

Maruiti 2027 Safe Haven



***WORKSAFE'S REFRESHED PLAN TO IMPROVE
THE EQUITY GAP FOR MĀORI AND TO
REDUCE FATALITIES, SERIOUS HARM
AND HEALTH IMPACT ON MĀORI.***

November 2021



Te Kāwanatanga o Aotearoa
New Zealand Government

WORKSAFE
Mahi Haumarū Aotearoa

**Aku mihi mahana ki a koutou katoa
Anei ko Maruiti He rautaki hei
whakaiti aitua i nga wahi mahi
He aha te mea nui o te ao
He Tangata! He Tangata! He tangata!
Nō reira tēnā koutou katoa**

Our warmest greetings to you all, introducing 'Maruiti 2027' a refresh strategy to work towards improving the health and safety for Māori at work. What is the most important thing in this world? It is people, it is people, it is people.



Hei whakarāpopoto

Executive summary

Maruiti 2027 refresh continues to address a significant gap in WorkSafe New Zealand's health and safety programming. It provides a focus for Māori hauora health and safety needs in the face of data demonstrating a disproportionate impact on Māori at work. WorkSafe acknowledges its Tiriti o Waitangi responsibilities to Māori, and we need to refresh our approach to give life to those responsibilities.

Maruiti 2027 lays out a plan for WorkSafe. It focuses on a 2027 desired position and proposes action to meet an unfulfilled need for a sector of our economy that needs help.

We have two goals

The outcome of this strategy Maruiti 2027 is that we must all:



Lower both the number and rate of injuries Māori are subject to and reducing the current equity gap between Māori and non-Māori by 2027.



Elevate WorkSafe's Te Ao Māori capacity and capability to a state of 'comfortable' by 2025.



Kupu whakataki

Foreword

E ngā iwi o te motu, tēnā kōutou Katoa

Māori are disproportionately represented in many social and economic indicators monitored by government and now we must include health and safety which includes hauora (well-being).

As New Zealander's we all have a responsibility to ensure our workers thrive and businesses prosper, we need to do this for ourselves, our communities and our tamariki. Sadly, Māori workers are killed and seriously injured at work more than anyone else in Aotearoa, this is unacceptable and must change.

This strategy is our commitment to do better for Māori and all New Zealander's, but we can't do it alone. We need the support of Iwi-Māori communities, Kaimahi and whānau, businesses, local and central government agencies to work with us in changing how mahi is planned, designed and delivered. We acknowledge, we may not get it right every single time, but be assured we are genuine in our commitment to close the equity gap that currently exists for Māori and bring all New Zealander's home healthy and safe from work.



A handwritten signature in black ink, appearing to read 'Phil Parkes'.

Phil Parkes
Chief Executive



A handwritten signature in black ink, appearing to read 'Ross Wilson'.

Ross Wilson
Chair



Tō mātou karakia

Our karakia

Tōia mai e te ao mārama

te ara whakakotahi

te ara ka haumarū.

I a mātou i te mahi

tiakina mai

kia hoki hauora ki te kainga,

kia kōrero mai

mō te haumarū o te tāngata

Haumi e, hui e, taiki 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.



Te Tūruapō me te aronga

WorkSafe's vision and mission

Te Tūruapō

Our Vision

Haere hauora atu hoki haumarū mai
Everyone who goes to work comes home healthy and safe

We want to make a measurable difference to hauora health and safety outcomes, and we want kaimahi to be healthy and safe for future generations.

We work towards our vision by working with communities on how mahi is designed, set-up and delivered so that kaimahi, can thrive in a safe place they have helped create.

We know that to achieve our vision, we must reduce the inequities in outcomes for Māori, who are at greater risk of harm at work. We must partner with Iwi-Māori, industry and local Government to identify and pursue the health and safety system, culture and practice changes, when we do this we will improve the overall health and safety performance for Aotearoa New Zealand.

Te Aronga

Our mission

Kia tāhū nui te hauora, te haumarū i ngā wāhi mahi o Aotearoa
To transform New Zealand's health and safety at work performance towards world-class

In order for our health and safety system to be world-class, we must enable health and safety knowledge and practice to be shared and done with a Te Ao Māori perspective. To do this, we must change the way the health and safety at work system operates at multiple levels.

