 January 2022. WorkSafe has not determined how application of PBE FRS 48 will affect its statement of performance.

SIGNIFICANT ACCOUNTING POLICIES

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a particular note are outlined below and have been applied consistently to all periods presented in these financial statements.

Foreign currency

Foreign currency transactions are translated into New Zealand dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

GOODS AND SERVICES TAX (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, Inland Revenue (including the GST relating to investing and financing activities) is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

INCOME TAX

WorkSafe is a public authority and consequently is exempt from the payment of income tax. Accordingly, no charge for income tax has been provided for.

BUDGET FIGURES

The budget figures are derived from the *Statement of Performance Expectations 2019/20* as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these financial statements we have made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- useful lives and residual values of property, plant and equipment – refer to Note 8
- useful lives of intangibles – refer to Note 9.

2. Revenue

The specific accounting policies for significant revenue items are explained below:

FUNDING FROM THE CROWN

WorkSafe is primarily funded through revenue received from the Crown, which is restricted in its use for the purpose of WorkSafe meeting its objectives as specified in its Statement of Performance Expectations and Statement of Intent. Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates.

PROVISION OF SERVICES

Services provided to third parties on commercial terms are exchange transactions. Revenue from these services is recognised in proportion to the stage of completion at balance date. The liability for any revenue not recognised at balance date is shown in the statement of financial position as revenue in advance.

INTEREST REVENUE

Interest revenue is recognised by accruing on a time proportion basis the interest due for the investment.

RENTAL REVENUE

Lease receipts under an operating sublease are recognised as revenue on a straight-line basis over the lease term.

OTHER REVENUE

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|-----------------------------|---------------|--------------|
| Safety case revenue | 2,327 | 1,034 |
| ACC funding | 12,992 | 6,302 |
| Rent from sub-leases | 149 | 309 |
| Registration fees collected | 159 | 198 |
| Other revenue | 570 | 648 |
| TOTAL OTHER REVENUE | 16,197 | 8,491 |

Funding from ACC projects and Safety Case reviews for Major Hazard Facilities is recognised in proportion to the stage of completion at balance date. The liability for any revenue not recognised at balance date is shown in the statement of financial position as revenue in advance.

REVENUE IN ADVANCE

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|---------------|---------------|
| Current revenue in advance | | |
| Safety case revenue | 80 | 1,992 |
| ACC funding | 11,257 | 6,669 |
| Rent from sub-leases | - | - |
| Total current revenue in advance | 11,337 | 8,661 |
| Non-current revenue in advance | | |
| ACC funding | - | 2,580 |
| Total non-current revenue in advance | - | 2,580 |
| TOTAL REVENUE IN ADVANCE | 11,337 | 11,241 |

The ACC multi-year partnering agreement for the Harm Reduction Action Plan funds are fully allocated and accounted for in accordance with an Injury Prevention Measure Commitment. These are reported to ACC regularly.

3. Personnel costs

SALARIES AND WAGES

Salaries and wages are recognised as an expense as employees provide services.

SUPERANNUATION SCHEMES

Defined contribution schemes

Employer contributions to KiwiSaver, the Government Superannuation Fund and the State Sector Retirement Savings Scheme are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Defined benefit schemes

WorkSafe makes employer contributions to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme the extent to which the surplus/deficit in the plan will affect future contributions by individual employers, because there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

PERSONNEL COSTS

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|--|--------------------|---------------|
| Salaries and wages | 65,610 | 57,910 |
| Defined contribution plan employer contributions | 2,089 | 1,920 |
| Increase/(decrease) in net leave provision | 1,250 | 402 |
| Other personnel-related costs | 4,075 | 3,982 |
| Contractors | 7,025 | 2,261 |
| Restructuring costs | 595 | 144 |
| TOTAL PERSONNEL COSTS | 80,644 | 66,619 |

Employee remuneration

| | ACTUAL 2020 | ACTUAL 2019 |
|---|--------------------|-------------|
| Total remuneration paid or payable | | |
| \$100,000-\$109,999 | 61 | 34 |
| \$110,000-\$119,999 | 52 | 31 |
| \$120,000-\$129,999 | 25 | 29 |
| \$130,000-\$139,999 | 38 | 38 |
| \$140,000-\$149,999 | 25 | 11 |
| \$150,000-\$159,999 | 19 | 10 |
| \$160,000-\$169,999 | 7 | 13 |
| \$170,000-\$179,999 | 16 | 14 |
| \$180,000-\$189,999 | 6 | 5 |
| \$190,000-\$199,999 | 10 | 8 |
| \$200,000-\$209,999 | 6 | 2 |
| \$210,000-\$219,999 | 4 | 3 |
| \$220,000-\$229,999 | 4 | 3 |
| \$230,000-\$239,999 | 0 | 1 |
| \$240,000-\$249,999 | 1 | 2 |
| \$250,000-\$259,999 | 3 | 3 |
| \$260,000-\$269,999 | 2 | 2 |
| \$270,000-\$279,999 | 0 | 0 |
| \$280,000-\$289,999 | 2 | 0 |
| \$290,000-\$299,999 | 0 | 0 |
| \$300,000-\$309,999 | 0 | 0 |
| \$310,000-\$319,999 | 0 | 1 |
| \$320,000-\$329,999 | 1 | 1 |
| \$330,000-\$339,999 | 0 | 0 |
| \$340,000-\$349,999 | 0 | 0 |

| | ACTUAL 2020 | ACTUAL 2019 |
|------------------------|-------------|-------------|
| \$360,000-\$369,999 | 1 | 0 |
| \$370,000-\$379,999 | 0 | 0 |
| \$380,000-\$389,999 | 0 | 0 |
| \$390,000-\$399,999 | 0 | 0 |
| \$400,000-\$409,999 | 0 | 0 |
| \$410,000-\$419,999 | 0 | 0 |
| \$420,000-\$429,999 | 0 | 1 |
| TOTAL EMPLOYEES | 283 | 212 |

During the year ended 30 June 2020 there were no hurt and humiliation payments (2018/19 there were no payments) and thirteen cessation and settlement payments amounting to \$210,022 (2018/19 there were fourteen payments amounting to \$240,523).

