

HEALTH AND SAFETY AT WORK STRATEGY 2018-2028

New Zealand Government



MINISTER'S FOREWORD

Everyone in New Zealand has the right to come home from work healthy and safe.

Sadly, for too many of us, that is not the reality. New Zealand's high rate of work-related harm means too many workers face a life forever changed by injury or illness and too many families, friends and communities are left to pick up the pieces of lives ended early and tragically.

Although we have made significant progress in reducing work-related harm since the Pike River tragedy, New Zealand's rates of work-related harm are still high by international standards. The latest official figures suggest that progress in reducing deaths and serious injuries has stalled and in some sectors is even going backwards. It is imperative that we continue to improve.

The Government is determined to provide leadership on workplace health and safety. Our plan to build an economy that is growing and working for all of us has at its heart a commitment to safer and healthier work for everyone.

The Health and Safety at Work Strategy will drive ambitious, sustained and system-wide improvements in our health and safety performance, to significantly lift the wellbeing and living standards of all New Zealand workers and their families.

I want to ensure that we reduce all types of significant harm at work. This includes broadening the focus from acute harm to make sure we're managing wider health risks, including mental health. Deaths from work-related disease may be as many as 10 times the number of deaths from acute harm each year, and issues like bullying, stress and fatigue are having a huge impact on workers across New Zealand.

We must focus on achieving better outcomes for young people, Māori, Pasifika and other workers in industries of greater risk, who are over represented in injury statistics or are in high-risk sectors like forestry and construction, or more likely to be engaged in temporary, geographically remote or precarious employment.

As the Future of Work becomes a reality and our workforce evolves, we need to make sure we manage health and safety risks well, and create cultures that support healthy work.

All of us – business, workers, families, colleagues, and mates – have a role to play in making better progress. Over the last few years, businesses, unions, sector groups, workers, government agencies and others have worked hard to start putting into place the foundations we need to be a country that has the skills, tools, and commitment to make sure everyone is healthy and safe at work. We must maintain this momentum.

Ten years is a long time. New Zealand will look different in 2028. I have therefore pitched the Strategy at a principles level and expect that it will be underpinned by action plans and a structured conversation between all of the main players in the system. It is through the exchange of ideas and action that we will improve health and safety in New Zealand.

I thank everyone who was involved in the consultation on the draft Strategy, and look forward to seeing everyone playing their part to get better outcomes for workers in New Zealand.

Together we can ensure that everyone comes home from work healthy and safe.

Hon Iain Lees-Galloway

Minister for Workplace Relations and Safety



HEALTH AND SAFETY AT WORK STRATEGY 2018-2028

The Strategy sets the direction for improving health and safety at work in New Zealand

New Zealand's level of work-related harm is still high by international standards. Some population groups are at greater risk of harm, such as Māori, Pasifika, migrants, older workers, and youth. Some businesses and sectors face challenges in managing their health and safety risks well, including small businesses and higher risk sectors. Fatalities from work-related health risks are up to 10 times higher than fatalities from injuries. We need to do better.

The Strategy:

- Sets a **clear direction** for New Zealand, providing a shared vision for where we want to get to, and what we need to do to get there.
- Identifies the common **capability gaps and opportunities**, through a set of goals and priorities that help us focus our efforts
- Supports **better coordination**, by providing visibility of the different roles we have and a framework to talk to each other about how we're working towards better health and safety
- Improves **measurement**, through the work to build a better picture of New Zealand's overall health and safety.

The core of the Strategy is the vision, goals and priorities. Together these make up the framework for action.

Work must be healthy and safe for everyone in New Zealand

This is the Strategy's vision. To achieve this, we need to make sure we are focusing our efforts in the right areas. The Strategy sets out two goals, aimed at helping everyone play their part to manage health and safety risks effectively and proportionately.

