

WORKSAFE

Statement of Intent

2018/19 - 2021/22



Vision

That everyone who goes to work comes home healthy and safe

Mission

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

Values

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

Courage: Standing up for health and safety

Responsibility: Being accountable for what we do

ACKNOWLEDGEMENTS

WorkSafe would like to acknowledge the efforts of all the staff 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 149 of the Crown Entities Act 2004.



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Foreword

Everyone who goes to work should come home healthy and safe. WorkSafe New Zealand is committed to being a health and safety system leader and effective regulator that is a proactive, authoritative voice people look to for work health and safety leadership. We intend to lift New Zealand's health and safety performance so we are among the best-performing countries in the world.

WorkSafe's first four years saw rapid deployment of people and processes to embed the foundations of a modern regulatory environment. We have seen real gains with stronger industry leadership on health and safety, an improved focus on work-related health and signs of harm declining. These successes need to be secured as we aim for the next step-change in performance.

This document outlines our new four-year strategy and sets our goals to ensure that:

- people value health and safety
- health and safety improves wellbeing
- New Zealand has a collective approach to health and safety.

To achieve this WorkSafe will deliver the right mix of services in the right way, build our harm prevention programmes, and grow effective strategic partnerships.

We will also need to work closely with our social partners and with other regulators and system agencies to meet the Government's expectations.



Ross Wilson
Acting Chair

Improving the wellbeing and living standards of all New Zealanders requires sustainable and productive businesses. WorkSafe will support businesses to effectively manage risk, ensuring that health and safety is a key part of doing business well.

A well-functioning health and safety system needs the right incentives and accountability to secure improved practices. We will continue to make proportionate and fair choices about how we use our enforcement levers, as part of a suite of interventions, to hold duty-holders to account. We will also use our levers to uphold the rights of workers so that they, and their representatives, are actively participating in the processes which ensure safe and healthy work.

We aim to transform WorkSafe into a world-class regulator. Our level of maturity is consistent with a relatively new organisation that has already undergone significant change. We will focus on embedding a sustainable funding pathway so we can continue to build on our progress towards

becoming a strong regulator and leader of health and safety in New Zealand.

The world we operate in continues to change rapidly and WorkSafe requires the flexibility to respond to new and emerging challenges. Our success relies on having the right organisational capability to translate strategy into action and intent into impact.

We are excited about the future for New Zealand based on what we have achieved so far. Over the next four years, we will invest in an engaged and agile workforce, supported by the right knowledge, tools and work environment. We will support our people to leverage effective relationships with others who influence health and safety in New Zealand.

We are committed to building an organisation which can achieve deeper and more far-reaching success so more workers than ever before remain healthy and safe. Workers will be at the heart of our system.



Paula Rose
QSO, Board Member

Who we are





We are New Zealand's primary workplace health and safety regulator.

Our Chief Executive Nicole Rosie leads over 550 staff based across New Zealand. We work with others involved in the New Zealand's health and safety system. This includes agencies with a role regulating health and safety, other government agencies, sector groups, businesses, unions and workers.

Together we are working to lift health and safety performance, supporting New Zealanders to return from work healthy and safe.

Our mission

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

Our mandate

Our legislative objective is set out in the WorkSafe New Zealand Act 2013. We promote and contribute to a balanced framework for securing the health and safety of workers. We also promote and contribute to the safe supply and use of electricity and gas in New Zealand.

We are responsible for administering the Health and Safety at Work Act 2015 (HSWA), the Gas Act 1992 and the Electricity Act 1992. We also administer a significant number of regulations related to the management of those Acts.

Our core roles¹

As the regulator we contribute to, and promote, improved energy safety and workplace health and safety performance. We use our education, engagement and enforcement levers to support:



REGULATORY EFFECTIVENESS

- Undertaking regulatory activity – educating, engaging and enforcing – 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.



HARM PREVENTION

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



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 industry and workers.
- Leading by example through WorkSafe's own health and safety goals.

Our funding

WorkSafe is primarily funded through the Working Safer levy under HSWA. The levy is collected from all businesses to recover the costs to the Crown of delivering WorkSafe's functions.

We also collect revenue through the Major Hazard Facility and Energy Safety levies, as well as targeted fees for specific regulatory activity undertaken by WorkSafe in these regimes.

¹ WorkSafe's statutory functions (s10 of the WorkSafe New Zealand Act 2013) are broadly summarised under three core roles of system leadership, regulatory effectiveness and harm prevention.

The health and safety at work system

The Health and Safety at Work Strategy will set out the Government's approach for driving improved performance across the health and safety system. WorkSafe will have a key role, working with others across the system, to translate the Strategy's vision and priorities into action.

Health and safety cuts across every sector, whether it be transport and construction through to forestry and the natural resources and energy sectors. It also impacts, and is impacted by, other regulatory systems such as the labour market, education, health and the environment.

To progress towards our goal of New Zealand being one of the best performing countries on health and safety, everybody with an interest and influence on work must collectively drive change. Sectors, unions, businesses, workers and government all have a fundamental role in lifting the performance of the health and safety system.



Everyone in the system has a unique role to play in lifting the capability and performance of the health and safety system

Health and safety system outcomes

While the level of work-related harm has been reducing, it still remains at an unacceptable level. The real toll of our poor health and safety performance is paid by the families, friends, co-workers and communities of those who are killed, seriously injured or harmed at work. Our work focuses on reducing acute, chronic and catastrophic harm, including preventing harm from gas and electricity. Alongside other regulators, we are working to achieve better health and safety system outcomes.

