

WorkSafe

1 April – 30 June 2025



Te Kāwanatanga o Aotearoa
New Zealand Government

WORKSAFE

Contents

Executive summary.....3

Priorities and key updates in Q45

Delivering the strategy7

Regulatory activities by output 11

Performance measures 14

Organisational health and risks..... 18

Financial performance 20

The purpose of this report is to provide an update of WorkSafe’s performance over the previous quarter to the Minister for Workplace Relations and Safety and the Ministry of Business, Innovation and Employment (monitoring department). This includes WorkSafe’s progress in achieving objectives as set out in its accountability documents, together with a review of WorkSafe’s organisational health and financial performance.

Executive summary

Performance information presented in this report is provisional and subject to year-end audit. It gives an early view of WorkSafe’s overall performance and will inform the Annual Report 2024/25. That report will be audited and published by the end of November.

Our Health and Safety Reform Work Programme made good progress during Q4 with significant progress in the inspectorate, guidance, enforcement and permit sub-programmes. We established an industry advisory group with broad representation and will leverage this group to work with us on an Industry-led approach to Approved Codes of Practice (ACOPS) and to improve our delivery processes. We delivered updated guidance for forestry, asbestos, quarrying and mining and pesticides, and removed 50 items of outdated guidance. The pilot road cone hotline for people to report excessive road cone use was launched at the beginning of June.

This work will continue at pace during 2025/26 with a focus on delivering proportionate, practical, and consistent regulatory services.

In Q4 we completed a range of engagements with external stakeholders to continue to build strong relationships. These included the Rural Contractors Roadshow seminars and forums with businesses and industries such as Construction Sector bodies at the Construction Sector Forum. Engagements covered all four sectors that WorkSafe considers to be a priority due to the high levels of risk and harm occurring - agriculture, construction, forestry and manufacturing. Themes of the engagements were harm prevention, sharing data and insights, gathering feedback to inform future sector updates, and education about the purpose and outcomes of inspector visits. *(For more information, see initiatives under Delivering the Strategy).*

WorkSafe has achieved 91% of SOI and SPE performance measures in 2024/25 with results trending positively over the last two quarters. This is a particularly pleasing result against the backdrop of significant organisational change over the same period while also preparing for health and safety reforms and delivering on our strategy.

Quarter 4 at a glance

Delivering on strategy	We are realising WorkSafe’s strategy. To support the Government’s health and safety reforms, WorkSafe has developed the Health and Safety Reform Work Programme. This underpins our strategic delivery, which includes targeted initiatives across high-risk sectors - agriculture, construction, forestry, and manufacturing - and improvements in the permitting function. Further updates on these initiatives are provided in the next section, <i>Delivering the Strategy</i> .
Regulatory activities	Over 3,000 assessments were completed with a focus on the highest risk sectors of agriculture, construction, forestry and manufacturing.
Performance measures	<p><i>Statement of Intent (SOI) and Statement of Performance Expectations (SPE) measures</i></p> <p>As we prepare for our annual results - the preliminary year-end result shows that WorkSafe achieved 10 out of 11 reported performance measures. All five Statement of Intent (SOI) measures were achieved, and one Statement of Performance Expectations (SPE) measure out of six reported measures was missed.</p> <p><i>Organisational measures</i></p> <p>Of the five organisational measures, we achieved three.</p> <p>Our performance was influenced by organisational changes and the two measures that were not achieved were because of budget underspend. A strong finish to the year contributed to an improved year-end result.</p>

People	There were 555 FTEs in Q4, with an establishment FTE of 675. WorkSafe's organisational restructure took effect at the end of March with 35 FTE leaving at the beginning of Q4. Over the quarter we have recruited 50 new starters, including 17 trainee inspectors, with recruitment for a further 75 roles underway. During Q4, 21 roles were filled by contractors, most to temporarily fill vacancies whilst permanent recruitment is completed.
Finance	The financial result is a year-end surplus of \$27.68 million, compared with a budgeted surplus of \$0.05 million. Our underspending was primarily due to extended organisational changes, which required lengthier consultations with the PSA. This paused recruitment, leading to a higher-than-expected number of staff vacancies throughout the year and a decrease in learning and development programme uptake. Furthermore, the actual expenses incurred for change-related costs, such as redundancies, were less than the allocated budget. Finally, several planned IT projects were postponed and are now scheduled for the next financial year. The surplus means we are well placed to deliver the Health and Safety reforms as strategic investment can be funded from accumulated reserves.

Focus for the next quarter

WorkSafe will continue to advance the Health and Safety Reform Work Programme, rebalancing the focus of its activities to ensure early and effective engagement. It will proactively assist and support businesses and individuals by being proportionate and practical as a regulator and providing clear and consistent guidance on how to meet work health and safety duties. The overall work programme is broken down into the following:

1. *Inspectorate work programme to lift inspectorate capability*
 - Continue with recruitment of the next cohort of inspector trainees
 - Review training approach for new inspectors
 - Inspector pathway training (uplifting capability)
 - Integrated process design to improve efficiency
 - Operational performance framework to lift visibility of performance
 - Leadership and culture capability coaching and training
 - Embedding and improving the new operating model of an integrated inspectorate under a new regionally based leadership structure – to ensure our inspectorate have increased connection to local industries and businesses.
2. *Enforcement – new proportionate approach*
 - Approval of new Enforceable Undertakings (EU's) and Prosecutions policies (to enable pre-charge EU's and greater consistency) and commence implementation
 - Engagement on Enforcement Decision-making Model review and drafting of audit report.
3. *Permit improvement – reducing regulatory risk*
 - SME workshops to design compliance monitoring, audit and complaints processes
 - Expanding effort tracking to include wider range of activity (e.g. Compliance Monitoring)
4. *Future guidance*
 - Finalise a priority list of guidance work including Approved Code of Practice (ACOP) with MBIE and Minister
 - Work with industry group to form pilot(s) to support development of Industry-led ACOP approach
 - Commence Artificial Intelligence work on generating guidance/ACOPs
 - Forestry ACOP with Minister for approval
 - Work with industry group to review the guidance endorsement policy and process.
5. *Feedback systems (including the road cones pilot)*
 - Continue to progress ride-along and resulting case studies.