Key management personnel compensation

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|--|--------------|--------------|
| Board members | | |
| Remuneration | 211 | 161 |
| FTE members ⁵⁷ | 1.06 | 0.88 |
| Leadership members | | |
| Remuneration | 2,145 | 2,074 |
| FTE members | 6.83 | 7 |
| TOTAL KEY MANAGEMENT PERSONNEL REMUNERATION | 2,235 | 2,235 |

Key management personnel include all Board members, the Chief Executive and members of the WorkSafe Executive Leadership Team.

4. Other expenses

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|-------------|-------------|
| Fees to Audit New Zealand for Audit of financial statements | 98 | 96 |
| Staff travel | 4,359 | 5,074 |
| Advertising, publicity, and sponsorship | 4,358 | 3,116 |
| Consultancy | 10,041 | 7,403 |
| Fees to Board members | 211 | 161 |
| Fees to Advisory Board members | 96 | 117 |
| ICT costs and technical support | 1,451 | 623 |
| Legal services | 1,981 | 923 |
| Shared services provided by MBIE ⁵⁸ | 6,900 | 6,881 |
| Levy collection (services paid to ACC) | 869 | 869 |

⁵⁷ Board member FTE calculations are based on the assumptions noted in Cabinet Office Circular CO (19) 1.

⁵⁸ MBIE provides support as part of our service-level agreement and this includes ICT, property services and contact centre services.

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|------------------------------|---------------|---------------|
| Other expenses | 2,628 | 3,758 |
| Rental and leasing costs | 4,775 | 4,782 |
| (Gain)/Loss on sale of asset | (3) | 37 |
| Other property costs | 1,040 | 728 |
| TOTAL OTHER EXPENSES | 38,804 | 34,568 |

Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to WorkSafe are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease.

BOARD AND COMMITTEE REMUNERATION

Board members' remuneration

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|--|--------------|--------------|
| Ross Wilson (Chair) | 47.3 | 45.0 |
| Paula Rose (Deputy Chair), QSO | 30.4 | 25.7 |
| Nikki Davies-Colley | 24.3 | 22.5 |
| Christopher Ellis | 24.3 | 22.5 |
| William Moran | 24.3 | - |
| Kristen Thompson | 24.3 | - |
| Dr Jan White | 24.3 | 22.5 |
| Stephen Reindler* | 12.2 | 22.5 |
| TOTAL BOARD MEMBER REMUNERATION | 211.4 | 160.7 |

* Resigned as a Board Member in December 2019.

There have been no payments made to committee members appointed by the Board who are not Board members during the financial year.

WorkSafe had Directors' and Officers' Liability and Professional Indemnity insurance cover during the financial year in respect of the liability and costs of Board members and employees.

No Board members received compensation or other benefits in relation to cessation (2018/19 \$Nil).

The Audit, Risk and Finance Committee is a sub-committee of the WorkSafe Board and Board members are not paid separately in addition to Board fees, except for Neil Stiles (Independent Chair), who was paid \$10,800 (2018/19 \$10,800).

Fees to committee members

The following are fees paid or payable to individual committee members:

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|-------------|-------------|
| Audit, Risk and Finance Committee | | |
| Total Audit, Risk and Finance Committee remuneration | 11 | 11 |
| Work-related Health Advisory Group | | |
| Total Work-related Health Advisory Group remuneration | 11 | 2 |

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|-------------|-------------|
| Mining Board of Examiners | | |
| Total Mining Board of Examiners remuneration | 50 | 78 |
| Extractives Industry Advisory Group | | |
| Total Extractives Industry Advisory Group remuneration | 14 | 26 |
| National Pacific Peoples Responsiveness Advisory Group | | |
| Total National Pacific Peoples Responsiveness Advisory Group remuneration | 10 | - |
| TOTAL COMMITTEE MEMBER REMUNERATION | 96 | 117 |

5. Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks and other short-term, highly liquid investments with original maturities of three months or less.

CASH AND CASH EQUIVALENTS

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|--|--------------|--------------|
| Cash at bank and on hand | 4,730 | 4,658 |
| TOTAL CASH AND CASH EQUIVALENTS | 4,730 | 4,658 |

While cash and cash equivalents at 30 June 2020 are subject to the expected credit loss requirements of PBE IRFS9, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

There are no assets recognised in a non-exchange transaction that are subject to restrictions.

WorkSafe is permitted to expend its cash and cash equivalents in line within the scope and limits of its funding requirements, including specifications by Treasury and ACC's harm prevention agreement.

6. Receivables and prepayments

Short-term receivables are recorded at the amount due, less an allowance for credit losses. WorkSafe applies the simplified expected credit loss model of recognised lifetime expected credit losses for receivables.

In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation.

RECEIVABLES AND PREPAYMENTS

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|--|--------------|--------------|
| Receivables | | |
| Total receivables comprises: | | |
| Prepayments | 1,253 | 1,195 |
| Receivables from the sales of goods and services (exchange transactions) | 616 | 568 |
| Less: Allowance for credit losses | (73) | (61) |
| TOTAL RECEIVABLES AND PREPAYMENTS | 1,796 | 1,702 |

The expected credit loss rates of receivables at 30 June 2020 and 1 July 2019 are based on the payment profile of revenue on credit over the prior two years at the measurement date and the corresponding historical credit losses experienced for that period. The historical loss rates are adjusted for current and forward-looking macroeconomic factors that might affect the recoverability of receivables. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

There has been no changes during the reporting in the estimation techniques or significant assumptions used in measuring the loss allowance.