Acute harm

We are committed to reducing the significant cost of work-related harm and ill-health in our communities.

WorkSafe's *Towards 2020 Report*² provides an overview of the state of New Zealand's health and safety at work across the system and shows progress towards target to reduce fatal and serious work-related injury by 25% by the year 2020. A summary of the most recent official (provisional) data is shown below.

Achieving sustained health and safety improvement requires us to drive progress beyond the 2020 target. If we want to be among the best performing countries in the world, we will need to more than half the current rate of fatal and serious injuries.

The Government has an ambition to reduce the number of people killed and injured on New Zealand roads, including those who travel as part of their work. WorkSafe will play a contributory role in supporting improved road safety outcomes, working with others across the transport sector.

Trend

| KEY PERFORMANCE INDICATOR | TREND |
|---|---|
| Progress towards 25% reduction in work-related fatalities and serious injuries | |
| Target indicator 1: Fatal injury rate | 2020 TARGET: 25% below baseline Latest result: 39% below baseline (2014-16 rate)  |
| Target indicator 2: Serious non-fatal injury rate | 2020 TARGET: 25% below baseline Latest result: 26% below baseline (2016 rate)  |
| Supplementary indicator: week away from work (WAFW) rate | 2020 TARGET: 25% below baseline Latest result: 4% above baseline (2016 rate)  |

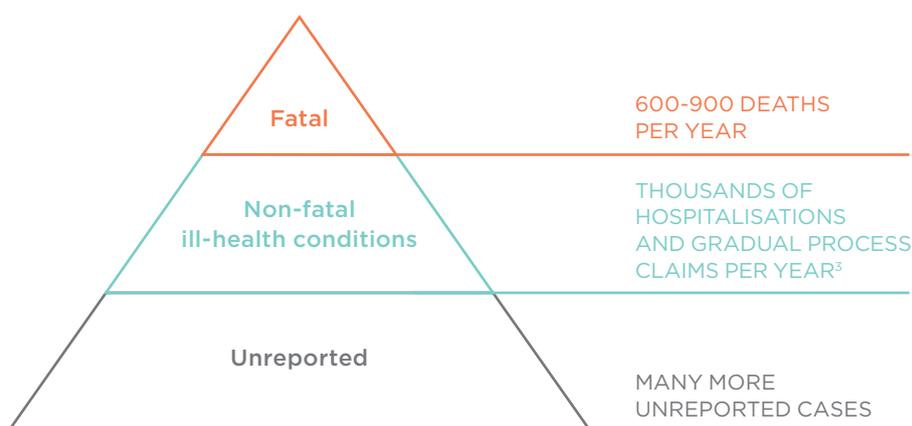
50-60

people are killed in work incidents every year

² [worksafe.govt.nz/data-and-research/research/towards-2020](https://www.worksafe.govt.nz/data-and-research/research/towards-2020)

Chronic harm

A strong focus on improving work-related health is critical to achieving a step change in health and safety. We have a significant amount of work to do to lift New Zealand’s maturity when it comes to managing health risks at work. Our work will continue to raise visibility of work-related health risks, providing practical support so that workers and businesses can manage these risks effectively.



600-900

people die prematurely as a result of work-related ill-health every year

A typical worker is 15 times more likely to die from work-related ill-health than a work-related safety incident

KEY PERFORMANCE INDICATOR

| | RESULT 2014 | RESULT 2015 | PROJECTION 2040 |
|--|-------------|-------------|-----------------|
| Number of mesothelioma deaths ⁴ | 84 | 107 | 44 ⁵ |

Ministry of Health data. There is a three-year lag in reporting against this indicator

WorkSafe is developing baseline data to produce indicators of the exposure to a range of work-related risks, including smoke and fumes, chemical products, noise and vibration, body stressing and psychosocial hazards. The Exposure Survey is currently under development and initial results are expected in late 2018.

³ Approximately 5,000 work-related disease hospitalisations.

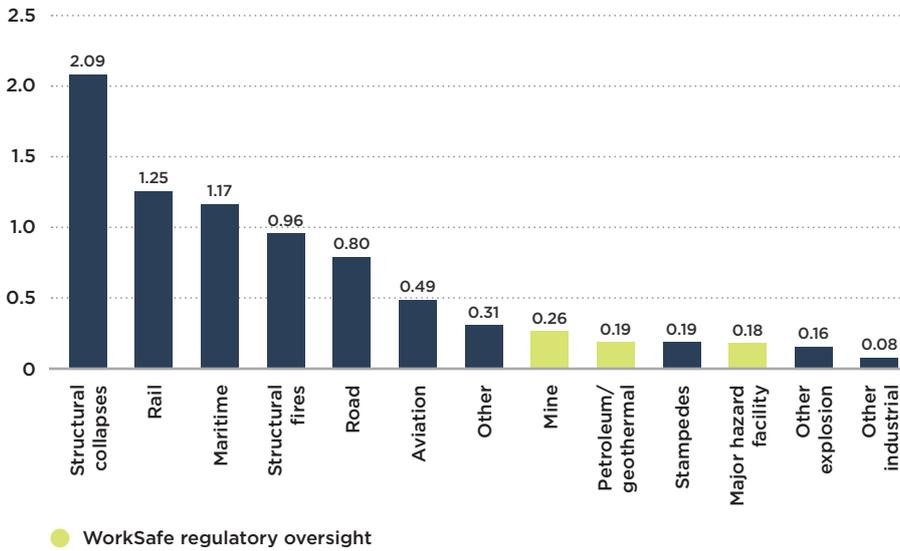
⁴ Mesothelioma is a form of cancer that is very highly associated with work-related exposure to asbestos. Work-related asbestos exposure also causes many deaths from other diseases such as lung cancer and asbestosis.