- Progress work with NZTA and Councils to ensure notifications are followed up and engagement or other action is taken where appropriate.

These work programmes will be supported by key enablers: *Formalised stakeholder partnerships, Digital and cyber solutions, Data and information* and *People and capability*.

Priorities and key updates in Q4

Progress on the organisational priorities is reported in this section. Key activities and achievements during the quarter are also summarised.

Priorities and focus areas

Health and Safety Reform Work Programme

To deliver its strategy and implement the health and safety reforms, WorkSafe has prepared the WorkSafe Health and Safety Reform Work Programme. This will deliver the organisational shifts needed to become a proportionate, practical regulator that balances its enforcement activity with more proactive assistance and support for businesses. This will enable the organisational shifts set out in the Letter of Expectations, including being well prepared for the new legislative changes.

Inspectorate capability, workforce model and plan

In response to Inspectorate workforce challenges, WorkSafe continued the Inspectorate Workforce Planning Programme to optimise the Inspectorate function and effectively plan and manage work and resources to deliver critical services.

Six key operational shifts are being made to address the critical challenges and build consistent, proportionate, and practical delivery of our regulatory responsibilities with industry.

These are:

- Improved business impact
- Nationally consistent practices
- Evidence-based and technology enabled
- Integrated and aligned team
- Right skills and capabilities
- Ownership and accountability

In Q4, WorkSafe continued to deliver the following key priorities:

- Transition to the new integrated Inspectorate structure
- Implementation of the revised recruitment model and process
- A comprehensive workforce plan
- A more efficient, consistent approach to work allocation, including improved

reporting of investigations to ensure they are consistently focused on critical risks and supporting harm reduction in the highest risk sectors

- Standardised and improved key Inspectorate practices
- Established consistent performance expectations, operating rhythms and leadership behaviours through a comprehensive Leadership Connection workshop in May 2025, and a rolling series of Inspectorate workshops conducted through all offices.

Guidance

Our guidance products have been reviewed with a significant upgrade underway which will give businesses clearer and more consistent guidance on how to meet their work health and safety duties.

In Q4 50 outdated guidance items that are no longer required or have been replaced by other up-to-date guidance were archived and removed from the website to make it easier for workers and businesses to find the guidance relevant to them.

We delivered new and revised guidance in the highest risk areas of construction, agriculture, manufacturing and forestry:

- Forestry products including the Code of Practice are complete pending publication and dependent on Ministerial approval. They now include a Good Practice Guideline (GPG), two worker guidance and 18 education modules.
- Asbestos guidance for surveyors
- Quarrying and mining
- Pesticides

Work is continuing with our industry stakeholders to develop and deliver other guidance items. Guidance products about Asbestos and containment of hazardous substances are being developed in collaboration with industry and will be completed by the end of Q2 2025/26.

Temporary Traffic Management (TTM) Pilot

Following the 31 March 2025 health and safety reform announcements, WorkSafe designed and went live with the 12-month road cone pilot on the 3 June 2025. Since the pilot went live, WorkSafe:

- Received 642 valid notifications
- Established triaging and automation processes with 52 out of 67 Road Controlling Authorities (RCAs) to share notifications within their respective regions
- Designed and delivered TTM training for frontline staff. 181 WorkSafe staff completed the TTM training modules (including 154 inspectors).
- Initiated work with RCAs to receive reports on the results of follow up visits on notifications. Early feedback has been received from Auckland and Wellington with follow up reporting expected from NZTA shortly.

As the pilot progresses, WorkSafe will:

- Undertake shared site assessments with WorkSafe inspectors and RCAs (for example with Auckland Transport, Christchurch City Council, Tauranga and Wellington)
- Work with NZTA to identify RCAs that have and have not adopted the new risk-based guidance to target joint education and adoptions initiatives
- Continue to integrate TTM within general inspectorate site visits and assessments
- Continue to actively engage as a member of the TTM Industry Steering group to champion greater adoption of the new NZTA risk based TTM guidance

Key activities and updates

Priority plans

The priority plans continue to support delivery of WorkSafe's strategy, with focused initiatives progressing across the highest harm risk sectors. See the next section (*Delivering the strategy*) for initiative updates under each sector plan.

Harm Reduction Action Plan (HRAP)

WorkSafe and ACC have agreed an approach to refreshing the Harm Reduction Action Plan. A plan is underway to refresh the HRAP by 31 December 2025.

Engagements with external parties

WorkSafe's Board engagement continued in June. It hosted a networking function in Auckland with construction businesses.

Directors and business leaders from large and small companies attended, building and strengthening WorkSafe's relationship with the sector.

In Q4, WorkSafe attended the New Zealand Workplace Health and Safety Awards and Conference hosted by Safeguard Magazine in Auckland and also co-presented the Supreme Award.