The allowance for credit losses at 30 June 2020 and 1 July 2019 was determined as follows:

The carrying amount of receivables approximates the fair value. There is a \$73,000 expected credit losses for receivables (2018/19 \$61,000).

The ageing profile of receivables at year end is detailed below:

| 30 JUNE 2020 | RECEIVABLES DAYS PAST DUE | | | | TOTAL |
|---------------------------------------|---------------------------|-------------------|-------------------|-------------------|------------|
| | CURRENT | MORE THAN 30 DAYS | MORE THAN 60 DAYS | MORE THAN 90 DAYS | |
| Expected credit loss rate | | | | | |
| Gross carrying amount (\$000) | 476 | 16 | 1 | 123 | 616 |
| Lifetime expected credit loss (\$000) | - | - | - | (73) | (73) |
| TOTAL | 476 | 16 | 1 | 50 | 543 |

| 1 JULY 2019 | RECEIVABLES DAYS PAST DUE | | | | TOTAL |
|---------------------------------------|---------------------------|-------------------|-------------------|-------------------|------------|
| | CURRENT | MORE THAN 30 DAYS | MORE THAN 60 DAYS | MORE THAN 90 DAYS | |
| Expected credit loss rate | | | | | |
| Gross carrying amount (\$000) | 463 | 10 | 7 | 88 | 568 |
| Lifetime expected credit loss (\$000) | - | - | - | (61) | (61) |
| TOTAL | 463 | 10 | 7 | 27 | 507 |

7. Investments

Bank term deposits are initially measured at the amount invested. Interest is subsequently accrued and shown as receivable.

INVESTMENTS

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|----------------------------------|---------------|---------------|
| Current portion | | |
| Term deposits | 37,500 | 31,000 |
| TOTAL CURRENT INVESTMENTS | 37,500 | 31,000 |

There is no impairment provision for investments.

The carrying amount of term deposits with maturities less than 12 months approximates their fair value.

8. Property, plant and equipment

The property, plant and equipment asset classes consist of furniture and office equipment, leasehold improvements, computer hardware and motor vehicles. Property, plant and equipment are shown at cost, less any accumulated depreciation and impairment losses.

The cost of an item of property, plant or equipment is recognised as an asset only when it is probable that the future economic benefits or service potential associated with the item will flow to WorkSafe and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated.

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that the future economic benefits or service potential associated with the item will flow to WorkSafe and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the statement of comprehensive revenue and expenses as they are incurred.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amounts of the assets. Gains and losses on disposals are included in the statement of comprehensive revenue and expenses.

DEPRECIATION

Depreciation is calculated using the straight-line basis at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of asset have been estimated as below.

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

The residual value and useful life of an asset are reviewed, and adjusted if applicable, at each financial year end.

| ASSET CLASS | DEPRECIATION METHOD |
|--------------------------------|--|
| Furniture and office equipment | General: 5 years 20% straight line (SL) |
| Leasehold improvements | The shorter of 10 years 10% SL or the remaining term of the lease of the building that has been fitted out |
| Computer hardware | 4 years 25% SL |
| Motor vehicles | 5-6 years 16.67%-20% SL |

During the year ended 30 June 2020 there were impairment losses of \$220,581 (nil 2018/19).

IMPAIRMENT

WorkSafe does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

Property, plant and equipment and intangible assets that have finite useful lives are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amounts may not be recoverable. An impairment loss is recognised for the amount by which an asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and value in use. Value in use is determined using an approach based on a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and the availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

PROPERTY, PLANT AND EQUIPMENT

| \$000 | FURNITURE AND OFFICE EQUIPMENT* | LEASEHOLD IMPROVEMENTS* | COMPUTER HARDWARE | MOTOR VEHICLES | WORK IN PROGRESS | TOTAL |
|---|------------------------------------|----------------------------|----------------------|-------------------|---------------------|---------------|
| Cost or valuation | | | | | | |
| Balance at 1 July 2018 | 2,237 | 318 | 17 | 6,361 | 72 | 9,005 |
| Additions | - | - | - | - | 2,266 | 2,266 |
| Disposals | - | (8) | - | (986) | - | (993) |
| Transfers from work in progress | 184 | 145 | - | 1,153 | (1,482) | - |
| Balance at 30 June 2019 | 2,421 | 455 | 17 | 6,528 | 856 | 10,277 |
| Balance at 1 July 2019 | 2,421 | 455 | 17 | 6,528 | 856 | 10,277 |
| Additions | - | - | - | - | 5,041 | 5,041 |
| Disposals | - | - | - | (552) | - | (552) |
| Transfers from work in progress | 743 | 1,148 | 900 | 378 | (3,169) | - |
| Balance at 30 June 2020 | 3,164 | 1,603 | 917 | 6,354 | 2,728 | 14,766 |
| Accumulated depreciation and impairment losses | | | | | | |
| Balance at 1 July 2018 | 1,627 | 52 | 17 | 3,111 | - | 4,807 |
| Depreciation expense | 165 | 83 | - | 690 | - | 938 |
| Elimination on disposal | - | - | - | (687) | - | (687) |
| Balance at 30 June 2019 | 1,792 | 135 | 17 | 3,114 | - | 5,058 |
| Balance at 1 July 2019 | 1,792 | 135 | 17 | 3,114 | - | 5,058 |
| Depreciation expense | 304 | 187 | - | 607 | - | 1,098 |
| Impairment losses | - | - | 221 | - | - | 221 |
| Elimination on disposal | - | - | - | (362) | - | (362) |
| Balance at 30 June 2020 | 2,096 | 322 | 238 | 3,359 | - | 6,015 |
| Carrying amounts | | | | | | |
| Balance at 30 June 2018 | 610 | 266 | - | 3,250 | 72 | 4,198 |
| Balance at 30 June 2019 | 629 | 320 | - | 3,414 | 856 | 5,219 |
| BALANCE AT 30 JUNE 2020 | 1,068 | 1,281 | 679 | 2,995 | 2,728 | 8,751 |

* The FY2018-19 Figures have been restated to separate the Furniture and Office Equipment and Leasehold Improvements asset classes.

