

WORKSAFE

Te Tāhuhu Whakaneinei Mahi

Statement of Performance Expectations

2021/22

Ngā tūruapō

VISION

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

Everyone who goes to work comes home healthy and safe

Te aronga

MISSION

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

To transform Aotearoa's workplace health and safety performance towards world-class

Ngā mātāpono

VALUES

Whakakotahi – Kia whakakotahi, kia aronui tātou

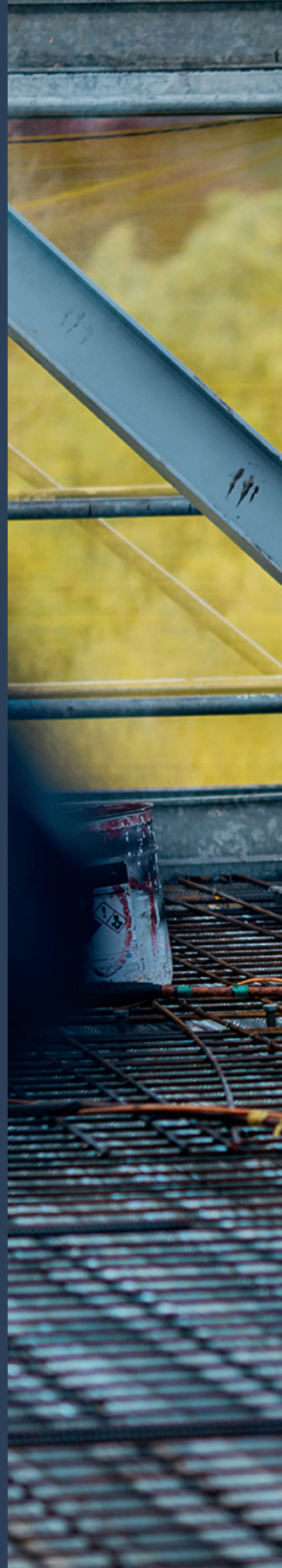
We're united in a strong purpose

Tiakina mai – Kia tiakina i roto i ngā mahi katoa

We're entrusted with a duty of care

Kōrero mai – Kia whakapāpā tahi tātou

We engage meaningfully





Foreword



Ross Wilson
Chair



Phil Parkes
Chief Executive

Our vision is that everyone who goes to work comes home healthy and safe. Our Statement of Intent (2021/22-2024/25) and our new Strategic Outcomes Framework set out clear and unwavering aspirations – healthy work, safe work and equitable outcomes for kaimahi (workers) in Aotearoa New Zealand.

We are the primary health and safety regulator and have a key leadership role in the health, safety and wellbeing system. We know that we won't achieve this by only intervening in individual cases – our focus needs to be on ensuring work is designed and done safely and well from the start. Too often health and safety is treated as an afterthought, a compliance exercise, or something that is separate to the work itself. Doing Better Work is how we will ensure that kaimahi and organisations will thrive through healthy, safe and productive workplaces.

WorkSafe is one part of a complex system. All parts of the system need to play their part to achieve the outcomes above – the regulator has an important role, but we cannot achieve this on our own. To support this we have brought iwi, unions and business together through Te Kāhu Mātai to collaborate on improving how mahi (work) is done and address strategic health and safety issues. We will also continue to work closely with our social partners across the system.

Working effectively across government is a key lever for improving outcomes. We will work closely with the Ministry of Business, Innovation and Employment (MBIE) to progress its regulatory reform programme, respond to the findings of the review of the

Whakaari White Island eruption, and contribute to the WorkSafe Strategic Baseline Review. We will also continue our partnership with the Accident Compensation Corporation (ACC) on initiatives that deliver reduced physical injury for New Zealanders.

Kaimahi engagement, participation and representation will continue to be at the forefront of our work. This approach supports kaimahi (workers) to be partners in workplace health and safety, influencing how work is done in often dangerous or potentially harmful work environments. Strengthening the Health and Safety Representatives system is one way we will do this – as is building kaimahi capability to influence health and safety outcomes within and across supply chains.

Intervening earlier for greater impact will continue to be a focus. Targeting our regulatory interventions at the top of supply chains and organisations is one of the most effective ways we can improve overall system performance. We will support improved practice on commissioning and delivery of infrastructure projects to ensure healthy, safe and productive work, and increase our focus on holding directors to account in their influential roles.

We will undertake targeted activity in each of the outcome areas. Healthy work will be improved by addressing the significant burden of harm arising from carcinogens and airborne risk – responsible for a significant number of deaths in Aotearoa. Safe work will be achieved by reducing the disproportionately high level of harm arising from plant and structures (including work in and around vehicles). Equitable outcomes will be achieved by renewing our focus on partnering with Māori to support meeting their aspirations for health and safety for Māori workers, engaging with iwi through our Te Ara Tuituinga engagement framework, and meeting our responsibilities under Te Tiriti o Waitangi. We will also continue our focus on improving outcomes for Pacific Peoples through

initiatives like Puataunoho (Come Home Safely) and through our Pacific Peoples' Responsiveness Advisory Group.

Our modernisation journey, Taura Here Waka (strength in every strand), will continue to act as our focal point and help target our regulatory activities to where we can make the greatest impact on outcomes. Refining our regulatory approach, using insights to target our regulatory activity, and transforming our digital landscape will all support our ambitious plans to become a modern, effective regulator and create Better Work in Aotearoa.

Whāia te iti kahurangi, ki te tuohu koe, me he maunga tiketike

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

Tōia mai e te ao mārama
te ara whakakotahi
te ara ka haumaruru.
I a tātou i te mahi
tiakina mai
kia hoki hauora ki te kāinga,
kia kōrero mai
mō te haumaruru o te tangata
Haumi e, hui e, tāiki e.

The world of light brings forth
a pathway of togetherness
a pathway that keeps us safe.
While we are at work
take care of us
that we may return home safe and well,
that we may ensure
the safety of the people.
Let it be affirmed, it is so.

Presented to the House of Representatives pursuant to section 149L of the Crown Entities Act 2004

We use te reo Māori throughout this document to acknowledge Māori as tangata whenua and te reo Māori as an official language of Aotearoa. WorkSafe is on a journey to build our capacity in te ao Māori and tikanga Māori capability and to use more te reo Māori.

We have translated key headings, quotes and words. Our approach is to put te reo Māori and English headings and quotes side by side. Where we have translated a key word, we will use te reo Māori and translate the word into English the first time we use it in each section. We will then use te reo Māori. This is part of our work to make te reo Māori part of everyday life at work at WorkSafe.





RĀRANGI TAKE

CONTENTS

He aro ki te rautaki Our strategy on a page	2
--	---

Mō Mahi Haumarū About WorkSafe	4
-----------------------------------	---

Te pou rautaki me ngā takune Our strategic outcomes framework and intentions	6
--	---

He mahi matua Our core regulatory activities	10
Arahanga, whakapāpā me te whakapakepake Lead, engage and influence	12
Whakaako, ārahi, whakamōhio me te ako Educate, guide, inform and learn	15
Kia hangaia te kaha, kia kanohi kitea ngā kaimahi Build capability and worker participation	18
Whakahou, whakahoahoa, whakatinana me te arotake Innovate, design, implement and evaluate	20
Whakamana, whakahaere, aromatawai me te arotake Authorise, oversee, assess and audit	24
Ketuketū, whakauruhi, me te noho haepapa Investigate, enforce and hold to account	28

Ko ngā inenga mahi Our performance measures	31
--	----

Ko te tahua pūtea me ngā tauākī tahua Our budget and financial statements	37
--	----



He aro ki te rautaki

Our strategy
on a page

Our vision

Ka haere ngā tāngata katoa ki te mahi, ka hoki hauora, haumarū mai ki te kāinga
Everyone who goes to work comes home healthy and safe

We will make a measurable difference to health and safety

Work is safe for workers and those affected by work

Our mission

To transform Aotearoa's workplace health and safety performance towards world-class

We will influence the way work is done, so workers prosper, and businesses and organisations thrive



Our values

Our WorkSafe mātaḗpono (values) will guide our behaviours

WHAKAKOTAHĪ
We are united in a strong purpose

TIAKINA MAI
We are entrusted with a duty of care

KŌRERO MAI
We engage meaningfully

The impacts we want our mahi to have

Health and safety is integrated into work design, set-up and practice

A capable workforce drives sustained health and safety improvement

Workers are partners in the health and safety at work system

The health and safety at work system works with and for Māori, Pacific Peoples and all workers

Knowledge and insights inform practice

Work-related risks are identified and eliminated or controlled

Through Taura Here Waka, we will

Choose the most effective intervention

Make choices based on insights

Measure what we do

Listen and tell our story

Partner across Aotearoa

Be set up for success

By 2023, we will be a modern, insights-led regulator

The conditions we need to support our success

We will work with others to be successful

Modern, fit-for-purpose legislation and regulations

Engaged and motivated stakeholders and partners

A capable and well-resourced regulator

WHO WE ARE

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

WHAT WE DO

We lead, contribute to and promote improved health and safety at work, and energy safety.