Enforcement work programme

Recent improvements include the implementation of a new triage model to better prioritise notifications, particularly those related to high-risk sectors. WorkSafe also introduced *Our Regulatory Approach*, a consolidated operational policy that replaces five previous enforcement policies and clarifies how engagement and enforcement support compliance. Phase one of the Enforcement Decision-Making Model audit has been completed, and initial work is underway to strengthen quality assurance processes for inspector decision-making.

Delivering the strategy

WorkSafe focuses its effort on where it will make the biggest difference and contribute to equitable outcomes. WorkSafe is guided by evidence and insights about acute, chronic and catastrophic harm, and will focus on high-risk sectors – agriculture, forestry, construction, and manufacturing, and high-risk activities such as mining, adventure activities and work involving hazardous substances.

Focusing on high-risk sectors and activities

The sector plans cover the sectors where the most acute and chronic harm occurs, and the permit plan covers high-risk activities that can result in serious or catastrophic harm if not well managed.

1. Sector plans for high-risk sectors



Agriculture

support the sector-led 'Farm Without Harm' strategy, target high-risk areas of harm, align assessment and enforcement activities, and collaborate with trusted sources of influence to improve health and safety practices.

Initiatives	Progress
Give certainty to the sector through a clear and credible enforcement position.	This initiative has been adapted into the development of a standardised assessment approach across the priority highest risk sectors, and engagement and communication about that approach. <i>Note that this is an initiative across all four sectors identified as highest risk – agriculture, construction, forestry, and manufacturing.</i>
Target delivery of tailored programmes to reach workers at greater risk	Participants, including local farmers and representatives from Safer Farms expressed a strong commitment to independently advance health and safety initiatives aimed at improving outcomes in the Hawkes Bay agriculture sector. Inspectors will continue to support this work through visits and workplace assessment activity.
Target management of substances hazardous to health	Updates to the notification and triage framework decision-making model, and the associated guidance on the use of the model, were implemented in Q4. These updates provide for the prioritisation of notifications in the high-risk sectors and for priority risks, to ensure the alignment of reactive inspectorate activity to the strategy.
Influence through organisations and events where rural people meet and seek advice	Four Rural Contractors Roadshow seminars were held in Hamilton, Palmerston North, Gore, and Christchurch to outline the purpose and outcomes of an inspector visit. The learning objectives, direction and content were developed as a collaboration between Rural Contractors New Zealand and WorkSafe. Eight inspectors led the seminars, using stories and previously gathered questions to support understanding. Attendees were given a set of choices to dig deeper into topics selected by the audience. These included: overlapping duties, the primary duty of care, safety systems, vehicles, hazardous substances, and worker engagement, participation and representation. Each of the 45-minute learning sessions finished with a peer-shared quiz, reviewing the seminar topics to reinforce understanding. Feedback from the 60–100 rural contractors at each seminar was positive, with 80–90% of each audience indicating they had learned something new from WorkSafe. We will use a similar approach to increase understanding of what to expect from an inspector visit at the upcoming Fencing Contractors National Conference.

Target vehicle and machinery safety	Over 170 assessment activities were undertaken with agriculture businesses in Q4. A key focus of this activity was an effort to engage, educate, and where necessary enforce to drive improvements in vehicle and machinery safety.
-------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



Construction

supports sector-led priorities by clarifying WorkSafe's role, target the management or risk and overlapping duties on complex sites, focusing on actions that only WorkSafe can take, and encourage large, influential businesses to lead improved health and safety practice.

Initiatives	Progress
Build understanding of workers at greater risk	WorkSafe shared a functional concept dashboard with the Construction sector bodies at the Construction Engagement Forum on 9 June. The intention of this engagement was to guide the discussions on the data and insights needs for the sector bodies to help reduce harm in their sector. Feedback from this engagement informed that the sector would like to know more about WorkSafe activity data. The next release of the dashboard is planned for Q1 2025/26.



Forestry

support sector-led priorities by clarifying WorkSafe's role in the system to drive locally led shifts in health and safety practice and targeting interventions to address the most serious risks in forestry.

Initiatives	Progress
Complete the refresh of forestry guidance	The Minister has been provided with a new Forestry code of practice to consider for approval as an ACOP. Alongside the new code of practice, 18 education modules and 2 worker guides have been developed ready for publication. A related Small Harvest Forestry Good Practice Guide has also been updated and is ready for publication.
Target safe tree felling practice	131 assessment activities were undertaken with forestry industry businesses in Q4. A key focus of this activity was an effort to engage, educate, and where necessary enforce to drive improvements in safe tree felling practice. Key areas for improvement in Q4 were identified as management of overlapping duties, manual tree felling, and protective structures. These themes will inform activity in the new financial year as inspectors continue to work with industry and support the roll out of the Forestry ACOP.
Encourage improved worker engagement, participation and representation (WEPR)	New resources and approaches to Worker Engagement Participation and Representation (WEPR) assessment that were developed in Q3 will soon be available on our website, making it easy for workers and leaders to find the information relevant to them, all in one place. Inspectors will be given key messages and an A7 'leave behind' card, which contains the website link and three key WEPR concepts (stand up, speak up, have a Health and Safety Representative).
Share WorkSafe data and insights with the forestry sector leads	WorkSafe shared a functional concept dashboard with the Forestry sector bodies at the Forestry Engagement Forum on 18 June. The intention of this engagement was to guide the discussions on the data and insights needs for the sector bodies to help reduce harm in their sector. Feedback from this engagement informed that the

Initiatives	Progress
	sector would like both ACC injury data and WorkSafe activity data. The next release of the dashboard is planned for Q1 2025/26.