We need to focus on what will make the biggest impact

The first goal is getting everyone to focus on what will make the biggest impact to reduce harm. To achieve this goal there are three priorities: better management of work-related health risks; businesses with greater need (including sectors with the highest harm and small business); and workers with greater need (workers at greater risk such as Māori, Pasifika, migrant and seasonal, younger and older workers)

We need to build everyone's capability to do this well

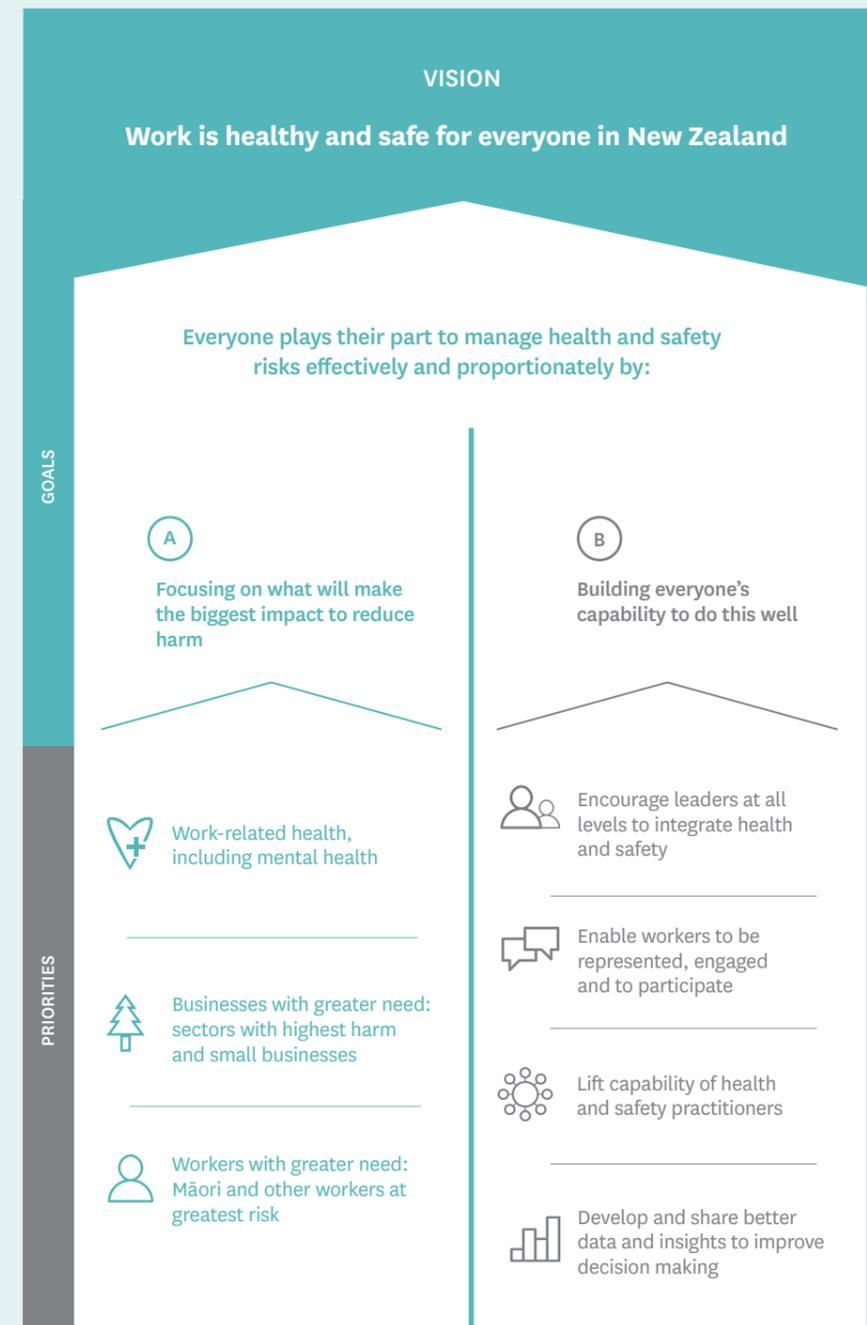
The second goal is building everyone's capability to do this well. We need to make sure that everyone knows what their role is, is able to and does play their part. To achieve this there are four priorities that together will lead to improved capability in the system to manage risks. These are leadership; worker engagement, representation and participation; health and safety practitioners; and data and insights.