OUR VISION

Everyone who goes to work comes home healthy and safe.

About WorkSafe

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

OUR GOALS

We are working towards three goals for Aotearoa:

- 1 Healthy work
- 2 Safe work
- 3 Equitable outcomes

OUR IMPACTS

We want our mahi to help ensure:

- health and safety is integrated into work design, set-up and practice
- a capable workforce drives sustained health and safety performance
- workers are partners in the health and safety at work system
- the health and safety at work system works with and for Māori, Pacific Peoples and all workers
- knowledge and insights inform practice
- work-related risks are identified and eliminated or controlled.

OUR CORE ACTIVITIES

We are here to deliver through our core regulatory activities:

- lead, engage and influence
- educate, guide, inform and learn
- build capability and worker participation
- innovate, design, implement and evaluate
- authorise, oversee, assess and audit
- investigate, enforce and hold to account.

OUR VALUES



Whakakotahi:
We're united in a strong purpose



Tiakina mai:
We're entrusted with a duty of care



Kōrero mai:
We engage meaningfully

HOW WE WORK

We translate our vision into action through:

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

WHO WE WORK WITH



Workers, unions and other worker representatives, energy consumers



Employers, businesses, organisations, sector and industry bodies



Specialist advisors and training organisations



Iwi and communities across Aotearoa



Other regulators and government agencies

WHO WE ARE¹

7

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

9

Executive team members, including our Chief Advisor – Māori

645

Permanent and fixed-term staff committed to our vision

315

Staff in our Operations Group, including our General Inspectorate

18

Offices across Aotearoa in key regions

OUR FUNDING

We have two appropriations,² with five funding sources:

81%³

Working Safer Levy

A levy on all businesses to cover the cost of core activity undertaken by WorkSafe and designated health and safety regulators

3%

Major Hazard Facility Levy

A levy to offset the cost of activity in the major hazard facility regulatory regime

3%

Energy Safety Levy

A levy to recover the cost of promoting and contributing to the safe supply and use of electricity and gas

2%⁴

Targeted fees

User charges to offset the cost of activity in specific regulatory regimes (for example, safety cases)

11%

ACC revenue

Funding provided by ACC to deliver harm prevention interventions and activity

¹ As at April 2021.

² The two appropriations in 2021/22 are the Worker Safety Levy and Tax Funded CRRF (COVID-19 Response and Recovery Funding) support for industry health and safety leadership groups.

³ Includes a contribution to major hazard facility activities.

⁴ Includes interest revenue.



Te pou rautaki
me ngā takune
Our strategic
outcomes
framework
and intentions

Our Strategic Outcomes Framework and intentions for the health and safety at work system and our organisation focus on achieving our vision:

**Ka haere ngā tāngata katoa ki te mahi,
ka hoki hauora, haumaru mai ki te kāinga**

Everyone who goes to work comes home
healthy and safe

We are focused on mahi (work) being healthy and safe for everyone in Aotearoa and on addressing inequities in health and safety at work outcomes.

We will make a measurable difference by reducing the level of work-related ill health, injury and fatality in our high-risk work and high-risk sectors and industries. We will make a difference for kaimahi (workers) at greatest risk of harm – a difference for kaimahi, their families, whānau and hāpori whānui (communities). This will enable kaimahi to be present and productive at mahi, supporting businesses and organisations and all of Aotearoa to be productive and thrive.

**Kia eke panuku
ki āpōpō, kua
whakarerekētia e
Mahi Haumaru te
tirohanga a ngā
umanga, ngā rōpū
me ngā kaimahi
ki te hauora me
te haumaru i roto
i te mahi.**

In our ideal future state, WorkSafe has transformed how businesses, organisations and workers view health and safety at work.

Te pou rautaki me ngā whakaaro Our strategic outcomes framework

Health and Safety at Work Strategy

Work is healthy and safe for everyone in New Zealand

Our vision

Ka haere ngā tāngata katoa ki te mahi, ka hoki hauora, haumarū mai ki te kāinga
Everyone who goes to work comes home healthy and safe

Our goals for Aotearoa New Zealand

HEALTHY WORK

Work is healthy for workers and those affected by work

SAFE WORK

Work is safe for workers and those affected by work

EQUITABLE OUTCOMES

Work is healthy and safe for all in Aotearoa

The impacts we want our mahi to have



Health and safety is integrated into work design, set-up and practice



A capable workforce drives sustained health and safety improvement



Workers are partners in the health and safety at work system



The health and safety at work system works with and for Māori, Pacific Peoples and all workers



Knowledge and insights inform practice



Work-related risks are identified, and eliminated or controlled

Our values

WHAKAKOTAHĪ

We are united in a strong purpose

TIAKINA MAI

We are entrusted with a duty of care

KŌRERO MAI

We engage meaningfully

Our core regulatory activities



Lead, engage and influence



Educate, guide, inform and learn



Build capability and worker participation



Innovate, design, implement and evaluate



Authorise, oversee, assess and audit



Investigate, enforce and hold to account

Our Statement of Intent

Our Statement of Performance Expectations

Ko te Tauākī whakamaunga atu me te Tāhuhu Whakaneinei Mahi Our Statement of Intent and Statement of Performance Expectations

Our Strategic Outcomes Framework sets out our priorities for the health and safety at work system and for our organisation. The outcomes we are seeking to achieve and the impact we want to have are described in our Statement of Intent 2021/22–2024/25.

Our Statement of Intent also describes our journey to become a modern, insights-driven regulator as we move closer to becoming a world-class regulator.

Our modernisation journey will see WorkSafe transform how health and safety at work is viewed in Aotearoa. Health and safety will be core to how we design, set up and do work, and everyone will understand risk and recognise hazards so they can be eliminated or actively managed.

Over the course of this year, this Statement of Performance Expectations 2021/22, our mātāpono (values) and Taura Here Waka – Strength in Every Strand – our Strategic Delivery Plan will guide how we work to achieve our vision and intended outcomes and how we will make a measurable impact and evolve as an organisation.

The Statement of Performance Expectations sets out the projects and programmes we will deliver this year along with our core activities as a health and safety regulator. This mahi and how we will measure our success is set out in the following pages.

Through Taura Here Waka, we will focus on strategic alignment and governance, building our people and culture including our tikanga Māori and te ao Māori capability, improving our ICT systems and service design approach and strengthening our use of knowledge and insights.



Kōrero mai:
We engage
meaningfully



Whakakotahi:
We're united in
a strong purpose



Tiakina mai:
We're entrusted
with a duty of care

**Mā ngā mātāpono
ā tātou whananga
hei arahī.**

Our values guide
our behaviours.



He mahi matua

Our core regulatory activities

We have six core regulatory activities that reflect our role working across the health and safety system, and as the Government's primary health and safety regulator:



Arahanga, whakapāpā me te whakapakepake

Lead, engage and influence



Whakaako, ārahi, whakamōhio me te ako

Educate, guide, inform and learn



Kia hangaia te kaha, kia kanohi kitea ngā kaimahi

Build capability and worker participation



Whakahou, whakahoahoa, whakatinana me te arotake

Innovate, design, implement and evaluate



Whakamana, whakahaere, aromatawai me te arotake

Authorise, oversee, assess and audit



Ketuketū, whakauruhi, me te noho haepapa

Investigate, enforce and hold to account

COVID-19

We will continue to support the Government's response to COVID-19 through our regulatory work. Our role will evolve along with the Government's response to the pandemic.