Manufacturing

support sector-led priorities by clarifying WorkSafe's role in the system, target interventions to address the most serious risks, and encourage responsive worker engagement.

Initiatives	Progress
Contribute to the joint agency response to accelerated silicosis	The evaluation of the impact of the Engineered Stone Project was completed in Q3. It found benefits in having a small team of additionally trained inspectors for emerging and complex health risks that could be a suitable future model, a marked increase in engagements with engineered stone businesses and workers over the 5 years of the project, and inspector engagement had led to a significant increase in the number of workers accessing the ACC-funded health check. Data recording changes have been introduced to improve future analysis. A work plan was developed to support a new round of assessment inspections in 2025/26 focused on high-risk businesses based on their compliance history. WorkSafe continues to support the joint agency response governance and working groups (with ACC and Health New Zealand), and to support MBIE by providing information for its consideration of regulatory options for the engineered stone industry.
Share WorkSafe data and insights with manufacturing sector leads	WorkSafe held a data and insights session with sector stakeholders to explore data needs and inform a dashboard development. A plan is being prepared to cover data reconciliation, governance and engagement with communications and sector leads.
Deliver tailored programmes to reach workers at greater risk	Targeted data and insights are used to deliver a series of harm prevention engagement initiatives focused on WEPR and businesses and workers at the highest risk of harm, particularly in meat processing. 98% of participants reported satisfaction with the delivery of these initiatives and strong relationships have been built in these high-risk areas, positioning WorkSafe to continue engagements where it can make the greatest impact.

2. High-risk activities



Permit

set clear expectations for regulated parties, establish robust and consistent decision-making processes, and strengthen compliance monitoring for regulated high-risk work.

Initiatives	Progress
Clear a backlog of historic applications	The focus on clearing long standing (>30 working days) permit applications has led to a significant reduction, and the backlog is now constrained to a single authorisation activity - Compliance Certifiers. A focus on clearing long standing permit applications in targeted regimes has led to a significant reduction, with the backlog reduced by 74% over the last six months. The Permit Priority Programme is now heavily focused on improving Compliance Certifier processing to reduce the effort required to approve applications, while also ensuring that risk is adequately managed and appropriate compliance monitoring is in place.
Have a compliance system and framework for permit	WorkSafe hosted webinars, to introduce the compliance framework for businesses that require authorisations to do their business. We had a particular focus on compliance certifiers and held two meetings for them. All were well attended with stakeholders providing positive feedback about our strategy and approach.
Establish performance standards, including performance expectations of third parties	Timeliness standards were implemented across nine regimes with regular oversight by management and executive. The nine regimes represent the core regimes administered by WorkSafe. The High Hazards, Energy and Public Safety regimes (MHFs, extractives, etc) have their own reporting standards and reporting. Some quality measures have been implemented and form part of the 2025/26 SPE.
Establish robust and consistent decision-making	WorkSafe is focused on decision making from compliance certifier authorisations and has introduced a risk-based model to improve efficiency and transparency of outcomes.
Strengthen compliance monitoring	Onboarding of the new team is underway. The first area of focus is improving the audits for compliance certifiers, and the complaints process. We have also framed up a pilot monitoring programme for licensed asbestos activity and expect to deliver that in Q3 2025/26. The improved audits and monitoring activities will help offset regulatory risks identified in these regimes. Longer term, monitoring will be expanded to cover a range of regimes currently administered in WorkSafe.

Regulatory activities by output

The WorkSafe New Zealand Act 2013 sets out 16 functions for WorkSafe to undertake as the regulator. Those functions describe the various ways in which WorkSafe is expected to 'promote and contribute to' – or influence – health and safety at work. Broadly, these functions can be grouped into three outputs that WorkSafe delivers – **Engage**, **Enforce**, and **Permit**.



Engage

Helping businesses and workers to understand how to meet their responsibilities to ensure work is healthy and safe.

1. Education and training

In addition to the industry and permit engagements detailed above, WorkSafe also delivered 27 Come Home Safety workshops, reaching 331 workers in Q4. These workshops aim to educate workers in high-risk sectors about their health and safety rights and responsibilities. Our high-risk sector reach in the quarter was Manufacturing (58%), Construction (32%), and Agriculture (9%). WorkSafe also delivered interventions at two careers expos in West and South Auckland which aimed to build early health and safety awareness among school leavers entering high-risk sectors like manufacturing and construction. 914 students interacted with WorkSafe at these events.

2. Regulatory approach policy

In Q4, WorkSafe started implementing a new policy, called Our Regulatory Approach. This is a streamlined policy that creates a bridge between the WorkSafe strategy and its practice as a responsive risk-based regulator. In line with the strategy, it reframes the current practice into how to engage and enforce. WorkSafe's engagement includes education and training, publishing information and resources, workplace assessments, marketing and campaigns, advisory services and consulting with other agencies about standards and legislation. It also demonstrates how enforcement tools are used to support the permit function. The regulatory approach is WorkSafe's primary operational policy and will:

- Help implement WorkSafe's strategy
- Support WorkSafe to make consistent, proportionate, and transparent decisions
- Show how our regulatory functions work in a seamless way – engagement, enforcement, and permitting
- Help businesses and external stakeholders understand the types of engagement and enforcement options WorkSafe may employ, and also how we work alongside other HSWA regulators.

3. Workplace assessments

Workplace assessment activity is either part of a planned programme or carried out as a response to a notification. Notifications are received from businesses and the public. Once received, they are reviewed for an appropriate course of action.