We are committed to working with and for Māori to develop a kaupapa Māori health and safety system that works for all kaimahi. A kaupapa Māori approach will support our focus on the most important thing '*he tangata he tangata he tangata - the people, the people, the people*'.

Ngā mātāpono

Our values

OUR VALUES GUIDE THE WAY WE WORK:

Kōrero mai

Kia whakapāpā tahi tātou
We engage meaningfully

Whakakotahi

Kia whakakotahi, kia aronui tahi 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



Te piripono ki te Tiriti o Waitangi

Our commitment to
the Treaty of Waitangi



The Government is committed to engaging with Māori to address equity issues within health, education, social services and justice. And now we must add hauora health and safety at work



WorkSafe is doing its part to enhance relations between Māori and the Crown. This is so we can work together to ensure tamāriki and mokopuna benefit by the work we do today. We know it is a journey, but we are committed towards meeting our responsibilities under Te Tiriti o Waitangi.

We work with and for Māori kaimahi, whānau (families) communities, hapū and iwi, and others to improve the hauora health and safety of people. Our work will support kaimahi and their whānau, businesses, and organisations across Aotearoa New Zealand to prosper and thrive.

Through our WorkSafe strategy and Maruiti refresh 2027, we have prioritised Māori hauora health and safety as a goal for our organisation and our people. We will deliver on this goal by strengthening our collaboration to improve hauora health and safety outcomes for Māori kaimahi.

E hāngai pū ana tatou ki ngā tōrite i roto i ngā putanga hauora me ngā haumaruru mā ngai Māori

We are focused on addressing the inequities we see in health and safety outcomes for Māori kaimahi

55%

The rate of acute injury with a week or more away from work for Māori has been, on average, 55% higher than the rate for non-Māori.¹

15%

The Māori rate of acute injury with a week or more away from work has increased by 15% in the past six year; in the same period the non-Māori rate increased by 8%.

WorkSafe's commitment to Māori and Te Tiriti o Waitangi includes

Rangapū

Partnership

We will actively forge and maintain relationships with iwi, hapū, hapori whānui and whānau.

Manaaki

Protection

We will actively ensure Māori have at least the same level of hauora health and safety outcomes by advancing tino rangatiratanga.

Whai wāhitanga

Participation

We will actively participate in kōrero and decisions relating to Māori and their complete lives with whakawhanaungatanga.

¹ The average rate of serious injury for non-Māori over the past 12 years has been 8.41 per thousand kaimahi. For Māori, the average rate of serious injury in the same period has been 13 per thousand kaimahi. Source: WorkSafe Swift Data, Injury claims by severity and ethnicity 2008–2019.



Te pūtake

Why it matters

We are concerned about the higher rates of harm and the exposure to risk Māori experience at work. At the same time we acknowledge that the picture of Māori hauora, health and safety at work is dominated by injury data. WorkSafe needs to know more about the impacts of work-related ill health on our Māori kaimahi as well. We will build this picture over time.

The original Maruiti Safe Haven Strategy (published in June of 2016) highlighted the gap that existed between Māori and non-Māori rates of injury at work. This led to the setting of two core goals for our work and WorkSafe as an organisation:

- 1 to lower the Māori injury rate to be equal to or less than the non-Māori injury rate by 2025
- 2 to reach Te Ao Māori capability excellence in our organisation by 2020

To lower the Māori injury rate to be equal to or less than the non-Māori injury rate by 2025

We are concerned that our first core goal of lowering the Māori injury rate to be equal to or less than the non-Māori injury rate by 2025 is increasingly unlikely. This is because injury claims data tells us there is a persistent gap between Māori and non-Māori rates of injury, and that between 2013 and 2019 health and safety outcomes for Māori got worse² with an increase in both acute injuries, and acute injuries with a week or more away from work.

This is best expressed by looking at the number of excess injuries for Māori over the past several years. Excess injuries are the number of acute injuries for Māori that would not have occurred if Māori had the same injury rate as non-Māori. The sectors with the highest number of excess injuries for Māori are manufacturing, construction, and transport, postal and warehousing as shown below.³ Forestry remains the highest-risk sector in terms of fatalities.