We will continue to support sector and industry leadership groups to maintain their health and safety-focused activities and to expand them to address the health risk presented by COVID-19. We will also continue to assess how wāhi mahi (workplaces) are ensuring the safety of their kaimahi (workers) and others in response to COVID-19, with a focus on engagement and education. Aotearoa's response to the pandemic has been built on a shared understanding of responsibility and this will continue.

Over the year, we may need to stop, re-plan or start new projects or activities in response to COVID-19. This may affect existing projects and other core regulatory work. This may challenge our planning, but as an organisation, we have proven that we are flexible and resilient in the face of the challenges COVID-19 has presented us.



Arahanga, whakapāpā me te whakapakepake

Lead, engage and influence

He aha tēnei e whaitake ai

Why this matters

WorkSafe is working to achieve the vision set out in the Health and Safety at Work Strategy 2018–2028 that work is healthy and safe for everyone in New Zealand. This requires us to lead, engage and influence all system participants to shift their thinking about health and safety.

We are challenged to improve Aotearoa’s health and safety at work culture and health and safety outcomes. This is an opportunity for WorkSafe, system leaders and businesses and organisations. If good health and safety is considered at the outset, and mahi is designed, set up and done in the right way, it will help to prevent work-related ill health and reduce injuries and fatalities at work. We will make a measureable difference.

Ngā pānga tuatahi e hiahia ai tātou mai i tēnei mahi

The primary impacts we want from this work

- 1 Health and safety is integrated into work design, set-up and practice.
 - 2 A capable workforce drives sustained health and safety improvement.
 - 3 Workers are partners in the health and safety at work system.
 - 4 Work-related risks are identified, and eliminated or controlled.
-

Ko ā tātou kaupapa matua mō 2021/22

Our deliverables for 2021/22

This year, we will:

- support the health and safety at work regulatory reform programme
- work with sector leadership groups and tripartite⁵ ways of working
- support businesses and organisations to make changes in the way mahi (work) is designed, set up and done
- intervene in the supply chain so ‘shovel-ready’ and other projects are set up to focus on health and safety
- work with professional bodies to increase knowledge of occupational health and safety
- work with our Partners Council and Te Ara Tuituinga engagement framework.

Mahi (work) associated with plant, structures and working at height is responsible for 75 percent of all wāhi mahi (workplace) deaths, around 58 deaths a year. Supporting the Ministry of Business, Innovation and Employment’s regulatory reform programme, which is designed to modernise our regulatory framework activities, will be a key focus for our year. Our Minister has prioritised this activity.

WorkSafe supports, engages and works with sector and industry leadership groups. We are working to ensure continuing maturity of sector leadership groups, including driving all such groups towards tripartite ways of working.

⁵ Tripartite refers to unions, employers and government working together.

This year, we will focus on supporting leaders, businesses and organisations in the construction sector supply chain to ensure good health and safety is embedded into wāhi mahi processes and practices as they support Aotearoa's response to COVID-19. 'Shovel-ready' and other COVID-19 recovery projects can be set up with clear health and safety obligations placed on businesses and organisations through the supply chain.

As part of our mahi to harness the opportunities presented by the COVID-19 response, we will influence change in the way all businesses and organisations think about how mahi is designed, set up and done. We will work in partnership with professional bodies to increase knowledge of occupational health and safety in our workforce.

We are developing frameworks and tools to support businesses and organisations seeking to implement better work practices and improve occupational health and safety. We will share case study examples of best practice so businesses and organisations can learn from each other. We will continue to integrate our knowledge of work by design into our harm prevention programmes and projects.

We are renewing our focus on working with and for Māori, including through our Partners Council and direct iwi relationships through our Te Ara Tuituinga engagement framework. This work includes growing WorkSafe's te ao Māori and tikanga Māori capacity and capability to join with iwi, hapū, hāpori whānui (communities) and whānau to collaboratively design and deliver harm prevention programmes using a kaupapa Māori approach.

Our mahi with and for Māori extends across all our activities. We will also continue our engagement with our Pacific Peoples' Responsiveness Advisory Group. Our Minister expects us to continue to work to address the disproportionate levels of harm experienced by Māori, Pacific Peoples and kaimahi (workers) at greater risk of harm.

Ngā mahi poka pū

Core regulatory activities

- We lead and take part in change at multiple levels throughout the health and safety at work system.
- We engage with businesses and organisations, kaimahi (workers), unions and other worker representatives, and with sector, industry and expert groups.
- We forge relationships with whānau, hapū and iwi to build meaningful partnerships to drive health and safety at work change.
- We contribute to the international arena on health and safety at work, and energy safety.

Our Te Ara Tuituinga engagement framework

Te Ara Tuituinga provides the opportunity for WorkSafe to access and understand how cultural practices and beliefs can support and assist the sustainability of engagement activities through a Māori context. More importantly it provides a substantive and sustainable way of structuring relationships between WorkSafe as a Crown agency and iwi as Treaty partners.

Me pēhea e inea ai tō tātou angitu

How we will measure our success

We lead, engage and influence. Our three primary measures for this activity:

1. The proportion of partnerships funded by WorkSafe that meet or exceed the agreed partnership outcomes.
2. Number of collaboratively-designed health and safety partnership arrangements established under our Te Ara Tuituinga engagement framework.
3. WorkSafe engages with government and industry leadership bodies to promote the integration of health and safety into work planning and design.



Whakaako, ārahi, whakamōhio me te ako

Educate, guide, inform and learn

He aha tēnei e whaitake ai

Why this matters

Knowledge and insights are critical for informing decisions about national priorities and allocating resources for interventions in the broader health and safety at work system. Data, information, research and evaluation provide robust evidence to support targeted health and safety projects and activities in high-risk sectors and industries, in relation to high-risk mahi (work) practices and for kaimahi (workers) at greater risks of harm.

WorkSafe needs to learn from our regulatory activities, drawing insights from our assessments, audits, investigations and enforcement activity and using them to support future mahi. We want all persons conducting a business or undertaking⁶ to do the same - to use data, information and knowledge to target activities to keep kaimahi healthy and safe at work.

Ngā pānga tuatahi e hiahia ai tātou mai i tēnei mahi

The primary impacts we want from this work

- 1 A capable workforce drives sustained health and safety improvement.
 - 2 Workers are partners in the health and safety at work system.
 - 3 Knowledge and insights inform practice.
 - 4 Work-related risks are identified, and eliminated or controlled.
-

Ko ā tātou kaupapa matua mō 2021/22

Our deliverables for 2021/22

This year, we will:

- further develop the tools we have to collect, analyse, use and share data and information
- continue our Pūmahara project (knowledge model) to help inform regulatory decision-making
- develop our company risk model, which supports assessment decision-making
- adapt the research methodology to support a survey of kaimahi exposure
- commission new research to increase our understanding of the health and safety system
- promote and increase the uptake of the SafePlus⁷ tools
- develop a range of guidance products with a particular focus on work-related health.

As we progress towards becoming a modern, insights-driven regulator, we will continue to develop the tools we have to collect, analyse, use and share data and information. WorkSafe has a data and insights tasking and coordination group, Māramatanga (enlightenment, insight, understanding, light, meaning, significance, brainwave), which was established to ensure that our work on data and insights is aligned with our strategic priorities and the resources we have available.

⁶ In most cases, a person conducting a business or undertaking will be a business entity, such as a company. An individual carrying out business as a sole trader or self-employed person is also a person conducting a business or undertaking.

⁷ SafePlus is a voluntary health and safety performance improvement toolkit for businesses. It defines what good health and safety looks like above minimum legal compliance.