There are no restrictions over the titles of WorkSafe's property, plant, and equipment. No items of property, plant, and equipment are pledged as security for liabilities.

9. Intangible assets**SOFTWARE ACQUISITION AND DEVELOPMENT**

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

The cost of internally-generated computer software represents expenditure incurred in the development phase of the software only. The development phase occurs after the following can be demonstrated: technical feasibility; ability to complete the asset; intention and ability to sell or use the asset; and development expenditure can be reliably measured. Expenditure incurred on the research of an internally-generated intangible asset is expensed when it is incurred. When the research phase cannot be distinguished from the development phase, the expenditure is expensed when it is incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

AMORTISATION

Amortisation begins when an asset is available for use and ceases at the date that the asset is de-recognised. The amortisation charge for each period is recognised in the statement of comprehensive revenue and expense.

The useful lives and associated amortisation rates of major classes of intangible asset have been estimated as follows:

| ASSET CLASS | DEPRECIATION METHOD |
|-----------------------------|-----------------------|
| Acquired computer software | 2-8 years 12.5-50% SL |
| Developed computer software | 5-8 years 12.5-20% SL |

INTANGIBLE ASSETS

| \$000 | ACQUIRED SOFTWARE | INTERNALLY -GENERATED SOFTWARE | WORK IN PROGRESS | TOTAL |
|---|-------------------|--------------------------------|------------------|---------------|
| Cost or valuation | | | | |
| Balance at 1 July 2018 | 3,973 | 7,080 | 1,104 | 12,157 |
| Additions | - | - | 1,729 | 1,729 |
| Transfers from WIP | - | 2,131 | (2,131) | - |
| Balance at 30 June 2019 | 3,973 | 9,211 | 702 | 13,886 |
| Balance at 1 July 2019 | 3,973 | 9,211 | 702 | 13,886 |
| Additions | - | - | 3,936 | 3,936 |
| Transfers from WIP | 288 | - | (288) | - |
| Balance at 30 June 2020 | 4,261 | 9,211 | 4,350 | 17,822 |
| Accumulated amortisation and impairment losses | | | | |
| Balance at 1 July 2018 | 3,774 | 1,250 | - | 5,024 |
| Amortisation expense | 80 | 2,052 | - | 2,133 |
| Balance at 30 June 2019 | 3,854 | 3,302 | - | 7,156 |
| Balance at 1 July 2019 | 3,854 | 3,302 | - | 7,156 |
| Amortisation expense | 118 | 1,956 | - | 2,074 |
| Balance at 30 June 2020 | 3,972 | 5,258 | - | 9,230 |
| Carrying amounts | | | | |
| Balance at 30 June 2018 | 199 | 5,830 | 1,104 | 7,133 |
| Balance at 30 June 2019 | 119 | 5,909 | 702 | 6,730 |
| BALANCE AT 30 JUNE 2020 | 289 | 3,953 | 4,350 | 8,592 |

There are no restrictions over the titles of WorkSafe's intangible assets. No intangible assets are pledged as security for liabilities.

Work in progress for 2019/20 for acquired software had additions of \$3.955 million as at 30 June 2020 and \$0.395 million as at 30 June 2019. 2018/19 for acquired software had additions of \$0.702 million and \$Nil for internally-generated software.

10. Creditors and other payables

PAYABLES

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|---------------|--------------|
| Payables under exchange transactions | | |
| Creditors | 3,448 | 1,328 |
| Accrued expenses | 7,089 | 2,501 |
| Other | 27 | 46 |
| Total payables under exchange transactions | 10,564 | 3,875 |
| Payables under non-exchange transactions | | |
| Taxes payables (GST, PAYE, and rates) | 690 | 516 |
| Total payables under non-exchange transactions | 690 | 516 |
| TOTAL PAYABLES | 11,254 | 4,391 |

Creditors and other payables are non-interest-bearing and are normally settled within 30 days, and their carrying value approximates their fair value.

Revenue in advance is now separately disclosed in the statement of financial position.

11. Employee entitlements

Employee entitlements WorkSafe expected to be settled within 12 months of balance date are measured at accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and leave earned but not yet taken at balance date.

WorkSafe recognises a liability and an expense for bonuses where it is contractually obliged to pay them or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Employee benefits that are due to be settled beyond 12 months after the end of the period in which an employee renders a related service, such as long service leave and retirement leave, have been calculated on an actuarial basis. The calculations are based on likely future entitlements accruing to staff based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, contractual entitlement information and the present value of the estimated future cash flows.

EMPLOYEE ENTITLEMENTS

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|------------------------------------|--------------|--------------|
| Current portion | | |
| Accrued salaries and wages | 1,129 | 570 |
| Annual leave | 4,402 | 3,209 |
| Leave in lieu of overtime | 56 | - |
| Retirement and long service leave | 465 | 438 |
| Total current portion | 6,052 | 4,217 |
| Non-current portion | | |
| Retirement and long service leave | 768 | 703 |
| Total non-current portion | 768 | 703 |
| TOTAL EMPLOYEE ENTITLEMENTS | 6,820 | 4,920 |

Melville Jessup Weaver completed a valuation of liability for the retirement and long service leave that was expected to be accrued by all eligible employees as at 30 June 2020. The amount noted above reflects the revised actuarial calculations provided by them, which are in accordance with PBE International Public Sector Accounting Standard 25 Employee Benefits.