⁵ The baseline set for this indicator is the average number of mesothelioma deaths between 2009 and 2011.

Catastrophic harm⁶

Prevention of catastrophic harm in the community is an important focus. Our work ensures effective regulatory oversight so that risks that have the potential to result in catastrophic harm are well managed.

Catastrophic event related deaths: Average five-year period by event type



Modelling indicates the potential for catastrophic events remains an issue

Based on historical catastrophic event related deaths occurring in 23 similar countries, our modelling indicates that a country similar in size and development to New Zealand could expect around eight deaths resulting from catastrophic events over an average five-year period.⁷

This spread of catastrophic risk highlights the importance of having strong and capable regulators working in an integrated way to provide effective regulatory oversight of catastrophic risk.

We partner with other regulators and agencies, including the Ministry of Business, Innovation and Employment (MBIE), Ministry of Transport, the NZ Transport Agency, Maritime New Zealand and the Civil Aviation Authority. This ensures there is a joined-up cross-agency approach to regulating catastrophic risk.



We work with other regulators to protect New Zealanders from catastrophic harm

⁶ Single event resulting in multiple fatalities.

⁷ The definition of a catastrophic event is a single incident resulting in more than five fatalities (excluding natural disasters). Our modelling is based on 50 years of data (1967-2017) collected on catastrophic events occurring in 23 countries (including New Zealand) with health and safety and industrial environments that are similar to New Zealand. Other adjustments were made to account for comparative differences in relevant prevalence and safety culture factors over time and between countries.

KEY PERFORMANCE INDICATOR

Zero catastrophic events

| | RESULT 2016/17 | ESTIMATED RESULT 2017/18 | TARGET 2021/22 |
|--|----------------|--------------------------|----------------|
| Number of catastrophic events with the potential for multiple fatalities, and/or serious and widespread harm, including in the wider community | 0 | 0 | 0 |

WorkSafe data

Fatalities from electrical and gas accidents trend down

| FATAL INJURIES TO PUBLIC (per million people exposed) | RESULT 2012-16 | ESTIMATED RESULT 2013-17 | TARGET 2021/22* |
|--|----------------|--------------------------|-----------------|
| Electricity | 0.18 | 0.13 | <0.8 |
| LPG | 0.24 | 0.23 | <0.9 |
| Natural gas | 0.0 | 0.0 | <0.7 |

WorkSafe, Stats NZ (population and dwelling numbers) and MBIE (Energy File) data

* 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.

Healthy and safe work is a key enabler for improving people’s wellbeing and quality of life.

WorkSafe’s contribution to New Zealand

As New Zealand’s health and safety steward, we have a role in driving the long-term performance of the health and safety system. In practice, this means that we take a strategic approach by building the linkages and ensuring the right conditions are in place so that everyone in the system can play their part in creating healthy and safe work.

We need to understand how the broader drivers in these sectors and systems interrelate and shape health and safety outcomes. We also need to work closely with our partners and stakeholders to support a coordinated, system-wide approach to how we work across these sectors and systems to improve health and safety.

WorkSafe will support the Government’s agenda by harnessing the significant benefits that good health and safety practice can have for New Zealand. The Government has set a number of longer-term priorities (eg KiwiBuild, Forestry Planting Programme, mental health) that present new opportunities to embed good health and safety upfront. We will also contribute to the vision and priorities set through the Government’s key strategies that our work connects to, including the new Road Safety Strategy (under development) and New Zealand Health Strategy.

The Government has expressed a strong commitment to improving wellbeing and lifting the living standards of all New Zealanders. It has set out clear priorities over the next three years and beyond that will drive progress against this focus.

Work is a key influencer on living standards and the quality of life that workers experience. Good health and safety is important to create quality work that improves the wellbeing of all workers. WorkSafe is working to improve living standards and wellbeing, in line with Treasury’s Living Standards Framework⁸ by:

| | |
|--------------------------------|---|
| Human capital | Supporting people to fully participate in work, recreation and society by providing workers and businesses with the knowledge and skills to put health and safety into practice and to effectively manage work-related risks Lifting the long-term health and life expectancy of workers by delivering evidence-based interventions, supported by targeted regulatory activity, to address the underlying causes of work-related diseases and ill-health |
| Natural capital | Preventing harm to the New Zealand public, environment and infrastructure by providing effective regulatory oversight of high hazard sectors with the potential to result in catastrophic harm. |
| Financial/ physical capital | This also includes the harm associated with the use of hazardous substances, electricity and gas |
| Social capital | Influencing the norms and values underpinning New Zealand’s culture and identity by actively promoting the importance of good health and safety within communities. We also support the Crown-Māori relationship by partnering with Māori communities to develop tailored approaches, informed by tikanga principles, to improve the health and safety outcomes for Māori workers. |



⁸ www.treasury.govt.nz/abouttreasury/higherlivingstandards



The global, economic and social environment we operate in is changing.

Our operating context

We need to be ready to respond to the health and safety challenges and opportunities that present as our environment evolves.

The economic and social context workers and businesses operate in has an influence on health and safety at work. Like the rest of the world, our external environment is evolving rapidly and the way we work is increasingly affected by the global context. Understanding how our external environment is changing is important in being able to influence the drivers of health and safety.