This year, we will continue our Pūmahara project, which informs regulatory decision making through better use of empirical evidence, data analytics and subject matter expertise. The project aims to develop decision-making models, augmented by technological solutions that will provide an enhanced evidence base to support our harm prevention activities. We are also continuously developing our company risk model which supports decision-making on where to target our wāhi mahi assessments based on known risks.

Building our knowledge of work-related health and the harm occurring in our wāhi mahi is a priority for WorkSafe. We are continuing mahi to adapt the OccIDEAS research methodology developed in Australia to support a detailed survey of worker exposure to carcinogens. Alongside this, we have commissioned mahi to look at options for a worker exposure database that would record measurements of actual exposures in wāhi mahi. This is intended to help Aotearoa set standards, evaluate interventions and drive improvements in work-related health. We have also commissioned new research to gain a better understanding of the risk and protective factors for work-related psychosocial harm and what works in New Zealand to support mentally healthy mahi.

This year, we will continue to promote and increase the uptake of the SafePlus tools through increased use of case studies in the areas of working from home and mentally healthy mahi. This recognises the increased need for education and guidance to support new ways of working and the impact of COVID-19.

Our guidance products will continue to align to key priorities. We will develop materials on subjects such as hazardous substances, stress and mentally healthy mahi as part of the focus on work-related health. We will also enhance our current suite of guidance for the safe management of asbestos.

Ngā mahi poka pū

Core regulatory activities

- We monitor and communicate the performance of the health and safety at work system to support insights.
- We commission, collect and use data, information and research.
- We improve health and safety practice by promoting and targeting our guidance and education materials and tools.
- We build our understanding of the system by learning from our engagements and regulatory activities.

Te ara whakamātautau i te angitū

How we will measure our success

We educate, guide, inform and learn. Our five primary measures for this activity:

1. Percentage of people we directly engage with who agree WorkSafe educates.
2. Percentage of people who say our guidance is very useful.
3. Percentage of new harm prevention programmes that are evidence-based.
4. The proportion of published WorkSafe guidance that is aligned to one or more of our priority areas.
5. WorkSafe informs the public about where health and safety harm is occurring by publishing monthly fatality and notification statistics.



Kia hangaia te kaha, kia kanohi kitea ngā kaimahi

Build capability and worker participation

He aha tēnei e whaitake ai

Why this matters

Health and safety professionals support the integration of good health and safety practice into the way mahi (work) is designed, set up and done. The need for health and safety professionals is expected to grow due to a combination of sector and industry growth, and increased demand for professional services to support boards, leaders and managers.⁸

WorkSafe is contributing to efforts to grow Aotearoa’s professional workforce, and build health and safety capability in all businesses and organisations and kaimahi (workers). Worker engagement, participation and representation are enshrined as key foundations of the Health and Safety at Work Act 2015 and are an ongoing focus of our mahi.

Ngā pānga tuatahi e hiahia ai tātou mai i tēnei mahi

The primary impacts we want from this work

- 1 A capable workforce drives sustained health and safety improvement.
- 2 Workers are partners in the health and safety at work system.
- 3 The health and safety at work system works with and for Māori, Pacific Peoples and all workers.
- 4 Work-related risks are identified, and eliminated or controlled.

Ko ā tātou kaupapa matua mō 2021/22

Our deliverables for 2021/22

This year, we will:

- work with the Health and Safety Association of New Zealand and its member associations
- build a network of champions to support WorkSafe’s increased focus on work-related health
- continue our Health and Safety Representative Discovery project
- strengthen worker engagement, participation and representation.

WorkSafe continues to work with the Health and Safety Association of New Zealand (HASANZ) and its member associations to support the development of key professional health and safety workforce groups. We have projects under way to support workforce development for occupational hygienists, hazardous substances professionals, occupational health nurses, ergonomics professionals and health and safety generalists.

This year, seven kaimahi hauora (work-related health inspectors) are building a network of champions to support WorkSafe’s increased focus on work-related health. The kaimahi hauora and this network will support our ability to undertake increasingly complex work-related health wāhi mahi assessments. The kaimahi hauora act as technical translators and relationship builders and will help WorkSafe deliver harm prevention programmes and projects. They also support the triage process for work-related health notifications so WorkSafe can respond appropriately to notifications.

**Ko te hiahia
kia uru ngā
kaimahi katoa
ki te taha o te
hauora me te
haumaruru ki
te mahi.**

We want
workers to
be partners
in health and
safety at work.

⁸ Building the Professions: HASANZ Health and Safety Workforce Pipeline Report (2019).

Over the year, actions arising from our Health and Safety Representative Discovery project will be discussed with key system influencers so we can continue to build our understanding of the reality of health and safety representatives in Aotearoa. This increased knowledge will help us design and implement a suite of initiatives with key system partners to support health and safety representatives and the important mahi they do. We are working alongside leaders across the health and safety system to prove the value proposition for businesses and organisations. Our Minister expects us to strengthen worker engagement, participation and representation in the system, which this project will support.

Higher-risk sectors remain a focus of WorkSafe's activities to build worker engagement, participation and representation. Our work with the Forestry Industry Safety Council on the Toroawhi roving health and safety champions programme is an example of our ongoing mahi to support worker participation. The success of the pilot is being evaluated so we can draw from it in future programmes.

Ngā mahi poka pū

Core regulatory activities

- We develop and support health and safety leadership programmes.
- We develop and support capability-building programmes for the health and safety workforce.
- We support and enable worker engagement, participation and representation.
- We engage with workers when we assess, audit and investigate.

Te ara whakamātautau i te angitū

How we will measure our success

We build capability and worker participation. Our two primary measures for this activity:

1. Number of active health and safety professional workforce development projects that have been co-designed by WorkSafe and the relevant association.
2. Percentage of WorkSafe assessments that include interaction with a worker or representative.



Whakahou, whakahoahoa, whakatinana me te arotake

Innovate, design, implement and evaluate

He aha tēnei e whaitake ai

Why this matters

WorkSafe estimates that 750–900 people die from work-related diseases each year, and 5,000–6,000 hospitalisations each year are associated with work-related ill health.⁹ Traditional sectors remain high-risk in relation to acute injuries for our kaimahi (workers), and we are seeing new sectors, industries and mahi (work) practices emerging as high risk.

Businesses and organisations need to consider the health and safety risks of workers in and around vehicles, and of new machinery, systems and processes that support change and innovation in the wāhi mahi (workplace). They also need to understand how to protect their kaimahi at greater risk of harm.

Ngā pānga tuatahi e hiahia ai tātou mai i tēnei mahi

The primary impacts we want from this work

- 1 Health and safety is integrated into work design, set up and practice.
 - 2 Workers are partners in the health and safety at work system.
 - 3 The health and safety at work system works with and for Māori, Pacific Peoples and all workers.
 - 4 Work-related risks are identified, and eliminated or controlled.
-

Ko ā tātou kaupapa matua mō 2021/22

Our deliverables for 2021/22

This year, we will:

- deliver work-related health harm prevention initiatives
- deliver harm prevention programmes in high-risk sectors with a focus on construction
- continue our programme of mahi focused on reducing harm working in and around vehicles
- deliver a series of kaupapa Māori marae-based harm prevention programmes
- deliver the Puataunofu Come Home Safely programme.

Our work-related health harm prevention work will focus on delivering on the three focus areas in WorkSafe's strategic plan for work-related health which are:¹⁰

- carcinogens and airborne risks
- musculoskeletal disorders
- mentally healthy work.

As part of this programme, Good Work Design, we will develop a general framework to improve work-related health outcomes, particularly around understanding and promoting factors that influence mentally and physically healthy and safe wāhi mahi environments.

⁹ New Zealand Health and Safety at Work Strategy – Outcomes Dashboard (2019).

¹⁰ Healthy Work: WorkSafe's Strategic Plan for Work-related Health 2016 to 2026.

WORK-RELATED HEALTH

Our Minister expects our work-related health harm prevention work to deliver best-practice models and tools to businesses and organisations and to improve outcomes for Aotearoa's kaimahi. Improving mental health outcomes for everyone in Aotearoa is a government priority.