Two key assumptions used in calculating the retirement and long service leave liability were the discount rate and the salary inflation assumption. The discount rate is based on rates supplied by the Treasury. The salary inflation is based on the best estimate of future increases, which Melville Jessup Weaver consider to be within a reasonable range.

If the discount rate were to differ by 1% from that used, with all other factors held constant, the carrying amount of the retirement and long service leave liability would be an estimated \$42,000 higher/lower. If the salary inflation rate were to differ by 1% of that used, with all other factors held constant, the carrying amount of the retirement and long service leave liability would be an estimated \$41,000 higher/lower.

12. Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

RESTRUCTURING

A provision for restructuring is recognised when an approved, detailed, formal plan for the restructuring has been announced publicly to those affected, or its implementation has already begun.

LEGAL PROVISION

A provision for a probable liability in the current year has been made. These matters are sensitive in nature, relating to potential costs associated with court proceedings.

PROVISIONS

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|------------------------------|-------------|-------------|
| Current portion | | |
| Restructuring | 530 | - |
| Legal provision | 160 | - |
| Total current portion | 690 | - |
| TOTAL PROVISIONS | 690 | - |

Movements for each class of provision are as follows:

| \$000 | RESTRUCTURING | LEGAL PROVISION |
|---|---------------|-----------------|
| Opening Balance at 1 July 2019 | - | - |
| Additional provisions made | 595 | 160 |
| Amounts used | (65) | - |
| CLOSING BALANCE AS AT 30 JUNE 2020 | 530 | 160 |

13. Capital commitments and operating leases

CAPITAL COMMITMENTS

WorkSafe has capital commitments of \$1.662 million for the current year (2018/19 \$922,365).

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|----------------------------------|--------------|-------------|
| Computer hardware | - | 122 |
| Acquired software | 1,662 | 810 |
| TOTAL CAPITAL COMMITMENTS | 1,662 | 922 |

OPERATING LEASES

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to WorkSafe are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease.

OPERATING LEASES AS LESSEE

Significant operating commitments are for office rents and car parks and do not include any other estimates of operating costs within the lease. There were no restrictions placed on WorkSafe by any of its leasing arrangements.

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|---------------|---------------|
| No later than one year | 4,391 | 4,040 |
| Later than one year and not later than two years | 3,583 | 3,588 |
| Later than two year and not later than five years | 4,695 | 6,992 |
| Later than five years | 542 | 549 |
| TOTAL NON-CANCELLABLE LEASES | 13,211 | 15,169 |

The above table also includes the rent for offices that WorkSafe leases in regional locations from MBIE.

Total future minimum sublease payments to be received under non-cancellable subleases for office space at balance date are \$Nil (2018/19 \$Nil).

14. Contingent assets and liabilities

CONTINGENT LIABILITIES

There are no contingent liabilities for the current year (2018/19 \$106,000). These matters are sensitive in nature, relating to potential costs associated with court proceedings.

CONTINGENT ASSETS

There are no contingent assets for the current year (2018/19 \$Nil).

15. Equity

EQUITY POLICY

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- capital reserves
- memorandum accounts
- accumulated surplus/(deficit).

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|---------------|---------------|
| Capital reserves | | |
| Balance at 1 July 2019 | 25,934 | 25,934 |
| Capital contribution | 200 | - |
| Balance at 30 June 2020 | 26,134 | 25,934 |
| Memorandum accounts | | |
| Opening balance 1 July 2019 | 1,850 | 610 |
| Net memorandum account surplus for the year | 2,695 | 1,240 |
| Balance at 30 June 2020 | 4,545 | 1,850 |
| Accumulated surplus/(deficit) | | |
| Balance at 1 July 2019 | 973 | 2,560 |
| Surplus/(deficit) for the year | 2,311 | (347) |
| Transfer of net memorandum account accumulated surplus for the year | (2,695) | (1,240) |
| Balance at 30 June 2020 | 589 | 973 |
| TOTAL EQUITY AT 30 JUNE 2020 | 31,268 | 28,757 |

MEMORANDUM ACCOUNTS

Memorandum accounts reflect the cumulative surplus/(deficit) on those agency services provided that are intended to be cost recovered from third parties through fees, levies, or charges. The balance of each memorandum account is expected to trend towards zero over time.

The levies collected are paid over to the Crown and then received through appropriation.

Due to a portion of the MHF levy memorandum accounts being held by MBIE, the balance of memorandum accounts held in WorkSafe equity does not equal the sum of the individually reported memorandum accounts.