Each priority is linked to the others

These priorities don't work in isolation – they are all interlinked and we need to address all of them to lift our game.

FRAMEWORK FOR ACTION

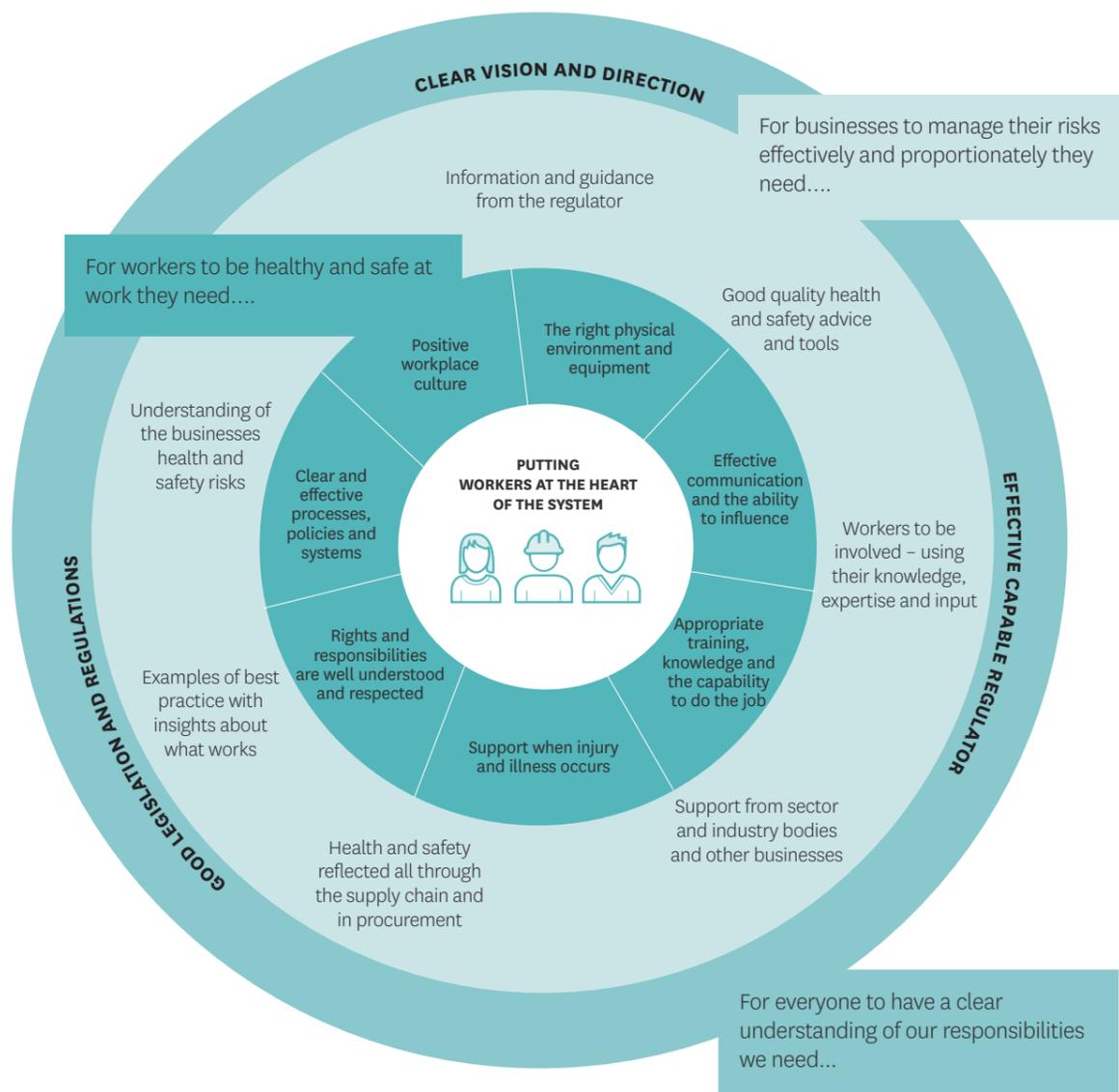
This is the Government's direction for improving the health and safety of workers in New Zealand. The vision, goals and priorities in the Strategy target the areas that we all need to work on over the next 10 years.