This year, we will work towards an intervention approach with assessment tools that will help WorkSafe and businesses and organisations assess the systems and processes wāhi mahi have to prevent and respond to work-related health risks. We will focus on those risks that create the greatest burden of harm – exposure to carcinogens and airborne contaminants, and the job design, environmental and psychosocial factors that contribute to musculoskeletal disorders and mental ill health. For example, we will continue to support the New Zealand Occupational Hygiene Society to implement and evaluate the Breathe Freely programme to raise businesses' awareness of airborne risks and how to combat them.

HARM PREVENTION

Higher-risk sectors remain a focus of WorkSafe's harm prevention and core regulatory activities, including our role in the all-of-government COVID-19 response and our work with the Accident Compensation Corporation (ACC). Our Minister expects us to focus on joint mahi with ACC and to be clear where we lead harm prevention initiatives. We will continue to deliver programmes of work across the construction, agriculture, forestry and manufacturing sectors with a particular focus on upstream interventions.

Along with supporting COVID-19 response and recovery activities, we are establishing a peer-to-peer mentoring programme within residential construction – an adaptation of a programme successfully piloted in Australia by SafeWork New South Wales. We are also partnering with the meat industry to develop interventions aiming to reduce serious injuries sustained while undertaking infrequent tasks such as machine cleaning and maintenance.

We are continuing our programme of work focused on reducing harm working in and around vehicles. Initiatives include implementing the release of WorkSafe's expectations regarding seatbelts. Following our marketing campaign, this will be a focus for our wāhi mahi assessments. We will also support the implementation of our good practice guidelines on managing wāhi mahi traffic.

WORKING WITH AND FOR MĀORI

This year, we will deliver a series of kaupapa Māori marae-based harm prevention programmes in high-risk industries such as manufacturing, construction and forestry to lift the mana of kaimahi and build their health and safety leadership capability. WorkSafe will connect with regional and local iwi, Māori hapori whānui (communities), local government, industry bodies, businesses and kaimahi whānau to co-design programmes with wrap-around support by regional agencies wanting to invest in longer-term sustainable outcomes for Māori. Our engagement with our Partners Council and Te Ara Tuituinga engagement framework will support these activities.

ENGAGEMENT WITH PACIFIC PEOPLES

Our focus on Pacific Peoples' health and safety and worker engagement, has centred on the delivery of the Puataunofu Come Home Safely programme. Phase two of this programme includes a train-the-trainer programme where health and safety representatives or advisers from companies WorkSafe has worked with learn how to deliver Puataunofu presentations themselves. This year, we will also work with our National Pacific Peoples Responsiveness Advisory Group to establish an approach to engaging with Pacific kaimahi through community groups and other organisations to reach into Pacific communities.

Ngā mahi poka pū

Core regulatory activities

- We focus on reducing ill health, injuries and fatalities by developing and supporting harm prevention programmes.
- Our mahi identifies and eliminates the risk of catastrophic events.
- We develop kaupapa Māori harm prevention approaches with and for Māori.
- We measure and evaluate how effective our programmes and interventions are.

Te ara whakamātautau i te angitū

How we will measure our success

We innovate, design, implement and evaluate. Our four primary measures for this activity:

1. Number of harm prevention programmes targeting high-risk sectors or risks that are common across sectors.
2. Proportion of harm prevention programmes that actively consider health and safety outcomes for Māori and Pacific Peoples.
3. Percentage of WorkSafe General Inspectorate assessments that include a focus on work-related health risks.
4. Number of collaboratively designed kaupapa Māori health and safety programmes delivered.



SG



411



Whakamana, whakahaere, aromatawai me te arotake

Authorise, oversee, assess and audit

He aha tēnei e whaitake ai

Why this matters

WorkSafe is responsible for a range of authorisation regimes that help keep kaimahi (workers) healthy and safe at work, and protect public safety. We assess and audit wāhi mahi (workplaces) to monitor compliance with the law and to ensure good health and safety. This is important harm prevention work.

Our proactive regulatory activities are about being present and engaged, building relationships, providing information and educating, and undertaking enforcement measures before things go wrong. Our Minister expects our regulatory activities to improve outcomes in the health and safety system, supporting businesses and organisations to reduce injuries and fatalities, and to improve work-related health.

Ngā pānga tuatahi e hiahia ai tātou mai i tēnei mahi

The primary impacts we want from this work

- 1 Health and safety is integrated into work design, set-up and practice.
 - 2 Workers are partners in the health and safety at work system.
 - 3 Knowledge and insights inform practice.
 - 4 Work-related risks are identified, and eliminated or controlled.
-

Ko ā tātou kaupapa matua mō 2021/22

Our deliverables for 2021/22

This year, we will:

- continue to build operational capacity and capability
- embed Here Matatū and Te Pū o Te Wheke (the National Practice Community Steering Group)
- develop legal standards and instruments to give effect to the Health and Safety at Work Act 2015
- implement a new refrigeration licensing regime
- embed changes to the commercial rafting operations regime
- use the range of measures and tools available to us under the Health and Safety at Work Act 2015
- continue mahi to formalise regulatory conversations as a distinct intervention tool
- undertake on-site verification of major hazard facility safety cases.

WorkSafe will continue to build operational capacity and capability and ensure further coordination of our operational activities. Our national planning and support functions will include embedding Here Matatū and Te Pū o Te Wheke (the National Practice Community Steering Group). We are continuously working to improve our regulatory activities and meet Aotearoa's expectations of us. We are also working to be clear and consistent in our expectations of businesses and organisations.

We will continue to develop legal standards and instruments to give effect to the Health and Safety at Work Act 2015 so that businesses and organisations can meet their obligations. The successful implementation of the new refrigeration licensing regime is an ongoing priority. This will include developing new unit standards to show technician competency and developing technology systems to process licence applications. We are also implementing a range of practice and processes improvements in the management of our authorisation regimes. We are embedding the changes to the commercial rafting operations regime that came into effect last year.

We will continue to use the range of measures and tools available to us under the Health and Safety at Work Act 2015 to intervene before harm occurs. As a result of our assessment and audit activities, WorkSafe can take enforcement measures beyond issuing infringement notices and initiating investigations and prosecutions, the most common of which are verbal directions, directive letters, improvement notices and prohibition notices.

We also have sub-sector regulatory conversations at a leadership level. We are continuing mahi to formalise these regulatory conversations as an intervention tool that can be used in matters where issues are apparent across an industry or sub-sector.

All major hazard facilities now have an accepted safety case in place, and our focus this year will shift to on-site verification, ensuring that all elements of safety cases are in place on site and working effectively. We will strengthen our oversight of the high hazard facilities that fall below the designated threshold to be a major hazard facility by creating an additional team of inspectors dedicated to this area. The team will link with the mahi of compliance certifiers to ensure that site standards are implemented and maintained.

Ngā mahi poka pū

Core regulatory activities

- We develop legal standards and instruments to set minimum standards for health and safety at work.
- We deliver and oversee authorisation regimes¹¹ for regulated people, places and activities.
- We regulate, assess and audit regulated people, places and activities.
- We use a range of enforcement tools¹² to improve health and safety practice and prevent harm.

¹¹ Authorisation regimes are administrative schemes established by regulation and administered by WorkSafe. There are currently 13 regimes.

¹² Our enforcement tools include infringement notices, prohibition notices, urgent instructions, warnings, advisories and prosecutions.

Te ara whakamātautau i te angitū

How we will measure our success

We authorise, oversee, assess and audit. Our five primary measures for this activity:

1. Percentage of General Inspectorate assessments that are directed by the WorkSafe company risk model.
2. Number of energy safety audits (of products, suppliers, networks, distribution systems, installations) completed.
3. Percentage of high hazard sites inspected compared to annual operating plan targets for major hazard facilities, petroleum and geothermal, and mining, tunnelling and quarry sites.
4. Percentage of corrective actions identified as part of the audit process by hazardous substances compliance certifiers:
 - that are closed within the specified timeframe, or
 - where further action is taken.
5. Percentage of complaints or concerns that indicate a possible breach of obligations by an adventure activity operator (AAO) (or a persons conducting a business or undertaking that should be registered as an AAO) that are:
 - closed within the specified timeframe, or
 - where further action is taken.