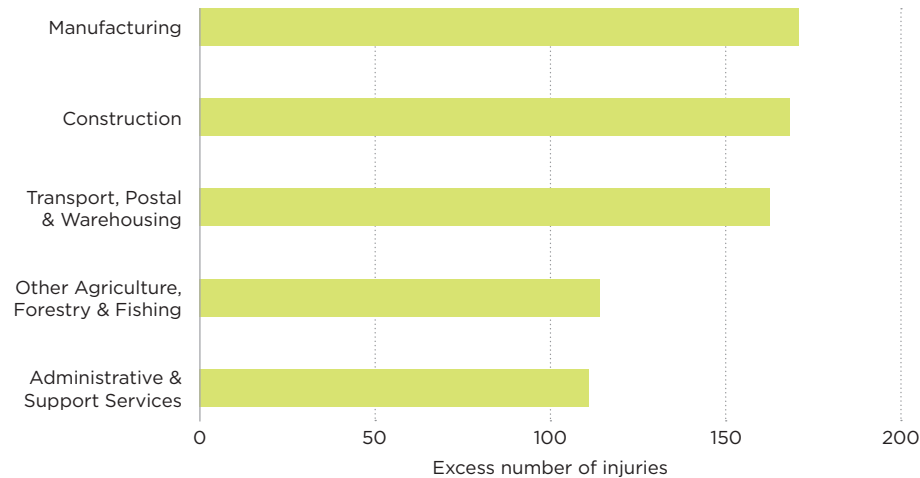
We are concerned about the higher rates of harm and the exposure to risk Māori experience at work.

² WorkSafe SWIFT (2019).

³ WorkSafe SWIFT (2019) based on ACC data which doesn't include all types of workplace harm.



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



To reach Te Ao Māori capability excellence in our organisation by 2020

In 2020, WorkSafe acknowledged that we had not achieved **our second core goal** of reaching excellence in Te Ao Māori capability by 2025. We have built a solid foundation for our people to continue to grow and develop, we have increased capacity and capability in Te Pou Ora our Māori unit to enable them to help us support our goals to address the gap in hauora health and safety outcomes for Māori kaimahi. We need to do this so we can connect with Iwi-Māori communities in a culturally appropriate way. We are committing to this in our four-year Statement of Intent 2021/22 - 2024/25, in this Maruiti Strategy 2027 and in the work that we do with and for Māori and all kaimahi in Aotearoa New Zealand.

The gap in health and safety at work outcomes between Māori and non-Māori kaimahi is significant, persistent, and systemic.



Me aro ki te whakahou i te rautaki o Maruiti me te ngākau titikaha ki a ngai Māori hei tangata whenua

It is time for us to refresh our
Maruiti Safe Haven Strategy
and our commitment to Māori
as tangata whenua



Te whanake haere o ngai Māori me te ohanga

The growing Māori population and economy

Building internal Te Ao Māori capacity and capability will help us leverage the opportunities presented by the growing Māori economy. One such opportunity is how we retain the industry knowledge and experience of our kaumātua kaimahi to educate our rangatahi (youth) across our workforce.

Young kaimahi (under the age of 25) are at higher risk of a work-related acute injury. For young kaimahi, the work-related acute injury rate that leads to more than a week away from work (per amount of time spent at work) is 14.6 per 1,000 FTEs in 2018. This is above the New Zealand average of 12.7.⁵

INCREASE IN MĀORI GDP CONTRIBUTION

\$39bn INCREASE

In 2013, the Māori gross domestic product (GDP) asset base was \$11bn. In 2020, it increased to \$50bn.⁴



Māori economic influence is on the increase and Māori businesses and organisations are becoming more influential; particularly in the primary sector.



There is real potential for WorkSafe to partner with Māori businesses and organisations in our work to influence change.

INCREASE IN THE MĀORI WORKFORCE

1% INCREASE

In 2015, Māori represented 11.5% (271,000) of the Aotearoa New Zealand workforce. In 2020, it increased to 12.5%.



The Māori workforce is still growing. This means more Māori rangatahi kaimahi entering the workforce.



We need to focus on younger kaimahi, and Māori rangatahi in particular because:

1. they are at higher risk of a work-related acute injury
2. due to the younger age distribution of Māori in the workforce.