	2023/24	2024/25			
	Q4	Q1*	Q2*	Q3*	Q4
Notifications	2,239	2,663	2,584	2,635	2,520
Assessments	3,271	3,346	2,776	3,232	3,217

*revised since reported in Q3

In Q4, the director health and safety governance training pilot for the forestry sector in the Far North was delivered, targeting a wide range of forestry businesses and other cross-sector organisations such as tourism, construction, and agriculture. Company directors covering an extensive range of operations in the Far North region attended, supported by local iwi organisations who are influential in the priority sectors. We provided participants access to

Governance Health and Safety resources including an online Governance Learning Module to pilot effectiveness. Participants were largely focused on embedding health and safety into strategic plans signalling health and safety as a necessary component to foster for success and for future generations. As a result of attending the training, noted in their feedback an increased understanding of HSWA, and their role and responsibilities under the Act with some indicating an appetite for increasing their knowledge in governance health and safety.



Enforce

Taking action against those who fail to meet their responsibilities to ensure work is healthy and safe.

Where businesses and workers do not carry out their responsibilities as they should, some form of action may be taken to enforce compliance with the law. There are a variety of enforcement tools available to WorkSafe. Some of the enforcement tools include:

- *Improvement notice:* issued by a WorkSafe inspector directing that a work health and safety risk be addressed.
- *Prohibition notice:* issued requiring activity to cease immediately if a WorkSafe inspector determines that a serious health or safety risk is occurring or could occur.
- *Infringement notice:* requiring a responsible party to pay a fine for breaching specified health and safety obligations.

	2023/24	2024/25			
	Q4	Q1*	Q2*	Q3*	Q4
Improvement	1,259	1,685	1,210	1,214	1,085
Prohibition	201	273	247	238	244
Infringement	3	4	-	-	-
Total	1,463	1,962	1,457	1,452	1,329

**revised since reported in Q3*

In Q4, WorkSafe issued 1,329 notices in total. In addition to issuing notices, WorkSafe has also taken the following actions:

Prosecution: WorkSafe files charges for breaches of the law which may result in the Court imposing financial penalties or other sanctions.

An Eketāhuna dairy farm has been sentenced and ordered to pay reparations of \$75,000 to the family of a farmhand after his death from a quad bike rollover in November 2022. The bike had been purchased second-hand was poorly maintained and had no crush protection device installed. Agriculture is one of WorkSafe's priority sectors and WorkSafe strongly recommends businesses install crush protection devices and undertake pre-start checks and regular maintenance checks.

Enforceable Undertaking (EU): Voluntary agreements between WorkSafe and a duty holder. They are legally binding and are generally used as an alternative to prosecution.

In Q4, an EU, entered into by a civil construction-based company on 18 October was formally discharged. The EU arose out of an incident that occurred in October 2019 when a truck ramp fell on a worker, causing fatal injuries. WorkSafe withdrew charges against the company following its acceptance of the EU.

This case highlights how EUs can deliver improved health and safety outcomes for workers, industry, and the community that are proportionate and practical. The EU resulted in the following initiatives:

- Retrofitting of low-loader trailers with safety enhancements to reduce the risk of uncontrolled ramp descent, supporting wider industry learning
- Delivery of safety leadership training across all levels of the business, helping to embed a proactive, learning-focused culture
- Delivery of a driver licensing programme for young people in the King Country, with community partner Number Twelve, which removed key employment barriers for young people and delivered lasting regional benefits

- Construction Health and Safety New Zealand (CHASNZ) development of a Good Practice Guide for the Safe Use and Maintenance of Low Loader Ramps. CHASNZ noted:

"The resources we have developed add value to the NZ construction industry and will continue to benefit it well into the future. This EU will have a more significant impact than the sum of its parts and is pitched precisely in the right place."

In Q4, there were 7 disposed (resolved) prosecutions.

	2023/24		2024/25*		
	Q4	Q1	Q2	Q3	Q4
Disposed prosecutions including enforceable undertakings*	13	12	8	10	7

**Figures may change subject to appeal*



Permit

Allowing businesses and individuals to carry out high-risk work activities that require permission to do so

Permitting activities in Q4 included:

- The four Safe Work Instruments (SWI) reported in Q3 (seamless steel gas cylinders, burners, mining and quarrying and controlled substance licences) were submitted to the Minister and approved in Q4. WorkSafe continues to work on an SWI for laboratories. WorkSafe and the subject matter experts for the SWI for laboratories are holding a workshop in Q1 2025/26 with the stakeholder group to discuss a revised proposal.
- As at Q4, 1686 authorisations and nine exemptions have been processed for the 2024/25 year. In Q4, 390 authorisations and four exemptions were processed.

Quality measure – Applicant experience

Quality measures for applicant experience were implemented, with regular oversight by management. The quality measure involves inviting all permit applicants across our core regimes to respond to a survey on their experience. These form part of next year's SPE measures. Current performance shows applicants are generally highly satisfied with WorkSafe's permit work. There are some areas for improvement such as timeliness of processing applications, regular updates on the progress of applications, and better up-front information and guidance on the application process. These three areas and other improvements will be the focus in the next year.

Permit performance framework

The Permit Effort Pilot Application has been piloted and gives good insight into cost of activity vs. fees, alongside providing valuable management insight as to where effort is being put. This information is actively used for worker deployment, and as we build out the areas where the tool is applied will provide increasingly robust data about our time spent and cost, versus fees received.