HOW THE STRATEGY CONTRIBUTES TO GOOD HEALTH AND SAFETY

This diagram sets out the key things that contribute to good health and safety at work

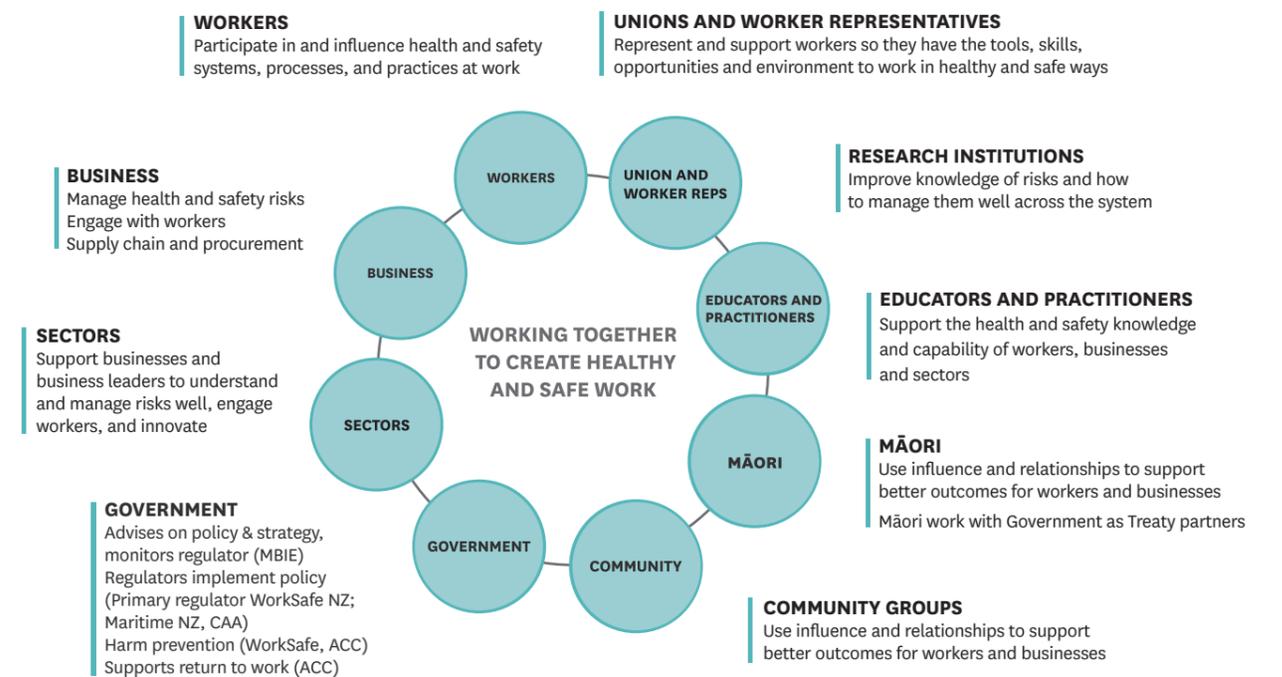
Good legislation and effective, capable regulators that enforce the legislation are needed, along with a clear vision and direction for everyone to work towards. Underneath this are the practical things that businesses and workers need to have in place to ensure that risks are managed well and workers are healthy and safe at work. The Strategy contributes to this by setting the clear vision and direction at the top of the diagram, and identifying the key capabilities needed to develop the things in the centre.