We are seeing significant changes in the nature of work and the broader labour market, with these changes presenting new health and safety challenges and opportunities. The table below provides an overview of the emerging trends we expect to see over the next 5-10 years.



CHANGING POPULATION DYNAMIC

- New Zealand's population will continue to age and grow over the next decade. A larger workforce, with a high proportion of older workers, is likely to affect our health and safety risk profile. An ageing population brings higher healthcare costs. Preventing work-related ill-health will provide economic benefits as productivity is sustained or improved.
- Migration will continue to influence the make-up of the workforce, while skill shortages in some industries and occupations will drive demand for overseas workers. There will be challenges in ensuring the health and safety expectations and practices of migrants and overseas workers are in line with New Zealand's standards and expectations. We need to ensure these workers have access to the right skills, knowledge and support to be healthy and safe at work.
- Māori and Pacific populations are on average younger and are growing more quickly than other ethnic groups. To influence improved health and safety outcomes, a sustained focus on these populations is needed as they are disproportionately harmed at work.



GROWTH IN OUR KEY SECTORS

- Over the medium term, we expect to see growth in a range of sectors, including health, tourism and education, and some of our priority sectors – construction, forestry, and manufacturing. Employment is forecast to grow in all regions with some rural regions to grow at a faster rate.
- Increased activity in these priority sectors will increase the potential for work-related harm – particularly for Māori and Pacific peoples who are highly represented in these sectors.



TECHNOLOGICAL ADVANCEMENT AND INNOVATION

- Technological changes (eg automation and artificial intelligence) may remove people from risky work, but may also result in more transient working arrangements, creating new risks and making it more difficult to manage health and safety.
- New technologies will change business models, affecting the way we work and live. Health and safety accountability could become less clear as working arrangements become more fluid and complex.



CHANGING NATURE OF WORK AND THE LABOUR MARKET

- Our labour market will continue gearing towards higher skilled occupations, particularly as the economy becomes more service and knowledge based. Mobility of the workforce will increase, with workers moving between multiple occupations and sectors. The workforce is likely to consolidate, with new and more flexible ways of working.
- The future of the labour market is likely to be more fragmented, creating challenges in maintaining effective worker engagement, representation and participation. A sustained focus on protecting the rights and representation of workers will be needed as some areas of the labour market become more precarious.



INCREASING PREVALENCE OF PSYCHOSOCIAL HARM

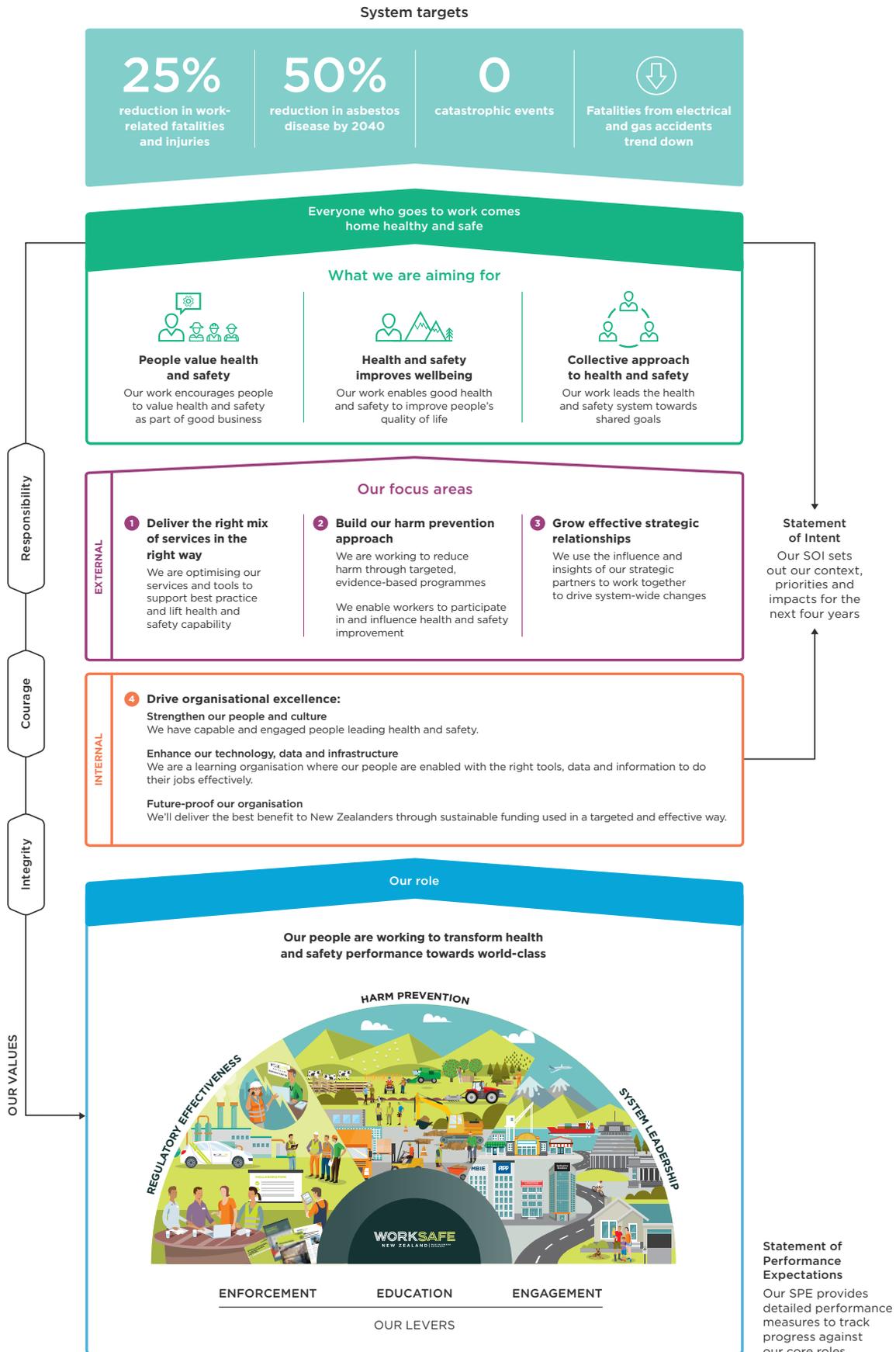
- Psychosocial issues, such as mental health and work-related stress, are an increasing area of focus globally and expectations are growing that more needs to be done in this area.
- The changing nature of work and the labour market are likely to increase demands on workers, creating the potential for psychosocial harm. This is likely to occur through greater job complexity and increased workloads, as well as more fluid ways of working.
- A focus is needed on creating quality work that improves the health and mental wellbeing of workers, particularly to manage the challenges that present as the nature of work changes.