| \$000 | TOTAL BALANCE | ACTUAL 2020 | ACTUAL 2019 | ACTUAL 2018 | ACTUAL 2017 |
|--|------------------|--------------|-------------|-------------|-------------|
| Memorandum accounts | | | | | |
| Major Hazard Facilities levies | | | | | |
| Revenue ⁵⁸ | 10,110 | 2,645 | 2,635 | 2,636 | 2,194 |
| Expenditure | (7,554) | (1,745) | (1,744) | (2,370) | (1,694) |
| Total surplus/(deficit) - levies | 2,556 | 900 | 891 | 266 | 500 |
| Add Crown Account deficit | 199 | 199 | - | - | - |
| Total surplus/(deficit) - levies held by WorkSafe | 2,755 | 1,099 | 891 | 266 | 500 |

| \$000 | TOTAL BALANCE | ACTUAL 2020 | ACTUAL 2019 | ACTUAL 2018 | ACTUAL 2017 |
|---------------------------------------|------------------|-------------|-------------|--------------|-------------|
| Safety case fees | | | | | |
| Revenue | 2,859 | 1,866 | 783 | 109 | 101 |
| Expenditure | (1,868) | (1,068) | (434) | (238) | (128) |
| Total surplus/(deficit) – fees | 991 | 798 | 349 | (129) | (27) |
| Refrigeration licensing | | | | | |
| Revenue | 351 | 351 | - | - | - |
| Expenditure | (223) | (223) | - | - | - |
| Total surplus/(deficit) | 128 | 128 | - | - | - |
| COVID-19 response | | | | | |
| Revenue | 1,257 | 1,257 | - | - | - |
| Expenditure | (587) | (587) | - | - | - |
| Total surplus/(deficit) | 670 | 670 | - | - | - |

16. Related parties

WorkSafe is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within normal supplier or client/recipient relationships on terms and conditions no more or less favourable than those that it is reasonable to expect WorkSafe would have adopted in dealing with the parties at arm's length in the same circumstances. Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

SIGNIFICANT TRANSACTIONS WITH GOVERNMENT-RELATED ENTITIES

MBIE provided shared services to WorkSafe in 2019/20 as part of the shared services agreement that exists between the two organisations. Purchases totalling \$11.4 million (2018/19 \$9.236 million) included fees for property, legal services, IT, contact centre, and seconded staff members. Owing to the nature of the relationship between WorkSafe and MBIE as our monitoring agency, as well as the inherent cost savings in using shared services, these services may be priced at levels different from those that arm's-length transactions would cost.

MBIE reimbursed WorkSafe costs totalling \$71,521 based on an actual cost basis (2018/19 \$75,945).

ACC has provided funding as per the multi-year partnering agreement for the Harm Reduction Action Plan as follows:

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|--------------------|---------------|--------------|
| Opening balance | 9,249 | 4,533 |
| Funds received | 15,000 | 11,018 |
| Funds spent | (12,992) | (6,302) |
| ACC FUNDING | 11,257 | 9,249 |

The spend has been used for the delivery of leadership support to sectors to enable them to develop pre-qualification, supply chain and critical risk initiatives; deliver sector-focussed risk initiatives including research into labour hire, and building health and safety cultural maturity with young farmers, children, and construction workers; for the cross-cutting risk initiatives for worker engagement and working in and around vehicles; foundational work including strengthening health and safety professional workforce, research into psychosocial harm, worker exposure, and market insights; targeted worker social media campaigns for Māori and migrant workers; engagement with Pacific peoples and Māori communities; education collateral including development of a risk tool and a focus on noise; and improving WorkSafe's capability in health economics to quantify the burden of harm to New Zealand from work. WorkSafe has paid \$0.869 million (2018/19 \$0.869 million) to ACC for levy collection services.

WorkSafe undertook the following secondments during 2019/20 Payment for the staff was based on actual salary reimbursements.

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|-------------|-------------|
| Secondments to other government agencies | | |
| Ministry of Business, Innovation and Employment | 72 | - |
| Department of Conservation | - | 36 |
| Total secondments to other government agencies | 72 | 36 |
| Secondments from other government agencies | | |
| PHARMAC | - | 170 |
| Total secondments from other government agencies | - | 170 |

17. Events after balance date

There were no significant events after balance date that required the financial statements.

18. Financial instruments

FINANCIAL INSTRUMENT CATEGORIES

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|---|---------------|---------------|
| Financial assets measured at amortised cost | | |
| Cash and cash equivalents | 4,730 | 4,658 |
| Receivables (excluding taxes receivable) | 543 | 507 |
| Investments - term deposits | 37,500 | 31,000 |
| Total financial liabilities measured at amortised cost | 42,773 | 36,165 |
| Financial liabilities measured at amortised cost | | |
| Payables and Provisions (excluding taxes payable) | 11,514 | 3,875 |
| Total financial liabilities measured at amortised cost | 11,514 | 3,875 |

FINANCIAL INSTRUMENT RISK

Our activities expose us to a variety of financial instrument risks, including credit risk and liquidity risk. WorkSafe has policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

CASH FLOW INTEREST RATE RISK

Cash flow interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates.

WorkSafe has investment policies to manage the risk associated with cash flow interest rate risk. WorkSafe currently has no variable interest rate investments.

CURRENCY RISK

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates.

WorkSafe makes purchases of goods and services overseas that require it to enter into transactions denominated in foreign currencies. As a result of these activities, exposure to currency risk arises.

WorkSafe manages foreign currency risks arising from contractual commitments and liabilities by entering into forward foreign exchange contracts to manage the foreign currency risk exposure. During 2019/20 no forward foreign exchange contracts were entered into by WorkSafe (2018/19 \$Nil).

CREDIT RISK

Credit risk is the risk that a third party will default on its obligations to us, causing us to incur loss.

Owing to the timing of our cash inflows and outflows, we invest surplus cash with registered banks.

In the normal course of business, we are exposed to credit risk from cash and term deposits with banks, debtors and other receivables. For each of these, the maximum credit exposure is best represented by the carrying amount in the statement of financial position. We have experienced no defaults of interest or principal payments for term deposits. We hold no collateral or other credit enhancements for financial instruments that give rise to credit risk.