4 Berl 2020

5 WorkSafe SWIFT (2019)



Ngā whakatakatū

What we will do



Kia aukati kino te iho o te mahi

Harm prevention is at the heart of what we do

We understand that achieving better Māori hauora health and safety outcomes means understanding how and where Māori kaimahi experience harm, and then working with other agencies in partnership, with iwi-Māori and whānau, to support Māori kaimahi. We will achieve this through:



a series of evidence-based goals focussing on high risk industries for Māori in specific provinces where injuries are occurring (effectively creating a 'regional or community approach' to targeting Māori health and safety),



assign those regional goals and targets to a number of teams within WorkSafe creating a more whole of organisation approach to prioritise, share, and increase WorkSafe's engagement and effectiveness in this area,



look at augmenting the regional focus with regional partnerships and relationships (with iwi-Māori) but also working in concert with other industries, agencies operating in a health or support capacity in the regions,



support the work of WorkSafe teams with the co-design of Kaupapa Māori delivery programmes, and targeted capability uplift in tikanga Māori and te reo Māori - to improve both the level of comfort, understanding, and effectiveness of WorkSafe when engaging with Māori to find joint solutions.

What is kaupapa Māori?

Kaupapa Māori can be defined as the existence of values and behavioural systems incorporating a Māori perspective, or te ao Māori.

Kaupapa Māori builds on the notion that values, protocols, and practices of Māori culture are integral to the thinking, planning and delivery of the work of the day, medium-term activities and strategic planning.

Taking a kaupapa Māori approach provides a space to discuss unconscious bias, reflections, and assumptions within the context of te ao Māori. It enables work to be with and for Māori and places people at its heart. Kaupapa Māori programme delivery provides for a bi-cultural process underpinned by core Māori social values to the benefit of all.

THE OBJECTIVE OF THIS REFRESHED MAURITI SAFE HAVEN STRATEGY IS:

By 2027 Māori rates of injury are reduced relative to non-Māori, as a means of addressing equity issues in the workforce.

By 2025 Worksafe will be capable in te ao Māori working in true partnership with Māori communities.



He whakaiti pāpātanga, he whakaiti nama mō ngā whara

Our work to lower the rate and number of injuries

We know that to drive real change for Māori, we must change how we work, and with whom we work with. We are committed to:

1

focusing on the most high-risk industry and sectors for Māori (forestry, construction, manufacturing, postal and transport) and regions (Auckland, Waikato, Bay of Plenty, Canterbury, Northland, East Coast).

2

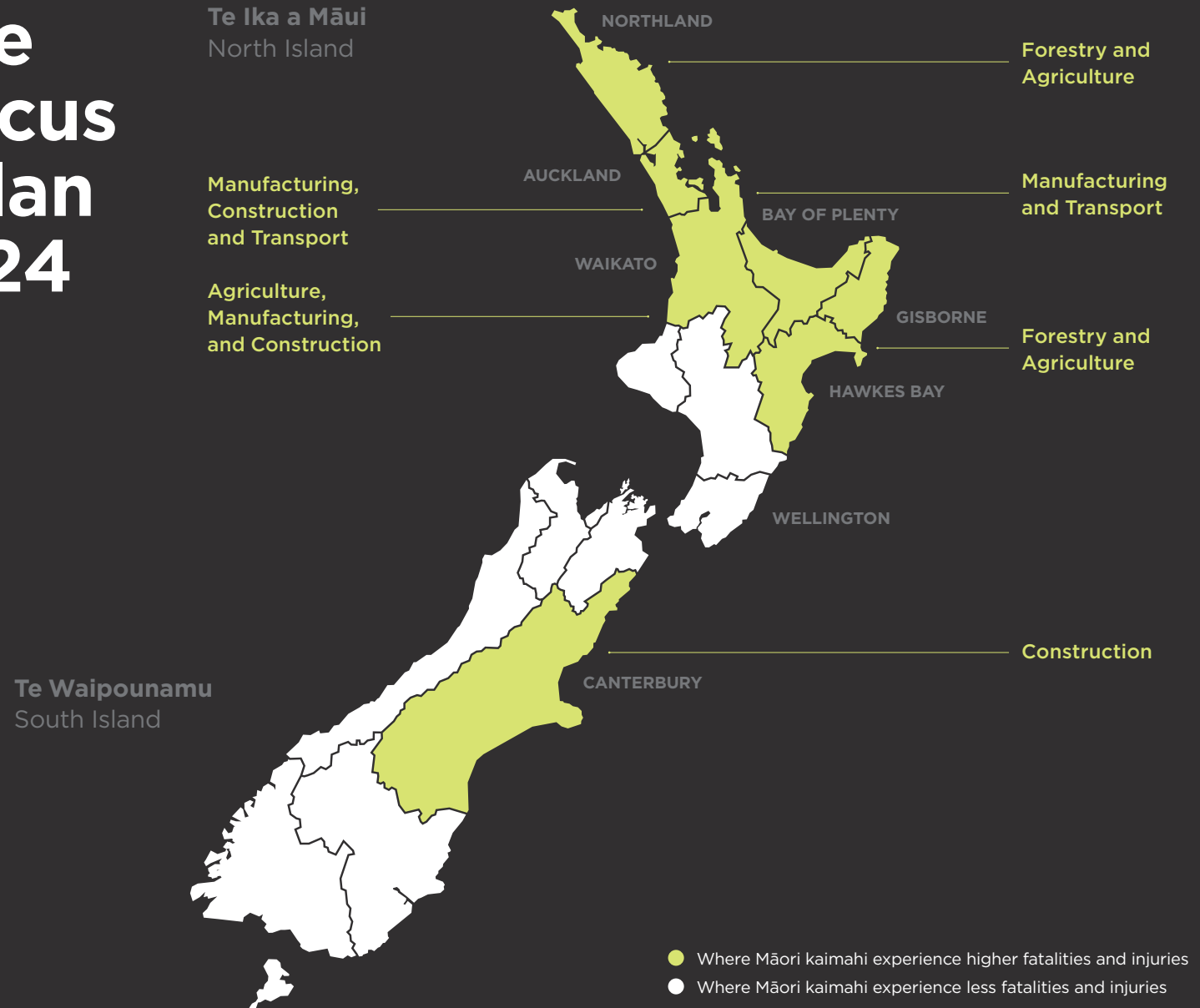
increasing the level of collaboration and coordination across WorkSafe, acknowledging that a whole of organisation approach is needed which should be reflected in the outcomes sought or goals for our work with and for Māori (including Māori duty holders and kaimahi),