Performance measures

This section reports on the measures and targets included in the Performance Framework from the Statement of Intent 2024/25-2027/28 (SOI) and Statement of Performance Expectations 2024/25 (SPE).

NB Performance results are provisional and are subject to year-end audit.

Overview of performance

	Total number	Number reported	Number not reported	Achieved	Not achieved
SOI measures (Impact)	5	5	-	5	-
SPE measures (Output)	7	6	1	5	1
Organisational measures	5	5	-	3	2
Total	17	16	1	13	3

Statement of Intent 2024/25-2027/28

WorkSafe has five impact measures. In 2024/25, all five reported targets were achieved.

Impact measure	Year-end result	Target
Engage		
The percentage of people who make a change after interaction with WorkSafe New Zealand	95%	≥85%
The percentage of employers who know more about what they need to do after interaction with WorkSafe New Zealand	68%	≥60%
Enforce		
The percentage of businesses in priority areas or sectors that improve workplace safety following improvement notices	95%	≥95%
The percentage of businesses that improve workplace safety following improvement notices	95%	≥95%
Permit		
Develop and implement a framework to assess the proportion of businesses that carry out regulated work activity in accordance with their authorisation	Completed	By 30 June 2025

Statement of Performance Expectations 2024/25

Financial performance by output (\$M)

	Annual budget	YTD actual	% annual budget spent
Engage	66,639	55,689	84%
Enforce	55,808	39,928	72%
Permit	20,450	25,126	123%
Total	142,897	120,743	84%

Non-financial performance

There are seven output measures and one of them (1.3) is not reported (please see below). These assess the quality and timeliness of activities delivered by WorkSafe. Unmet targets are highlighted in yellow and variance explanations are provided. The Q4 result is significant improvement, with five of six met (compared with three of six met in Q3).

Output measure	Year-end result	Target
----------------	-----------------	--------

Engage

1.1	The percentage of recipients satisfied with WorkSafe's interventions	97%	70%
1.2	The percentage of resource directed into high-risk sectors and regions with high harm inequity	89%	80%
1.3	The net promoter score of priority partners and sector lead groups that have trust and confidence in WorkSafe	-	>0

Due to insufficient sample size, this measure cannot be reported.

Enforce

2.1	The percentage of investigations in priority sectors (agriculture, forestry, manufacturing and construction)	85%*	≥85%
-----	--------------------------------------------------------------------------------------------------------------	------	------

The number of investigations in priority sectors has met the target this year. While the need to respond to serious incidents in non-priority other sectors continues, a new triage decision-making model is in place, which has strengthened the oversight of cases accepted for investigation to focus more effort on the priority sectors.

** The year-end result of 85% reflects all investigations—excluding those related to High Hazards, Energy, and Public Safety—that were active as of 30 June 2025. Investigations that were active during the 2024/25 year but concluded before 30 June 2025 are not included. This limitation stems from a legacy process that recorded only the date of notification that triggered the investigation, rather than when investigative resources were first allocated to the matter and when they were no longer actively applied.*

This issue has now been resolved. A new process introduced for 2025/26 captures both the start and end dates of investigations. This enhancement enables WorkSafe to report more accurately on all investigations conducted throughout the year, as well as those active at any specific point in time.

2.2	The percentage of prosecutions that result in the relevant parties being held to account	83%	≥80%
-----	------------------------------------------------------------------------------------------	-----	------

Output measure	Year-end result	Target
----------------	-----------------	--------

The YTD result has met the target. Note that this result is provisional, as all prosecutions are subject to appeal.

Permit

3.1	The percentage of authorisation applications and renewals processed within agreed timeframes*	77%	≥85%
<p><i>Our focus in Q2 and Q3 shifted towards addressing the significant backlog of long dated applications. This had a flow on impact on the timeliness of incoming applications as well. We were able to eliminate the backlog and, once caught up, we were able to process current applications in a timely way. Without the backlog and with a focus on timely processing, we are now achieving the target framework. Although the annual result was not achieved, the direction of travel was positive with improvements seen each quarter throughout the year.</i></p>			
3.2	The percentage of authorisation applications and renewals processed according to WorkSafe's quality standards*	100%	≥85%

**Two authorisation application processes (Asbestos and Adventure Activities) are measured.*

Organisational health and capability

WorkSafe has five organisational health and capability measures. The staff engagement measure is based on the We Say survey. The survey was conducted in May and will be a key baseline for organisational engagement following the recent re-organisation.

The costs were lower than 2023/24 costs in most areas at WorkSafe, due to vacancies following the extended consultation period of organisational change. This resulted in an underspend and two of the measures not meeting the targets for the year-end result. Unmet targets are highlighted in yellow.

Organisational measure	Year-end result	Target
------------------------	-----------------	--------

Organisational efficiency

Frontline staff to support staff ratio	75:25	Improvement from 2023/24*
----------------------------------------	-------	---------------------------

*As at 30 June 2024, the ratio was 74:26

Note that fixed-term employees engaged for the Strategic Investment Programme have been excluded, as they are not part of our establishment of 675.

Staff Efficiency

We Say Survey	58%	Improvement from 2023/24
---------------	-----	--------------------------

The engagement score is measured internally and has improved from the November 2023 low of 49% to 58% in May 2025. Benchmark questions are used to compare against other organisations in the public sector. WorkSafe scored 53%, compared to the Public Sector average of 63%. We cannot compare the results with all agencies because not all use the same survey tool. The May survey was completed only two months after WorkSafe completed a major organisational change (in March 2025) and the increased score is therefore particularly pleasing. WorkSafe is focused on rebuilding culture, leadership and performance management practices following a 2-year period of change including two organisational restructures which have directly impacted engagement.