Ketuketū, whakauruhi, me te noho haepapa

Investigate, enforce and hold to account

He aha tēnei e whaitake ai

Why this matters

People depend on WorkSafe to help all businesses and organisations ensure good health and safety is put into practice at mahi (work). Our harm prevention activities reduce the need for investigations and enforcement actions. We also play an essential role in ensuring that employers and businesses who do not meet their obligations are held to account in a fair and proportionate way.

Our enforcement activities are specific to the situation they seek to address and to the seriousness of the breach that we identify. We investigate where something has gone wrong and where kaimahi (workers) are at risk or have been harmed at work.

Ngā pānga tuatahi e hiahia ai tātou mai i tēnei mahi

The primary impacts we want from this work

- 1 Health and safety is integrated into work design, set-up and practice.
 - 2 A capable workforce drives sustained health and safety improvement.
 - 3 Knowledge and insights inform practice.
 - 4 Work-related risks are identified, and eliminated or controlled.
-

Ko ā tātou kaupapa matua mō 2021/22

Our deliverables for 2021/22

This year we will:

- complete investigations and enforcement action in a timely and effective way
- embed our new centralised file support unit to improve the efficiency of our investigations
- embed our new Coronial Services and Victim Support Team
- continue the Whakaari White Island prosecution
- respond to the review of our activities leading up to the Whakaari White Island eruption.

As a regulator, we want to investigate and complete any consequential enforcement action in a timely and effective way. Our Minister expects these actions to focus on optimal outcomes for the health and safety at work system and to be completed in a timely manner. Over the course of the year, we will work to meet this expectation.

We have made a number of changes we will embed over the year, including our new centralised file support unit to improve the efficiency of our investigation to prosecution process. The unit will reduce the administrative burden on our WorkSafe investigators and increase their capacity.

We have recently established a Coronial Services and Victim Support Team which will support WorkSafe with enhanced policies, procedures and systems that will support improvements to our investigation and prosecution processes, including our engagement with external stakeholders and with victims. We now have our Te Mate Ohore protocol, which we use as a guide to determine our approach to investigating fatalities involving Māori victims.

WorkSafe will continue our Whakaari White Island prosecution. It remains our largest and most complex investigation and subsequent prosecution. We will ensure that it remains well resourced and that we continue to support the victims during this challenging phase.

One of the lessons we have learned from Whakaari White Island is that we can improve our major incident response planning. This includes responding to the independent review of our activities leading up to the eruption to ensure we capture and deliver on the lessons learned.

Ngā mahi poka pū

Core regulatory activities

- We investigate to support compliance with health and safety laws.
- We support businesses and organisations to self-review to help them improve their health and safety practice.
- We hold those who do not meet their health and safety obligations to account in a fair and proportionate way.
- We may prosecute when there is non-compliance with health and safety laws, and in doing so, provide justice for victims.
- We agree enforceable undertakings when work systems and processes require change.

Te ara whakamātautau i te angitū

How we will measure our success

We investigate, enforce and hold to account. Our four primary measures for this activity:

1. Percentage of investigations where a final decision is made and communicated to victims and persons conducting a business or undertaking within 12 months of commencement.
2. Percentage of energy safety investigations (notifiable or non-notifiable incidents and unsafe situations) involving gas and electricity that are completed within 60 working days.
3. The WorkSafe Te Mate Ohorere protocol is used as a guide for determining the approach to investigating fatalities involving Māori victims.
4. Percentage of investigation files referred to WorkSafe's legal group to initiate a prosecution that meet agreed quality standards.

Enabling activities

WorkSafe is improving the technology that supports our mahi (work) across WorkSafe, and with partners and stakeholders through our digital transformation programme.

Our Statement of Intent 2021/22 – 2024/25 describes how we will build our leadership, project management and change capability to improve our programme management and change processes. This will help us deliver on the Health and Safety at Work Act 2015 and the associated regulations that directly impact on our role and work.

During 2021/22 we will progress important ICT system and process initiatives through our digital transformation programme. The new technology will support us to increase our capacity and capability in data analysis, intelligence and research.

The five primary measures for our enabling activities are:

1. The authorisation regime is live for online transactions with WorkSafe by 30 June 2022.
2. The self-service portal for members of the public and persons conducting a business or undertaking is online by 30 June 2022.
3. The core case management platform build has commenced by 30 June 2022.
4. The Digital Independence discovery phase is complete by 30 June 2022.
5. Pūmahara (knowledge model) developed by 30 June 2022, to support effective use of WorkSafe data, evidence and expertise.

Ko ngā
inenga mahi

Our performance
measures



WorkSafe's performance measures relate primarily to the Vote Labour Market appropriation for Workplace Relations and Safety – Workplace Health and Safety.

This appropriation is limited to information, education, leadership, guidance, support, and enforcement relating to the health and safety of workers and workplaces. This appropriation is intended to achieve healthier, safer and more knowledgeable workplaces.

Our performance measures reflect our activities and the success of work we do:

Statement of Performance Expectations 2021/22 measures by core regulatory activity

MEASURE	CORE REGULATORY ACTIVITIES						TARGET	BENCHMARK
	Lead, engage and influence	Educate, guide and inform	Build capability and worker participation	Innovate, design, implement and evaluate	Authorise, oversee, assess and audit	Investigate and hold to account		
L1 The proportion of partnerships funded by WorkSafe that meet or exceed the agreed partnership outcomes. ¹³	●						100%	New measure
L2 The number of collaboratively-designed health and safety partnership arrangements established under our Te Ara Tuituinga engagement framework.	●						>2	New measure
L3 WorkSafe actively engages with government and industry leadership bodies to promote the integration of health and safety into work planning and design.	●			○			Achieved	New measure
E1 The percentage of people who say our guidance is 'very useful'. ¹⁴		●					>60%	60%
E2 The percentage of people we directly engage with who agree WorkSafe educates.	○	●					>65%	66%
E3 The percentage of new harm prevention programmes that are evidence based.		●					100%	New measure

● The main core regulatory activity the measure is aligned to

○ Secondary core regulatory activities the measure is aligned to

¹³ The wording of this measure has changed. In 2020 we referred to 'tripartite health, safety and wellbeing initiatives' but this wasn't relevant to all funded partnerships.

¹⁴ In 2019/20 we measured the percentage of people who said our guidance was useful or very useful. The 2019/20 result was 97%. This measure now includes 'very useful' responses only.

MEASURE	CORE REGULATORY ACTIVITIES						TARGET	BENCHMARK
	Lead, engage and influence	Educate, guide and inform	Build capability and worker participation	Innovate, design, implement and evaluate	Authorise, oversee, assess and audit	Investigate and hold to account		
E4 The proportion of published WorkSafe guidance that is aligned to one or more of our priority areas: - higher risk sectors or industries - cross-sector event-types - work-related health exposures - workers at greater risk.		●		○			≥80%	New measure
E5 WorkSafe informs the public about where health and safety harm is occurring by publishing monthly fatality and notification statistics.	○	●					Achieved	New measure
B1 The number of active health and safety professional workforce development projects that have been co-designed by WorkSafe and the relevant association.	○		●				>3	New measure
B2 The percentage of WorkSafe assessments that include interaction with a worker or representative. ¹⁵	○	○	●				≥80%	79.3% (2019/20 result)
I1 The number of harm prevention programmes targeting high-risk sectors or risks that are common across sectors.	○	○	○	●			4	New measure
I2 The proportion of harm prevention programmes that actively consider health and safety outcomes for Māori and Pacific Peoples.	○	○	○	●			100%	New measure
I3 The percentage of WorkSafe General Inspectorate assessments that include a focus on work-related health risks.	○	○	○	●	○		≥65%	69.1% (2019/20 result)

¹⁵ We are constrained by the functionality of our Guardian tool, but we will develop the capability to measure effectiveness. In the meantime, the Workforce Segmentation and Insights Programme will help us to measure effectiveness.