CREDIT QUALITY OF FINANCIAL ASSETS

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to Standard & Poor's credit ratings:

| \$000 | ACTUAL 2020 | ACTUAL 2019 |
|--|---------------|---------------|
| Counterparties with credit ratings | | |
| Cash at bank and term deposits | | |
| AA- | 42,230 | 35,658 |
| Total cash at bank and term deposits | 42,230 | 35,658 |
| Counterparties without credit ratings | | |
| Debtors and other receivables excluding taxes | 543 | 507 |
| TOTAL DEBTORS AND OTHER RECEIVABLES EXCLUDING TAXES | 543 | 507 |

LIQUIDITY RISK

Liquidity risk is the risk that we will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash and the ability to close out market positions. We primarily manage liquidity risk by continually monitoring forecast and actual cash flow requirements.

CONTRACTUAL MATURITY ANALYSIS OF FINANCIAL LIABILITIES

The table below analyses financial liabilities into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

\$000

ACTUAL 2020

ACTUAL 2019

Payables (excluding taxes payable)

Carrying amount, contractual cash flows and payables less than six months

11,514

3,875

19. Capital management

Our capital is equity that comprises accumulated funds. Equity is represented by net assets.

WorkSafe is subject to the financial management and accountability provisions of the Crown Entities Act 2004, which impose restrictions in relation to borrowings, the acquisition of securities, issuing guarantees and indemnities, and the use of derivatives. WorkSafe complied with the financial management requirements of the Crown Entities Act 2004 during the year.

We manage our equity as a by-product of prudently managing revenue, expenses, assets, liabilities, investments, and general financial dealings to ensure that WorkSafe effectively achieves its objectives and purpose, while remaining a going concern.

20. Explanations of major variances against budget

Explanations of major variances from our budgeted figures in the *Statement of Performance Expectations* are as follows:

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Revenue was higher than the original SPE budget by \$1.4 million, due to:

- \$1.6 million additional funding for COVID-19 and Refrigeration, and faster revenue recognition for Safety cases. This was offset by a \$0.5m lower other revenue
- \$0.3 million higher interest due to higher cash holding.

Expenditure was lower than the original SPE budget by \$4.9 million, due to:

- \$1.7 million underspend in depreciation, project delays have resulted in an underspend in depreciation against budget 19 funded levels
- offset by \$3.5 million increase in personnel costs due to the modernisation initiative work programme
- \$6.2 million decrease in other expenditure, due to later start of and time required to build up in the ACC work programme.

STATEMENT OF FINANCIAL POSITION

Assets

- Cash and investments are higher than budgeted due to investment of cash from operating and capital surpluses and revenue in advance.
- Property, Plant and Equipment and Intangible Assets are under budget due to delays in capital programmes as requirements are worked through.

Liabilities

- Revenue in advance is primarily made up of \$11.4 million of ACC revenue received which relates to work not yet completed.
- The remaining balances relates to Major Hazard Facilities Safety case revenue, also for work yet to be completed.

Equity

- The higher equity figures reflect a surplus rather than planned deficit.

STATEMENT OF CASH FLOWS

The variances in the statement of cash flows follows explanations provided for the statement of comprehensive revenue and expenses and statement of financial position.

21. Cost of service summary

The following tables show the activities of WorkSafe split by workplace health and safety and Energy Safety activities.

| \$000 | ACTUAL 2020 | BUDGET 2020 | VARIANCE 2020 | ACTUAL 2019 | BUDGET 2019 | VARIANCE 2019 |
|--------------------------|----------------|----------------|------------------|----------------|----------------|------------------|
| Health and safety | | | | | | |
| Revenue - Crown | 103,476 | 101,868 | 1,608 | 89,743 | 89,743 | - |
| Revenue - other | 17,159 | 17,477 | (318) | 9,752 | 13,924 | (4,172) |
| Total revenue | 120,635 | 119,345 | 1,290 | 99,495 | 103,667 | (4,172) |
| Expenditure | 117,938 | 122,101 | (4,163) | 98,976 | 106,419 | 7,443 |
| SURPLUS/(DEFICIT) | 2,697 | (2,756) | (5,453) | 518 | (2,752) | 3,270 |
| Energy Safety | | | | | | |
| Revenue - Crown | 4,414 | 4,414 | - | 4,414 | 4,414 | - |
| Revenue - other | 103 | - | 103 | 2 | 2 | - |
| Total revenue | 4,517 | 4,414 | 103 | 4,416 | 4,416 | - |
| Expenditure | 4,903 | 5,658 | (755) | 5,282 | 5,346 | 64 |
| SURPLUS/(DEFICIT) | (386) | (1,244) | 858 | (866) | (930) | 64 |
| Total WorkSafe | | | | | | |
| Revenue - Crown | 107,890 | 106,282 | 1,608 | 94,157 | 94,157 | - |
| Revenue - other | 17,262 | 17,477 | (215) | 9,754 | 13,926 | (4,172) |
| Total revenue | 125,152 | 123,759 | 1,393 | 103,911 | 108,038 | (4,172) |
| Expenditure | 122,841 | 127,759 | (4,918) | 104,258 | 111,765 | 7,507 |
| SURPLUS/(DEFICIT) | 2,311 | (4,000) | 6,311 | (347) | (3,682) | 3,335 |

COST ALLOCATION

Where cost allocation is required, WorkSafe has derived the cost of service using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific significant activity.

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities based on the pro-rata costs of the activities.

The costs of internal services not directly charged to activities are allocated to significant activities based on the pro-rata costs of the activities.

There have been no changes to the cost allocation methodology since the date of the last audited financial statements.