Budget management

Expenditure within budget	15.5%	Spend is within $\pm 2\%$ of budget
---------------------------	-------	-------------------------------------

Underspending occurred due to organisational changes and resulting higher-than-expected staff vacancies. Additionally, planned spending on learning and development, ICT, facilities, and other operations was deferred during the change consultation and implementation of the new structure.

Cost efficiency

Cost of Inspectorate activities	15.3%	Within 2% of 2023/24 costs
---------------------------------	-------	----------------------------

The cost of inspectorate activities is significantly lower due to vacancies, due to organisational changes as detailed above. The cost of inspectorate activities is a subset of the overall budget.

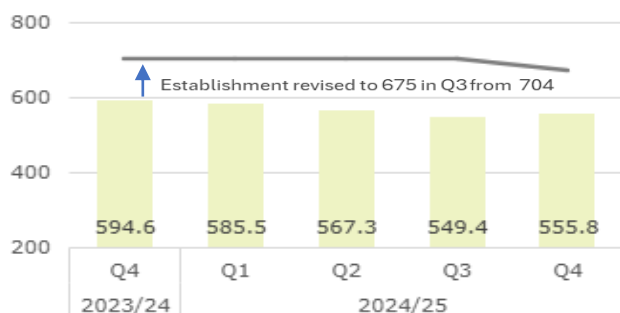
Cost of processing authorisation applications and renewals	0.3%	Within 2% of 2023/24 costs
------------------------------------------------------------	------	----------------------------

Organisational health and risks

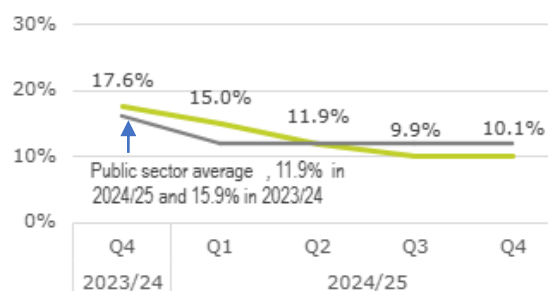
WorkSafe People

In Q4, recruitment resumed to fill vacancies following the completion of WorkSafe's organisational change in Q3. Voluntary turnover had a small increase from 9.9% in Q3 to 10.1% in Q4.

Staff numbers (FTEs)



Voluntary turnover



Figures as at 30 June 2025. Data extracted on 16 July 2025

Inspectorate capacity

The total number of inspectors has increased by 15 from 197 in Q3 to 212 in Q4 and this includes 19 trainees. A second recruitment cohort is due to complete in September and a third cohort before the end of the 2025 calendar year.

	Ratio of inspectors per 100,000 workers		Total number of inspectors		
	Trainees included	Trainees excluded	Trainees	Inspectors	Total
Q1	6.7	6.0	19	178	197
Q2	6.6	6.3	9	185	194
Q3*	6.7	6.5	7	190	197
Q4	7.2	6.6	19	193	212

*Figures revised

Personnel expenditure

Total FTEs*	Total salary*	Average salary*
554.79	\$74,303,906	\$133,932

*as per the Public Service Commission definition (No casual or CE, employees only)

Contractors and consultants

The variance between our budgeted and actual contractor and consultant spending (across both capital and operating expenditures) was triggered by the new strategy's implementation and, lower-than-anticipated organisational change expenses.

\$000	Actual	Full year budget	Variance
Operational expenditure	9,704	11,684	1,980
Capital expenditure	666	4,240	3,574

The number of contractors decreased by three this quarter following the completion of the organisational change and recommencement of recruitment of permanent resources to fill vacancies.

	2023/24	2024/25			
	Q4	Q1	Q2	Q3	Q4
Contractor numbers	15	15	21	24	21

Risks

Organisational risks

The independent review of risk management maturity and practices concluded during Q4. WorkSafe is continuing to develop the refreshed strategic risk profile and in parallel an implementation plan to deliver on the recommendations made in the report. The outcome of the plan is aimed at improving maturity to connect strategy, risk and performance, taking a whole of WorkSafe approach. The initial focus will be on the short-term actions and the plan will cover the 6 to 12-month horizon, including any resourcing requirements, sequencing, timeframes and stakeholder engagement. The plan will have an executive sponsor, regular progress reporting to the executive and oversight by the Audit Risk and Finance committee. Development of the strategic risk register refresh is expected to be complete by the end of December 2025.

Financial performance

NB Financial results are provisional and are subject to year-end audit.

The financial result is a year-end surplus of \$27.68 million, compared with a budgeted surplus of \$0.05 million. Our underspending was primarily due to extended organisational changes, which required lengthier consultations with the PSA. This paused recruitment, leading to a higher-than-expected number of staff vacancies throughout the year and a decrease in learning and development programme uptake. Furthermore, the actual expenses incurred for change-related costs, such as redundancies, were less than the allocated budget. Finally, several planned IT projects were postponed and are now scheduled for the next financial year. The surplus means we are well placed to deliver the Health and Safety reforms as strategic investment can be funded from accumulated reserves.