Alongside responding to emergent challenges, we also need to take advantage of the opportunities that present as our environment changes. Advancements in technology, innovation and improved ways of working will offer new ways to enhance the health, safety and wellbeing of workers. Taking early advantage of these opportunities will help to realise untapped improvements in the health and safety system.

Strategic intentions



WorkSafe's strategy: 2018-2022



Our external focus areas



Our organisational maturity pathway

WorkSafe's maturity pathway sets out how we will transform towards world-class in the next four years. These shifts build on our foundations since establishment and support us to drive improved performance across the health and safety system. We are at the 'Developing' stage and will follow this pathway to grow our capability.



Deliver the right mix of services in the right way



Why this matters

Workers and the public depend on us to ensure good health and safety is put into practice. Where appropriate, we also ensure that duty-holders who do not meet their obligations are held to account in a fair and proportionate way.

We prevent harm and provide regulatory effectiveness through the range of services and tools we deliver. WorkSafe has important choices to make in how we deploy our limited resources and deliver our services and tools to best improve health and safety outcomes. We are constantly prioritising and making choices to maximise our service delivery.

We cannot intervene in all health and safety issues and incidents. Delivering sustained improvement requires a clear understanding of the mix of services and tools we need to best deliver against our strategy. The views of the diverse range of workers, businesses and sectors we engage with will inform the design and delivery of our services and tools.



What success will look like

- Our mix of services and tools, and the way we deliver them, is clearly aligned to our organisational strategy. We can track the impact of our services and tools in supporting good practice.
 - Our operating approach provides a more responsive and agile way to adapt our service delivery to future challenges, including an evolving business context, changing customer needs and emerging areas of focus.
 - We want to support our people to make better choices to make the best use of our resources to deliver them in a targeted, consistent and integrated way.
 - We want to provide duty-holders with clarity on how we work and what we require of them to bring about health and safety improvements.
 - Our leaders, staff, stakeholders and the public have a common understanding and appreciation of how and why we make decisions on the mix of services and tools we deliver.
-

Build our harm prevention approach



Why this matters

The level of harm at work in New Zealand remains unacceptably high. This is particularly the case in our higher risk sectors,⁹ and in sectors where rates of harm are increasing such as transport. Significant investment is needed to reduce the high level of work-related ill health.

While we have seen some progress in reducing harm, it has not been at the level needed to place us among the best-performing countries in the world.

Delivering sustained health and safety improvement requires a comprehensive harm prevention approach if we want to address the underlying drivers of what harms people at work.

Over the next four years, we will build the foundations that will enable us to effectively deliver harm prevention programmes and interventions. This means making sure we have the right people, resources and systems to lead the end-to-end delivery of comprehensive harm prevention programmes.



What success will look like

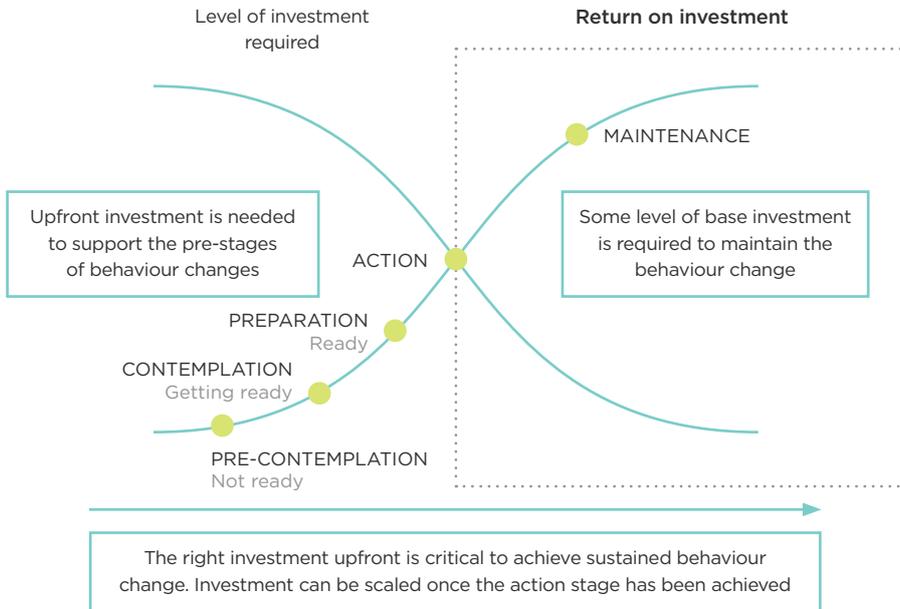
- Industry and sectors step up and take greater ownership for health and safety, driving improved performance at a sector level.
 - Businesses and workers are enabled and have the right support to embed good health and safety behaviours and practices.
 - Effective leadership, worker engagement, participation and representation, workforce development and risk management form the foundation for how sectors drive health and safety improvement.
 - Evidence and data will guide where we focus our effort and the types of interventions we will use.
 - WorkSafe is set up with the right mix of capability to design and deliver comprehensive, multifaceted harm prevention programmes.
-