**STATEMENT OF BUDGETED AND ACTUAL EXPENSES AND CAPITAL EXPENDITURE
AGAINST APPROPRIATIONS**

The following table shows WorkSafe's appropriation:

| \$000 | ACTUAL 2020 | APPROVED APPROPRIATION 2020 | ACTUAL 2019 |
|--|----------------|-----------------------------------|----------------|
| Vote labour market | | | |
| Non-departmental output expenses | | | |
| Workplace Relations Safety - Workplace Health and Safety | 107,021 | 107,021 | 93,288 |
| Health and Safety in Employment Levy - Collection Services | 869 | 869 | 869 |
| TOTAL NON-DEPARTMENTAL OUTPUT EXPENSES | 107,890 | 107,890 | 94,157 |
| Vote business, science, and innovation | | | |
| Non-departmental capital expenditure | | | |
| Capital expenditure | 200 | 200 | - |
| TOTAL NON-DEPARTMENTAL CAPITAL EXPENDITURE | 200 | 200 | - |

The Non-departmental output expense appropriation *Workplace Health and Safety* is administered by MBIE and passed across to WorkSafe and treated as Crown Revenue. The *Health and Safety in Employment Levy - Collection Services* appropriation was accounted for in MBIE's financial statements in 2013/14 and has been passed through to WorkSafe since 2014/15.

22. Impact of COVID-19

WorkSafe continued to operate during the Alert Levels with no change to the core deliverables. There was a change in focus at Alert Level 3 with other resources within WorkSafe redirected to ensure businesses were operating in a healthy and safe way.

Additional funding was received from MBIE for COVID-19 response.

There was not a material financial impact from COVID-19.

Independent auditor's report

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the readers of WorkSafe New Zealand's financial statements and performance information for the year ended 30 June 2020

The Auditor-General is the auditor of WorkSafe New Zealand (WorkSafe). The Auditor-General has appointed me, Chris Webby, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information, including the performance information for an appropriation, of WorkSafe on his behalf.

Opinion

We have audited:

- the financial statements of WorkSafe on pages 82 to 107, that comprise the statement of financial position as at 30 June 2020, the statement of comprehensive revenue and expenses, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements including a summary of significant accounting policies and other explanatory information; and
- the performance information of WorkSafe on pages 52, 59, 65, 71, 74 to 79 and 106 to 107.

In our opinion:

- the financial statements of the WorkSafe on pages 82 to 107:
 - present fairly, in all material respects:
 - › its financial position as at 30 June 2020; and
 - › its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the performance information on pages 52, 59, 65, 71, 74 to 79 and 106 to 107:
 - presents fairly, in all material respects, WorkSafe's performance for the year ended 30 June 2020, including:
 - › for each class of reportable outputs:
 - its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and
 - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year; and
 - what has been achieved with the appropriation; and
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 16 November 2020. This is the date at which our opinion is expressed.

The basis for our opinion is explained below, and we draw attention to the impact of Covid-19 on WorkSafe. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Emphasis of matter – impact of COVID-19

Without modifying our opinion, we draw attention to the disclosures about the impact of COVID-19 on WorkSafe as set out in note 22 to the financial statements and page 75 of the performance information.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Board for the financial statements and the performance information

The Board is responsible on behalf of WorkSafe for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. The Board is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board is responsible on behalf of WorkSafe for assessing WorkSafe's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of WorkSafe, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to WorkSafe's statement of performance expectations.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of WorkSafe's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information within WorkSafe's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on WorkSafe's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause WorkSafe to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 51, 53 to 58, 60 to 64, 68 to 70 and 114, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of WorkSafe in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests in, WorkSafe.



Chris Webby

Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Other matters to report





Ministerial directions

WorkSafe is required to publish information on any direction given to WorkSafe by a Minister in writing under any enactment during that financial year, along with other directions that remain current.

One new direction was given to WorkSafe in the year ending 30 June 2020, in relation to WorkSafe taking up a new work-related enforcement function. The following table outlines the directions in place.

| DIRECTION | MINISTER | EFFECTIVE DATE |
|---|--|-----------------|
| WorkSafe taking up a new work-related enforcement function under the COVID-19 Public Health Response Act 2020 | Minister of Workplace Relations and Safety | 26 May 2020 |
| Whole of Government Direction regarding the New Zealand Business Number | Minister of State Services and Minister of Finance | Various |
| Whole of Government Direction regarding Procurement Functional Leadership | Minister of State Services and Minister of Finance | 1 February 2015 |
| Whole of Government Direction regarding Property Functional Leadership | Minister of State Services and Minister of Finance | 1 July 2014 |
| All-of-government shared authentication services | Minister of State Services and Minister of Finance | 21 July 2008 |

Victims' Rights Act 2002

The Victims Code⁵⁹ sets out how people can expect to be treated when they are a victim of crime. One element of the Victims Code explains that victims can make a complaint to the relevant agency if they believe their rights are not being met.

WorkSafe takes victim complaints very seriously. We need to know when people believe their rights have not been met so that we can identify what went wrong and address any concerns – as well as make any improvements needed.

During 2019/2020, we received one complaint from a victim alleging a breach of rights under the Victims' Rights Act 2002. In this instance, WorkSafe engaged with the complaint in order to reach a solution. However, the complainant wished for contact to be ceased.

⁵⁹ www.victiminfo.govt.nz/assets/Publications/Victims-Code.pdf

Acknowledgements

WorkSafe/Mahi Haumarū Aotearoa would like to acknowledge the efforts of all the staff and external parties who contributed to this publication.

Whāia e koe ki te iti kahurangi, kia tāpapa koe, he maunga tiketike

Follow your treasured aspirations, if you falter, let it be because of insurmountable difficulties

Presented to the House of Representatives pursuant to section 150 of the Crown Entities Act 2004

Disclaimer

WorkSafe has made every effort to ensure that the information contained in this publication is reliable, but makes no guarantee of its completeness. WorkSafe may change the contents of this publication at any time without notice.

ISSN 2382-2201 (print)

ISSN 2382-221X (online)

Published: November 2020

PO Box 165, Wellington 6140, New Zealand



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