Statement of comprehensive revenue and expenditure

\$000	Actual	Budget	Variance
Revenue			
Revenue Crown	138,886	135,035	3,851
Interest Revenue	2,666	1,569	1,097
Other Revenue	6,872	6,340	532
Total Revenue	148,424	142,944	5,480
Expenditure			
Personnel	84,170	95,732	(11,562)
Contractors	4,018	4,252	(234)
Depreciation	7,479	8,850	(1,371)
Other Expenditure	25,076	34,063	(8,987)
Total Expenditure	120,743	142,897	(22,154)
Surplus/(deficit)	27,681	47	27,634

Revenue by area

Crown revenue is higher than budget due to the Public Service Pay Adjustment contingency funding now being recognised as it was approved by Joint Ministers in August. Other revenue is above budget due to higher interest revenue. ACC revenue is also higher than budget, mainly due to revisions to the ACC programme, which aligns to ACC programme expenditure.

\$000	Actual	Budget	Variance
Working safer levy	131,782	127,931	3,851
Major hazard facilities levy	2,690	2,690	-
Energy safety levies	4,414	4,414	-
ACC	5,866	5,000	866
Fees and Other Revenue	3,672	2,909	763
Total revenue	148,424	142,944	5,480

Expenditure by area

\$000	Actual	Full Year Budget	Variance
Core Delivery (<i>excl. Depreciation</i>)	100,294	121,571	21,277
Depreciation	7,479	8,850	1,371
Specific Delivery (<i>tagged funds</i>)			
Whakaari	541	-	(541)
Energy Safety/ MHF/P&G	6,543	7,406	864
ACC Programme	5,886	5,000	(886)
Refrigeration	-	70	70
Total Specific Delivery	12,970	12,476	(494)
Total Expenditure	120,743	142,897	22,154

- Core Delivery expenditure (excluding depreciation) is \$22.15m below budget due to cost variances arising from delays to organisational change and greater than anticipated vacancies as we implement the new structure.
- Core Delivery Depreciation is \$1.37m below budget, due timing of capital spends.
- Whakaari has spent \$0.5m, funded through the Whakaari contingency funding.
- ACC Programme is now completed. Post SPE budget updates, WorkSafe and ACC had an agreement to increase the budget from \$5m to \$6.5m.

Capital spend

\$000	Actual	Full Year Budget	Variance
ICT software	849	2,340	1,491
ICT hardware	14	300	286
Motor vehicles	-	1,720	1,720
Leasehold improvements	25	1,900	1,875
Total capital spend	888	6,260	5,372

- ICT software spend to date is primarily on Digital's continuous enhancement project.
- The purchase of motor vehicles has been delayed pending completion of a review of organisational fleet requirements.
- Leasehold improvements underspend is due to the replanning of office requirements and lease timings.

Memorandum accounts

\$000	Total YTD Balance	YTD Actual	Prior Year Total YTD
Major Hazard Facilities Levies			
Revenue	20,706	1,538	19,168
Expenditure	(21,239)	(2,613)	(18,626)
Total surplus/(deficit)	(533)	(1,075)	542
Add Crown Account surplus/(deficit)	3,053	1,152	1,901
Total surplus/(deficit) - WorkSafe held levies	2,520	77	2,443

Current financial position: Statement of financial position

\$000	Actual	Budget	Variance
Cash and bank	30,198	21,047	9,151
Investments	40,712	15,000	25,712
Debtors	1,716	4,257	(2,541)
Fixed assets	31,968	38,423	(6,455)
Total assets	104,594	78,727	25,867
Creditors and payables	5,803	5,201	602
Employment liabilities	9,028	8,234	794
Crown loan	16,562	17,945	(1,383)
Total liabilities	31,393	31,380	13
Net assets	73,201	47,347	25,854
Equity			
Capital reserves	35,063	37,925	(2,862)
Memorandum accounts	2,520	1,853	667
Accumulated surplus/(deficit)	35,618	7,569	28,049
Total Equity	73,201	47,347	25,854

- **Cash and bank:** higher than budget mainly due to overall lower spending.
- **Investments:** higher than budget due to higher surplus cash invested in term deposits to avail of higher interest rate.
- **Debtors:** lower than budget mainly due to the timing difference in the release of prepayments and payment to WorkSafe's payroll provider.
- **Fixed assets:** lower than budget mainly due to timing of capital spends.
- **Creditors and payables:** higher mainly due to the timing of payments.
- **Employment liabilities:** lower than budget due to timing of use of annual leave and accrued salaries.
- **Crown Loan:** lower than budget due to decision during the year to not draw down the remaining \$3m balance in the loan facility.
- **Equity:** higher than budget due to actual surplus of \$27.68m compared to budgeted deficit of \$0.05m.

Statement of cash flows

The overall cash position is higher than budget, mainly due to lower expenditure. The individual differences reflect the variances discussed above in the Revenue and expenditure by area and the Statement of financial position.

\$000	Actual	Budget	Variance
Operating cash flows			
Receipts from Crown	134,645	135,035	(390)
Receipts from other revenue or interest	16,062	7,927	8,135
Payments to suppliers/employees	(113,144)	(136,207)	23,063
Net operating cash flows	37,563	6,755	30,808
Investing cash flows			
Receipts/(payments) for term deposits	(30,000)	(5,000)	(25,000)
Receipt from sale of fixed assets	245	-	245
Net asset purchase	(893)	(6,438)	5,545
Net investing cash flows	(30,648)	(11,438)	(19,210)
Financing cash flows			
Crown loan paid, net	(5,000)	(2,000)	(3,000)
Net financing cash flows	(5,000)	(2,000)	(3,000)
Cash movement			
Net increase/(decrease) in cash	1,915	(6,683)	8,598
Opening cash	28,283	27,730	553
Closing cash	30,198	21,047	9,151