⁹ Agriculture, forestry, construction and manufacturing.

Harm prevention investment model

As funding becomes available we will work with harm prevention partners to implement an investment model. This will enable us to deliver comprehensive harm prevention programmes that make a long-term difference in improving New Zealand's health and safety performance.

We will make strategic investment decisions to bring about sustained health and safety behaviour change.¹⁰ Our investment model will guide us to make the right investment upfront to deliver a comprehensive harm prevention programme.



Sustained, upfront investment in harm prevention is critical for enabling long-term health and safety improvement

Building comprehensive harm prevention programmes

The diagram below provides an overview of the types of harm and risk factors fully-funded programmes should focus on over time. We take a multi-faceted approach, using a range of evidence-based interventions to reduce harm in the sectors we work across. We will take a health economics lens to inform the design of our interventions and programmes and work in partnership with other funders and social partners.

| WORK-RELATED HARM | WORK-RELATED HEALTH | | | | | ACUTE HARM | |
|---|---------------------|----------------------|--------------------------|----------------------------------|------------------------|---|------------------------------------|
| | Cardiovascular | Respiratory | Stress/mental health | Noise-induced hearing loss | Cancers | Hand Wrist Lower back/spine | Shoulder Knee Ankle |
| RISK FACTORS | Dust | Engine exhaust fumes | Psychosocial | Noise | Pesticides/fertilisers | Muscular/body stressing Being hit by objects Falls from heights | Vehicles Slips, trips and falls |
| KEY ELEMENTS OF COMPREHENSIVE PROGRAMME | SYSTEM ENABLERS | REGULATORY ACTIVITY | EDUCATION AND ENGAGEMENT | ENGINEERING DESIGN AND SOLUTIONS | INCENTIVES | | |

- Leadership
- Worker engagement, participation and representation
- Workforce development
- Risk management

¹⁰ Our investment model is informed by the trans-theoretical model of behaviour change. This approach recognises that health behaviour change involves progressing through six stages of change: pre-contemplation, contemplation, preparation, action, maintenance, and termination.

We will work with the Māori community to prevent harm and improve the wellbeing of Māori workers.

Māori are over-represented in work-related harm statistics. Māori workers are 44 percent more likely to be seriously injured at work than the overall population.¹¹ We must do more to turn these results around. Our goal is that Māori work-related injury and fatality rates will be equal to or lower than non-Māori by 2025. This requires concerted effort and a collaborative approach led by industry, partner agencies and Māori communities. The health and safety impacts we seek for Māori are set out below.

Agencies collectively harness resources, influence and knowledge to deliver tailored approaches and interventions that improve health and safety outcomes for Māori workers.

Iwi and Māori organisations, including those in post-Treaty settlements, are strong health and safety advocates for all workers, including Māori. Iwi, as influencers of large commercial enterprise, are exemplars of good health and safety practice at work.



All sectors know their demographic makeup, including those who identify as Māori (age, gender and employment). Industry tailor health and safety approaches to the needs of their workforce.

Industries are adaptive, confident and successful in how they engage with Māori and other ethnic groups on health and safety. This includes developing health and safety approaches that are delivered in a culturally appropriate way.

¹¹ WorkSafe, *Towards 2020* (December 2017), page 15.

Grow effective strategic relationships



Why this matters

Strong partnerships with strategic stakeholders¹² are vital to our success in transforming health and safety. These stakeholders provide us with the breadth and depth of influence needed to shape the attitudes and behaviours of workers and businesses across a diverse range of sectors. Our impact is enhanced by the specialist expertise, insights and reach of our strategic partners.

Our work will support a coordinated and integrated approach to improving New Zealand's health and safety performance. We will enable and facilitate strategic relationships that mobilise sectors to own and lead health and safety change.

The needs and interests of workers will sit at the heart of how we partner with sectors to lead integrated approaches to harm prevention.

Our relationships with government agencies, including regulators, international experts and organisations, and academics will strengthen our work to take a system view in driving health and safety improvement.