MEASURE	CORE REGULATORY ACTIVITIES						TARGET	BENCHMARK
	Lead, engage and influence	Educate, guide and inform	Build capability and worker participation	Innovate, design, implement and evaluate	Authorise, oversee, assess and audit	Investigate and hold to account		
I4 The number of collaboratively designed kaupapa Māori health and safety programmes delivered.	○	○	○	●			≥3 programmes	New measure
A1 The percentage of General Inspectorate assessments that are directed by the WorkSafe company risk model.	○			○	●		≥60%	New measure
A2 The number of energy safety audits (of products, suppliers, networks, distribution systems, installations) completed.					●		≥650 audits	New measure
A3 The percentage of high hazard sites inspected compared to annual operating plan targets for major hazard facilities, petroleum and geothermal, and mining, tunnelling, and quarry sites.	○	○			●		100%	New measure
A4 The percentage of corrective actions identified as part of the audit-process for hazardous substances compliance certifiers: - that are closed within the specified timeframe, or - where further action is taken.		○			●		100%	New measure
A5 The percentage of complaints or concerns which indicate a possible breach of obligations by an adventure activity operator (AAO) (or a person conducting a business or undertaking that should be registered as an AAO) that are: - closed within the specified timeframe, or - where further action is taken.					●		100%	New measure

MEASURE	CORE REGULATORY ACTIVITIES						TARGET	BENCHMARK
	Lead, engage and influence	Educate, guide and inform	Build capability and worker participation	Innovate, design, implement and evaluate	Authorise, oversee, assess and audit	Investigate and hold to account		
H1 The percentage of investigations where a final decision is made and communicated to victims and persons conducting a business or undertaking within 12 months of commencement.	○					●	100%	89% (2019/20 result)
H2 The percentage of energy safety investigations (notifiable/non-notifiable incidents and unsafe situations) involving gas and electricity that are completed within 60 working days.	○	○				●	≥80%	87% (2019/20 result)
H3 The WorkSafe Te Mate Ohore protocol ¹⁶ is used as a guide for determining the approach to investigating fatalities involving Māori victims.		○				●	100%	New measure
H4 The percentage of investigation files referred to WorkSafe's legal group to initiate a prosecution that meet agreed quality standards.						●	≥80%	New measure

- The main core regulatory activity the measure is aligned to
- Secondary core regulatory activities the measure is aligned to

¹⁶ Te Mate Ohore (our sudden death protocols) is our approach to managing cultural beliefs and protocols surrounding a workplace death.

Enabling activities

MEASURE	TARGET	BENCHMARK
En1 The authorisation regime is live for online transactions with WorkSafe by 30 June 2022	Achieved	New measure
En2 The self-service portal for members of the public and persons conducting a business or undertaking is online by 30 June 2022	Achieved	New measure
En3 The core case management platform build has commenced by 30 June 2022	Achieved	New measure
En4 The Digital Independence discovery phase is complete by 30 June 2022	Achieved	New measure
En5 Pūmahara (knowledge model) developed by 30 June 2022, to support effective use of WorkSafe data, evidence and expertise	Achieved	New measure

We monitor and measure our performance during the year. WorkSafe provides performance reports to the Minister for Workplace Relations and Safety each quarter and in our Annual Report.

This year, the COVID-19 pandemic and our contribution to the whole-of-government response may impact on us achieving our performance measures. Throughout the year, we expect we will need to reprioritise, replan, pause and restart initiatives and programmes and evolve the way we undertake our core regulatory activities. WorkSafe remains committed to our health and safety leadership role and to achieving our performance measures.

Inenga mahi

Performance measures

WorkSafe's Statement of Intent 2021/22–2024/25 considers how WorkSafe can measure the difference we are making on our outcomes for Aotearoa and impacts on kaimahi (workers) and health and safety at work. Our Statement of Intent can be found on our website.¹⁷

¹⁷ worksafe.govt.nz/about-us/corporate-publications

Ko te tahua
pūtea me ngā
tauākī tahua
Our budget
and financial
statements



Ngā pūtea matua

Our funding

We are funded through two appropriations set by Parliament’s annual budget process and collected primarily through the Working Safer Levy. We also receive funding from fees, a partnership agreement with the Accident Compensation Corporation (ACC), the Major Hazard Facility Levy and the Energy Safety Levy.

Our funding sources as at 2020/21

APPROPRIATION			OTHER REVENUE	
WORKING SAFER LEVY	MAJOR HAZARD FACILITY LEVY	ENERGY SAFETY LEVY	TARGETED FEES	ACC REVENUE
81% ¹⁸	3%	3%	2% ¹⁹	11%
A levy on all businesses to cover the cost of core activity undertaken by WorkSafe and designated health and safety regulators	A levy to offset the cost of activity in the major hazard facility regulatory regime	A levy to recover the cost of promoting and contributing to the safe supply and use of electricity and gas	User charges to offset the cost of activity in specific regulatory regimes (for example, safety cases)	Funding provided by ACC to deliver harm prevention interventions and activity

We invest our funding across our core roles to deliver our mandated functions and responsibilities as the primary health and safety regulator

How we use our funding

WorkSafe uses its funding to lead, contribute to and promote improved health and safety at work, and energy safety through our core activities:

- lead, engage and influence
- educate, guide, inform and learn
- build capability and worker participation
- innovate, design, implement and evaluate
- authorise, oversee, assess and audit
- investigate, enforce and hold to account.

A description of the work we undertake through these activities is set out in this Statement of Performance Expectations 2021/22.

¹⁸ Includes a contribution to major hazard facility activities.

¹⁹ Includes interest revenue.

Statement of disclosure

The Board has responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting. It is responsible for the preparation of WorkSafe's prospective financial statements, the judgements made in them and the appropriateness of the assumptions made in them and all other required disclosures by WorkSafe.

In the Board's opinion, the prospective financial statements fairly reflect the operations and financial position of WorkSafe New Zealand as at 1 July 2021. As noted, financial results shown for 2020/21 are estimated, not actual. These prospective financial statements are not proposed to be updated after presentation.



Ross Wilson
Chair



Paula Rose QSO
Deputy Chair

Our reportable outputs

WorkSafe is funded primarily through the Vote Labour Market Appropriation Workplace Relations and Safety – Workplace Health and Safety.

The appropriation is limited to information, education, leadership, guidance, support, and enforcement relating to the health and safety of workers and workplaces. This appropriation is intended to achieve healthier, safer and more knowledgeable workplaces.

The measure used to report against the appropriation is that 'More people improve their practices as a result of direct interaction with WorkSafe'.

PERCENTAGE OF PEOPLE (WORKERS AND EMPLOYERS)	RESULT 2020/21	TARGET 2021/23
Percentage of people (workers and employers) who made at least one change to improve workplace safety and/or reduce risks to workers' health, after interaction with a Health and Safety Inspector	TBC	>85%

Results will be available after September 2021 from the Impacts Effect Monitor (which replaces the Service Excellence Survey).

Cost of service statement

\$000	ESTIMATED ACTUAL 2020/21	FORECAST 2021/22
Revenue from the Crown ^{20,21}	120,673	129,316
Interest revenue	397	250
Other revenue	20,556	19,368
TOTAL REVENUE	141,626	148,934
TOTAL EXPENDITURE	136,718	150,546
Surplus/(deficit)	4,908	(1,612)

²⁰ From non-departmental output expense Workplace Relations and Safety – Workplace Health and Safety (includes both Workplace Health and Safety revenue and Energy Safety revenue) and Working Safer Levy-collection services.

²¹ Includes \$869,000 for levy-collection services in both 2019/20 and 2020/21.