3

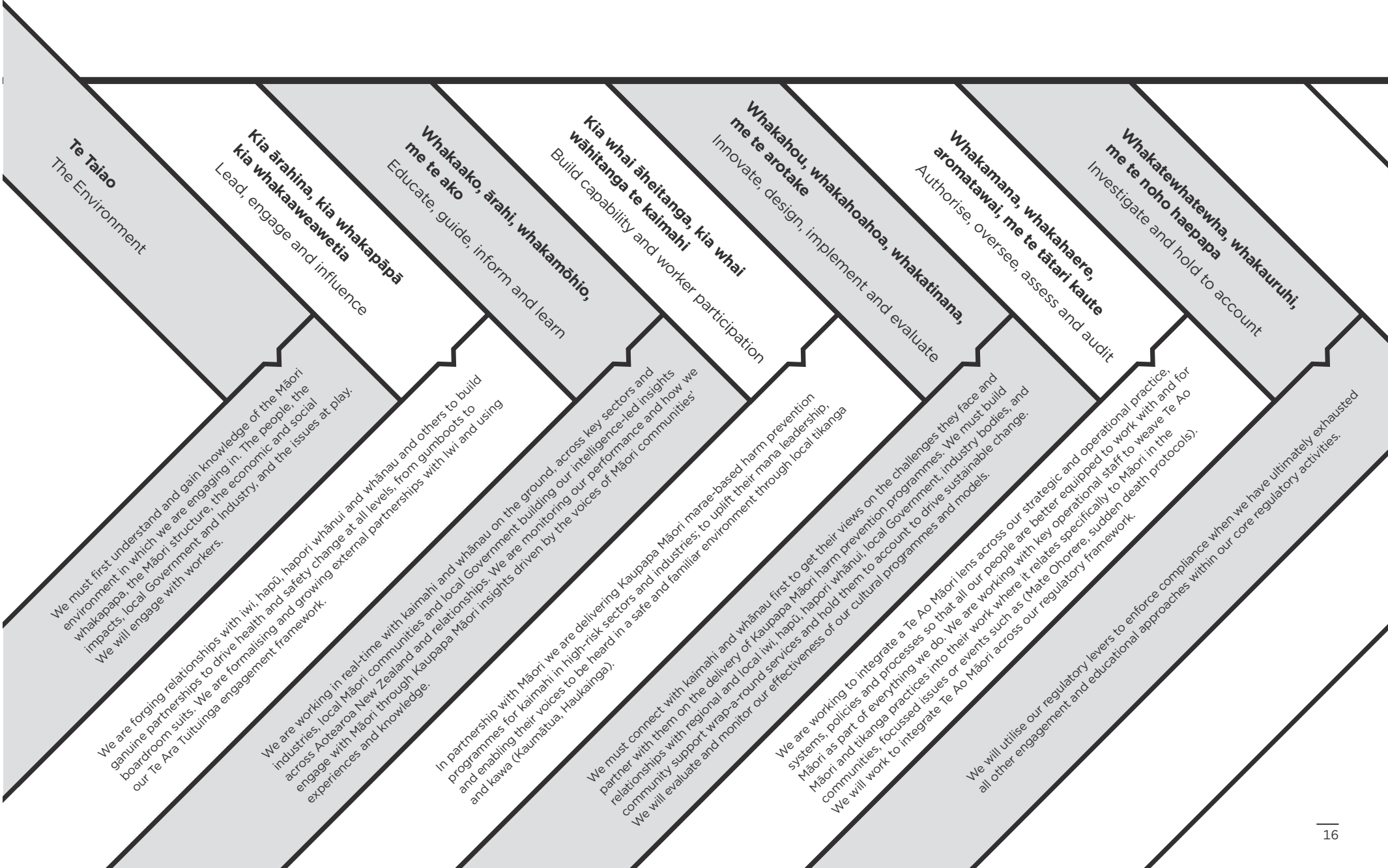
Forming partnerships with Iwi-Māori (but also other agencies, associations, and community groups), to increase both the coverage and impact of health and safety programmes and activities, utilising regional resources and networks that are already in place.