What success will look like

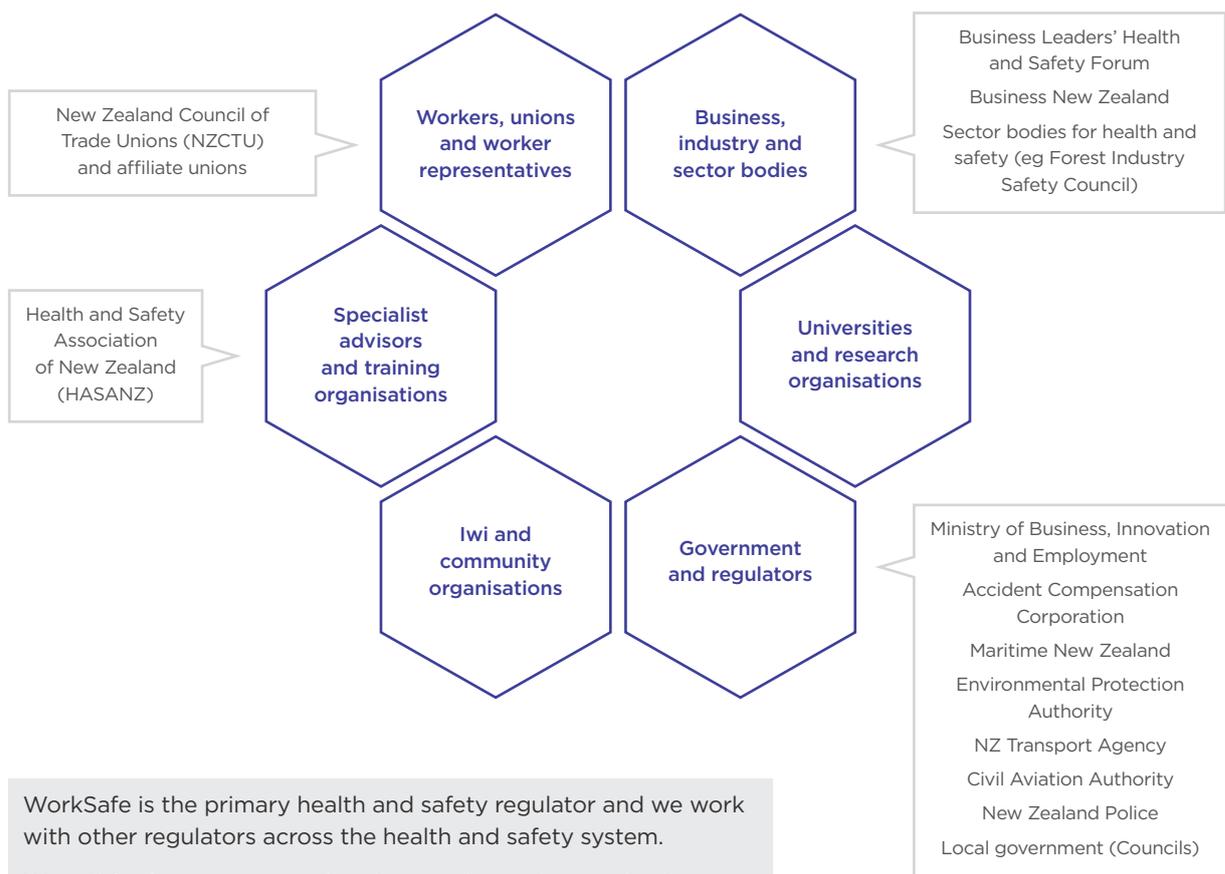
- Collective accountability amongst all participants in the health and safety system to drive improved performance.
- Reduce work-related harm through stronger sector-based relationships, with industry owning and leading health and safety change.
- Robust data and insights inform our conversations and how we work with others across the system.
- Businesses, workers, unions and industry see WorkSafe as an honest broker that is able to facilitate enduring partnerships.
- Joined-up approach on health and safety across government regulators and agencies involved in health and safety.

¹² BusinessNZ, New Zealand Council of Trade Unions, Health and Safety Association of New Zealand, Business Leaders' Health and Safety Forum, regulators, industry bodies (eg Forest Industry Safety Council) and system agencies (eg NZ Transport Agency, Maritime New Zealand, Environmental Protection Authority, Civil Aviation Authority, Accident Compensation Corporation).

As system leader, we will guide others to collectively influence healthy and safe work.

Everyone involved in making work healthy and safe has a role to play in improving outcomes. Achieving sustained improvement requires that everyone has clarity about their roles and how they work together to influence the performance of the health and safety system as a whole. WorkSafe, through its system leadership role, will provide the catalyst that enables everyone to work in a coherent and integrated way, driving progress towards shared outcomes and informed by a clear sense of direction.

The diagram below provides an overview of the key participants that have a role in improving health and safety outcomes.



WorkSafe is the primary health and safety regulator and we work with other regulators across the health and safety system. We will facilitate strong and enduring relationships with other regulators, creating greater collective accountability for improving health and safety performance.

Drive
organisational
excellence



Strengthen our people and culture



Why this matters

Our people are critical to our success in becoming a world-class regulator. The commitment and capability of our people has a direct influence in enabling healthy and safe work for all workers in New Zealand.

We have worked hard to establish WorkSafe and this has relied on many legacy practices and structures. Over the next four years we need to reinvest in our people so there is a strong platform for future performance.

Creating an organisation that values and grows its people is essential for embedding a high-performance culture. A strong organisational culture ensures our people feel engaged, connected and valued.

Our changing operating context will create new challenges for how we work and deliver our business in the future. We need flexibility to align our people capability to the opportunities and challenges that present as our external environment evolves.

Our aim is to deliver organisational excellence by ensuring our people are highly capable, diverse and engaged, with the right skills and experience to create a high performing organisation.

We will ensure we have the right people, in the right place, at the right time to translate our strategy into action and support the Government's priorities. We will work as one connected organisation, harnessing the unique skills and expertise of our people.