Prospective statement of comprehensive revenue and expense for the year ended 30 June 2022

\$000	ESTIMATED ACTUAL 2020/21	FORECAST 2021/22
<i>Revenue</i>		
Funding from the Crown	120,673	129,316
Interest revenue	397	250
Other revenue	20,556	19,368
TOTAL REVENUE	141,626	148,934
<i>Expenditure</i>		
Personnel costs	88,420	87,754
Depreciation and amortisation expense	4,566	7,355
Other expenses	43,732	55,437
TOTAL EXPENDITURE	136,718	150,546
Surplus/(deficit)	4,908	(1,612)
TOTAL COMPREHENSIVE REVENUE AND EXPENSE	4,908	(1,612)

Prospective statement of financial position as at 30 June 2022

\$000	ESTIMATED ACTUAL 2020/21	FORECAST 2021/22
<i>Assets</i>		
Current assets		
Cash and bank	5,616	4,125
Receivables	1,928	1,928
Investments	26,000	24,500
TOTAL CURRENT ASSETS	33,544	30,553
Non-current assets		
Property, plant and equipment	9,080	11,586
Intangible assets	13,926	19,600
TOTAL NON-CURRENT ASSETS	23,006	31,186
TOTAL ASSETS	56,550	61,739
<i>Liabilities</i>		
Current liabilities		
Payables	7,001	6,224
Income in advance	7,166	1,068
Employee entitlements	4,940	5,240
TOTAL CURRENT LIABILITIES	19,107	12,532
Non-current liabilities		
Employee entitlements	768	750
Income in advance	-	-
Loan - harm prevention	-	13,393
TOTAL NON-CURRENT LIABILITIES	768	14,143
TOTAL LIABILITIES	19,875	26,675
Net assets	36,675	35,064
<i>Equity</i>		
Capital reserves	26,634	26,635
Memorandum accounts	5,133	10,041
Accumulated surplus/(deficit)	4,908	(1,612)
TOTAL EQUITY	36,675	35,064

**Prospective statement of changes in equity
for the year ended 30 June 2022**

\$000	ESTIMATED ACTUAL 2020/21	FORECAST 2021/22
Balance at 1 July	5,133	10,042
Capital contribution	26,634	26,634
Total comprehensive revenue and expense	4,908	(1,612)
BALANCE AT 30 JUNE	36,675	35,064

Prospective statement of cash flows for the year ended 30 June 2022

\$000	ESTIMATED ACTUAL 2020/21	FORECAST 2021/22
<i>Cash flows from operating activities</i>		
Receipts from the Crown	121,448	129,316
Interest received	397	250
Receipts from other revenue	13,024	13,270
Payments to suppliers	(44,296)	(54,354)
Payments to employees	(87,692)	(85,607)
Net cash flows from operating activities	2,881	2,875
<i>Cash flows from investing activities</i>		
Receipts from sale of property, plant, and equipment	190	500
Receipts from term deposits	10,500	(2,500)
Purchase of property, plant, and equipment	(11,130)	(4,620)
Purchase of intangible assets (ICT)	(2,280)	(10,914)
Purchase of term deposits	-	-
Net cash flows from investing activities	(2,720)	(17,534)
<i>Cash flows from financing activities</i>		
Capital contribution	500	13,393
Net cash flows from financing activities	500	13,393
Net increase/(decrease) in cash and cash equivalents	661	(1,266)
Cash and cash equivalents at the beginning of the year	4,730	5,391
Cash and cash equivalents at the end of the year	5,391	4,125

Key assumptions and changes

The following significant assumptions have been used in preparing the forecast information:

- Financial information is prepared in accordance with generally accepted accounting practice.
- Revenue from multi-year programmes such as ACC partner programmes and major hazard facility safety cases are recognised on a percentage of completion basis, with any unspent portion treated as income in advance.
- Accumulated surpluses are used where available to supplement revenue.
- Capital expenditure reflects allocation of funding to the ICT capability roadmap. The investment required to deliver this capability will be subject to appropriate business case processes, and WorkSafe's capital plan will be updated once this information is available.

He tauākī o ngā kaupapa here kaute

Statement of accounting policies

Reporting entity

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

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

The Board authorised these prospective statements for issue on 21 June 2021.

Basis of preparation

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

STATEMENT OF COMPLIANCE

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

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

MEASUREMENT BASE

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

FUNCTIONAL AND PRESENTATION CURRENCY

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

Standards issued and not yet effective and not early adopted

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

AMENDMENT TO PBE IPSAS 2 STATEMENT OF CASH FLOWS

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

PBE FRS 48 SERVICE PERFORMANCE REPORTING

PBE FRS 48 replaces the service performance reporting requirement of PBE IPSAS 1 and is effective for reporting periods beginning on or after 1 January 2021.

Significant accounting policies

The following significant accounting policies, which materially affect the measurement of financial results and financial position, have been applied consistently to all periods presented in these financial statements.

REVENUE

Revenue is measured at fair value and is recognised when earned. It is reported in the financial period to which it relates.

REVENUE FROM THE CROWN

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

PROVISION OF SERVICES

Services provided to third parties on commercial terms are exchange transactions. Revenue from these services is recognised in proportion to the stage of completion at balance date. The liability is shown in the statement of financial position as revenue in advance.

INTEREST

Interest revenue is recognised using the effective interest method.

FOREIGN CURRENCY

Foreign currency transactions are translated into New Zealand dollars using the exchange rates prevailing at the dates of the transactions.

OPERATING LEASES

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

CASH AND CASH EQUIVALENTS

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

DEBTORS AND OTHER RECEIVABLES

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

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

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

INVESTMENTS

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

PROPERTY, PLANT AND EQUIPMENT

The property, plant and equipment asset classes consist of furniture and office equipment (including building fit-outs), computer hardware and motor vehicles. Property, plant and equipment are shown at cost, less any accumulated depreciation and impairment losses.

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

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

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

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

DEPRECIATION

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

ASSET CLASS	DEPRECIATION METHOD
Furniture and office equipment	General: 5 years 20% straight line (SL) Leasehold improvements: The shorter of 10 years 10% SL or the remaining term of the lease of the building that has been fitted out
Computer hardware	4 years 25% SL
Motor vehicles	5–6 years 16.6–20% SL

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

Intangible assets

SOFTWARE ACQUISITION AND DEVELOPMENT

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

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

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

AMORTISATION

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

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

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

Impairment of non-financial assets

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

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

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

Creditors and other payables

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

Employee entitlements

Employee entitlements that WorkSafe expects to be settled within 12 months of balance date are measured at undiscounted nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date and sick leave.

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

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

Superannuation schemes

WorkSafe has obligations for contributions to KiwiSaver. The contributions are recognised as an expense in the statement of comprehensive revenue and expense as incurred.

Obligations for contributions to the State Sector Retirement Savings Scheme and the Government Superannuation Fund are recognised in the statement of comprehensive revenue and expense as they fall due. Any reimbursement of these costs from the State Services Commission is recognised as revenue in the statement of comprehensive revenue and expense.

Provisions

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

Restructuring

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

Goods and services tax (GST)

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

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

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

Income tax

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

Cost allocation

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

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

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

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

Critical accounting estimates and assumptions

In preparing these financial statements, we have made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed reasonable under the circumstances. There are no critical assumptions to detail specifically.

Capital intentions 2021/22 to 2024/25

WorkSafe’s capital assets consist primarily of ICT to support business capabilities, leasehold facilities, office equipment and a vehicle fleet to support the inspectorate. Funding for capital is a combination of depreciation funding plus capital injections as required.

Our capital investment intentions to 30 June 2025 are detailed below:

	PLANNED INVESTMENT \$M			
	2021/22	2022/23	2023/24	2024/25
ICT software	10,914	10,651	5,603	3,637
ICT hardware	300	100	600	300
Motor vehicles	3,000	1,500	1,500	1,500
Leasehold improvements	1,320	1,000	1,000	1,000
Other assets	-	-	-	-
	15,534	13,251	8,703	6,437

Disclaimer

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

ISSN 2382-0608 (print)

ISSN 2382-0616 (online)

Published: June 2021

PO Box 165, Wellington 6140, New Zealand



Except for the logos of WorkSafe, this copyright work is licensed under a Creative Commons Attribution-Non-commercial 3.0 NZ licence.

To view a copy of this licence, visit <http://creativecommons.org/licenses/by-nc/3.0/nz>

In essence, you are free to copy, communicate and adapt the work for non-commercial purposes, as long as you attribute the work to WorkSafe and abide by the other licence terms.