WorkSafe Māori Focus Action Plan 2021-2024



Our externally focused work to drive health and safety system change with and for Māori spans all the areas of our WorkSafe core regulatory activities:



Nga mahi whakahaere

Our work to increase Te Ao Māori capability

WorkSafe is committed to meeting our responsibilities under Te Tiriti o Waitangi and to building effective and sustained Māori Crown relations. To do this we will focus on uplifting staff individual Te Ao Māori capability and at the same time we will build our overall organisations Te Ao Māori capability to a state of 'comfortable' by 2025.

What success will look like

WorkSafe will be capable in further outyears when all staff can establish and maintain good working relationships with Iwi-Māori built on trust and integrity, regardless of what roles we play within the system. We will be capable when we can maintain these relationships longer-term in a culturally appropriate way and when mutual commitments are making a measurable and sustainable difference to improve the hauora health and safety performance for Māori and future generations.

The Te Arawhiti 'Māori Crown Relations Capability Framework for the Public Service - Organisational Capability Component' (OCC) provides the structure, and guidance, to help WorkSafe build its organisational capability in alignment to other public sector agencies.

Te Arawhiti has identified the following as initial capability focus areas for the public service and we will draw from their advice on:

- governance
- relationships with Māori
- structural considerations
- workforce capability
- environment; and
- policy development and service delivery.

Individual capability will focus on the upskilling of WorkSafe staff in focus areas on understanding racial equity and institutional racism, Aotearoa New Zealand history and Te Tiriti o Waitangi, Te Ao Māori worldview knowledge, tikanga/kawa, te reo Māori; and engagement with Māori.

WorkSafe will also contribute to the realisation of Maihi Karauna, the Governments Strategy for Māori Language Revitalisation. Through our own Te Reo Māori Strategy (July 2021) we will contribute to the audacious goal of one million New Zealanders (or more), by 2040, being able and confident to kōrero at least basic sayings in Māori.





He tātari i te angitū

Measuring our success

We have incorporated indicators to track the success for our work with and for Māori in our WorkSafe strategy, which is found in our four-year Statement of Intent 2021/22 – 2024/25. We also have measures in our annual Statement of Performance Expectations each year.

These indicators and measures set the foundation for what we are striving to achieve. They ensure the line-of-sight turning strategy into action. Our work must result in equitable hauora health and safety outcomes.





The indicators and measures below build upon those in our strategy. We will monitor and report on our work to our leaders and managers, our Board, and our Minister. And, most importantly to everyone in Aotearoa New Zealand.

We have also established measures for the organisational change we are seeking within WorkSafe. The increased capacity and capability of our people to deliver for and with Māori through utilising their te ao Māori and tikanga Māori knowledge and skills, and to grow our te reo Māori capacity and capability.