What success will look like

- We are a good employer, with healthy and safe working environments for our people that are inclusive, flexible and supportive.
 - Engaged people with clear direction on their role and how they contribute to WorkSafe's success.
 - Right mix of people capability to deliver as our external environment changes and new priorities emerge.
 - Strong people leadership is modelled and embedded throughout the organisation, harnessing improved engagement and organisational performance.
 - Clear career pathways to support our people to progress and develop, with an environment that recognises individual performance.
 - Deliberate, responsive, and flexible ways of working, enabling us to have our people doing the right things, in the right places, at the right time.
-

Enhance our technology, data and infrastructure



Why this matters

To maximise our coverage and impact we need the right information, technology and systems to enable our staff to work in a smart and integrated way. Technology plays an important role in connecting our people, enabling us to operate as one connected organisation across New Zealand.

Leveraging new technologies can enable us to improve how businesses and workers access, use and experience our services. It can also support us to take a more coordinated and deliberate approach to the use of data, intelligence and evidence, including research and evaluation. This is critical for targeting our activity and understanding the effectiveness of our interventions.

We will strengthen our data and analytics to improve our knowledge of how the health and safety system is performing. This will include a focus on injury rates, catastrophic and work-related health risks, and key enablers such as worker engagement, participation and representation, leadership, workforce development, and risk management.



What success will look like

- Fit-for-purpose technology and systems produce robust analytics and insights, supporting WorkSafe to be a data and insight led organisation.
 - Intelligence, evidence and research inform organisation-wide decision making and resource allocation against our strategic priorities, adapting as our external context evolves.
 - Technology enables greater connections across the organisation, supporting seamless delivery, a strong regional presence and consistent delivery from anywhere.
 - Health and safety data and information is easily accessible through our digital channels.
 - Our technology and systems enable us to partner with agencies and regulators, sharing data and information to support a joined-up approach to improving health and safety.
 - Improved productivity across our business, with our people satisfied they have the tools and technology to do their jobs well.
-

Future-proof our organisation



Why this matters

Our success is dependent on ensuring that we use our resources in an effective and targeted way to support the delivery of our strategy. Getting this right will ensure we can invest in the right capability, services and interventions to help transform New Zealand's health and safety performance.

Since it was established, WorkSafe has largely been funded to respond to acute and catastrophic harm, reflecting its origins in MBIE and the Department of Labour. Looking to the future, we face growing pressures and challenges that we will need to respond to as our operating context changes. These include the increasing prevalence of work-related health issues, growth in our higher risk sectors, and the health and safety impacts resulting from our changing economic and social context, such as an ageing workforce and the changing nature of work.

In order to fully realise the Independent Taskforce on Workplace Health and Safety's vision of a strong regulator, we need to make sure we are investing in the right capability now, so we can respond to changing health and safety demands and pressures in the future.



What success will look like

- Sustainable funding to effectively deliver our strategy and to support other Government strategies, as well as the design and delivery of our comprehensive, multi-year harm prevention interventions.
 - Inspectorate capacity is maintained at the level needed to influence sustained improvements in health and safety practices.
 - Strengthened ability to demonstrate how our investment decisions support progress against the health and safety impacts we seek.
 - Flexibility to adapt our investment decisions as our priorities and operating context evolve.
 - Efficient and effective investment that demonstrates value-for-money and aligns with Government's priorities.
-



Our impacts

| | | RESULT 2016/17 | ESTIMATED RESULT 2017/18 | TARGET 2021/22 | |
|---|---|-------------------|-----------------------------|-------------------|--|
|  <p>People value health and safety</p> <p>Our work supports people to value health and safety as part of good business</p> | Percentage of workers in priority sectors who view health and safety as a top priority | 39% | 36% | >65% | |
| | Percentage of employers in priority sectors who view health and safety as a top priority | 63% | 63% | >75% | |
| | Health and Safety Attitudes and Behaviours Survey | | | | |
| | Percentage of people (workers and employers) who: | | | | |
| | Made at least one change to improve workplace safety and/or reduce risks to workers' health | 81% | Not yet available | >85% | |
| | Service Excellence Survey (SES), after interaction with a Health and Safety Inspector | | | | |
|  <p>Health and safety improves wellbeing</p> <p>Our work enables good health and safety to improve people's quality of life</p> | 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 | 79% | Not yet available | >80% | |
| | National Survey of Employers | | | | |
| | Workers who agreed their workplace has ways for workers to participate in health and safety and raise issues | 90% | 83% | >90% | |
| | Employers who agreed their workplace has ways for workers to participate in health and safety and raise issues | 86% | 86% | >90% | |
| | Health and Safety Attitudes and Behaviours Survey | | | | |
| | More operators respond to potentially dangerous precursor events¹³ | | | | |
| | Percentage of all precursor events that were adequately responded to | 96.4% | Not yet available | >99% | |
| | More plans from operators meet requirements and are followed | | | | |
| | Cases of non-compliance relating to a breach of the requirements set out in safety cases or Principal Hazard Management Plans subsequent to submission | 4 | Not yet available | 0 | |
| | WorkSafe High Hazard Unit data | | | | |
|  <p>Collective approach to health and safety</p> <p>Our work leads the health and safety system towards shared goals</p> | 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 | 66% | Not yet available | >75% | |
| | SES, after interaction with a health and safety inspector | | | | |

¹³ 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. 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 (eg timeliness and completeness), and the operator's investigation and preventive actions are considered appropriate by a WorkSafe inspector.

Disclaimer

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