INDICATOR	SPECIFIC DATA POINT	DIRECTION	BASELINE
Statement of Intent outcome indicators			
As overall work health and safety outcomes improve, differences in outcomes between population groups narrow.	Statement of Intent indicator: Serious non-fatal injuries per 100,000 FTE for Māori and Pacific Peoples compared to total population (3-year rolling average).	↓	Māori (2017-19) 21.7
	Statement of Intent indicator: Self-reported ill health caused or made worse by work for Māori and Pacific Peoples compared to non-Māori, non-Pacific Peoples.	↓	(Baseline to be set in 2021/22)
	Statement of Intent indicator: Exposure to carcinogens and psychosocial risks by ethnicity.	↓	(Baseline to be set in 2021/22)
	Statement of Intent indicator: Exposure to psychosocial risks for Māori and Pacific Peoples compared to non-Māori, non-Pacific.	↓	(Baseline to be set in 2021/22)
Statement of Intent impact indicators			
The health and safety at work system works with and for Māori, Pacific Peoples, and all kaimahi.	Statement of Intent indicator: The proportion of Māori and Pacific kaimahi who report effective engagement and participation in health and safety at work.	↑	(Baseline to be set in 2021/22)
	Statement of Intent indicator: The proportion of Māori and Pacific kaimahi who are satisfied with the quality and availability of information on health and safety.	↑	(Baseline to be set in 2021/22)
There are more formal processes for Māori partnership in the health and safety system.	Statement of Intent indicator: The number of health and safety partnership arrangements established under Te Ara Tuituinga engagement framework.	↑	>2
	Statement of Intent indicator: Number of collaboratively-designed kaupapa Māori health and safety programmes delivered.	↑	>3
Statement of Performance Expectation Measures			
Lead, engage and influence	Number of collaboratively designed health and safety partnership arrangements established under our Te Ara Tuituinga engagement framework	↑	>2
Innovate, design, implement and evaluate	Proportion of harm prevention programmes that actively consider health and safety outcomes for Māori and Pacific Peoples	↑	100%
	Number of collaboratively designed Kaupapa Māori health and safety programmes delivered	↑	>3
Investigate and hold to account	The WorkSafe Mate Ohorere protocols used as a guide for determining the approach to investigating fatalities involving Māori victims and Whānau pani.	↑	100%



INDICATOR	SPECIFIC DATA POINT	DIRECTION	BASELINE
WorkSafe organisational measures			
<p>WorkSafe works to improve health and reduce harm for Maori at work</p>	<p>Maruīti Safe Haven Strategy indicator:</p> <p>Prevent the growth of, and then reduce Māori fatalities and serious injuries at work with a focus on current industries and regions with high injury numbers and rates:</p> <ul style="list-style-type: none"> - the agriculture and forestry sector in Northland and on the East Coast - manufacturing, construction, and transport in Auckland, - agriculture, manufacturing, and construction in Waikato, - transport and manufacturing in the Bay of Plenty - construction in Canterbury. <p>In keeping with the partnership process – final goals and activities to be agreed with regional partners and stakeholders, utilizing co-design and co-delivery processes as required, with goals and targets to be reviewed annually.</p>		<p>(Regional goals and targets to be set with partners/ stakeholders)</p>
	<p>Maruīti Safe Haven Strategy indicator:</p> <p>Percentage of workplace assessments that are undertaken with the support of the Te Pou Ora network.</p>		<p>New measure – baseline to be set in 2021/22</p>
<p>WorkSafe is a Te Ao Māori capable organisation engaging in meaningful relations with Māori</p>	<p>Maruīti Safe Haven Strategy indicator:</p> <p>All WorkSafe staff have a te ao and tikanga Māori performance goal in their performance development plans.</p>		<p>Q4 2021/22</p>
	<p>Maruīti Safe Haven Strategy indicator:</p> <p>Percentage of WorkSafe staff who have actively participated in the te ao, te reo and tikanga Māori capability programme.</p>		<p>Q3 2021/22 Indicator to be determined</p>



He mihi

Acknowledgements

**He mihi tēnei ki ngā ringa raupā
i āwhina mai ki tēnei tuhinga**

We would like to acknowledge
the efforts of all the staff who
contributed to this publication.

Whāia te iti kahurangi, ki te tuohu koe, me he maunga teitei.

Seek the treasure that you value most dearly, if you bow your
head, let it be to a lofty mountain.



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.

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