EVERYONE HAS A ROLE TO PLAY

Everyone involved in work in New Zealand has a role in achieving the Strategy's vision.

This diagram shows some of the key roles and responsibilities of different groups and how they fit together



The Strategy is for everyone. This means we all need to work on the goals and priorities together – at an individual business level, at a sector level, at a community level, and across the whole of New Zealand.

For example, **leadership** means:

- Owners and directors of businesses ensuring their business decisions support better health and safety outcomes, including in contracting and supply chain management.
- Workers, worker representatives and unions engaged and participating in improving health and safety in their work.
- Sector groups supporting their businesses – both large and small – to improve health and safety across their sector by sharing what works.
- Māori and community organisations working with businesses and government to find what works for their whānau and championing health and safety.
- Government leading by example, providing practical guidance and support, and ensuring legislation is fit for purpose and proportionate.
- Educators and practitioners supporting high standards for health and safety advisors.

MEASURING HOW WELL WE ARE DOING

Using the Strategy to build a better picture of New Zealand's overall health and safety

Measuring how well we are doing is a key part of the Strategy. By 2028, we want to see significantly reduced work-related harm across New Zealand, and for the businesses and workers with greater need. To do this, we need to improve our ability to measure what matters. While New Zealand has been tracking injury rates and fatalities for some time, there is much more that can be done to build a more accurate picture of how well we are progressing towards the Strategy's vision, goals and priorities.

Data collection and use is currently spread across multiple agencies and sectors and is not yet routinely pulled together to develop a full picture of how New Zealand is tracking on health and safety at work.

Over the next few years, government agencies will work together with key groups across New Zealand to build a dashboard with an integrated set of indicators and insights that track the key things New Zealand needs to understand how we are making progress and where we need to focus our efforts.

This diagram shows the key steps for developing the dashboard



Insights, case studies and qualitative research from sector groups, government and others will be supported by three main types of indicators:

- **Overall indicator:** A measure capturing the overall outcomes of work-related harm across New Zealand will provide a picture of how well we're tracking towards our vision.
- **Key work-related injury and health indicators:** These indicators will track rates of key types of work-related harm, including fatal and serious non-fatal injury as well as exposure to work-related health risks (including risks to physical and mental health) and catastrophic risks. These indicators will be broken down by sector and demographic groups (e.g. age, gender and ethnicity) so that outcomes for each of the priority areas under the Strategy's **first goal** can be tracked (managing work-related health risks, businesses with greater needs, workers with greater need).
- **Capability indicators:** These indicators will measure the "success factors" – the things that need to go well in order to improve the rates of harm. This will include indicators to track progress for each of the priority areas under the Strategy's **second goal**: leadership; worker engagement, representation and participation; health and safety practitioner capability; and data & insights.

Key agencies for data include: Statistics New Zealand, WorkSafe New Zealand, Accident Compensation Corporation, Ministry of Health, Ministry of Business, Innovation and Employment, Maritime New Zealand, Civil Aviation Authority, New Zealand Transport Agency, Environmental Protection Authority.

Key types of data:

- Administrative (including data from claims, notifications, enforcement, mortality, hospitalisation, etc.)
- Survey (including exposure, attitudes and behaviours, business practices etc.)
- Research (including new research, evaluation, etc.)

TURNING THE STRATEGY INTO ACTION

Everyone can take action to lift New Zealand's health and safety at work

Businesses, organisations, unions, sector groups and industry associations, iwi, community organisations, and government all have a role in lifting New Zealand's health and safety. The Strategy shows the key areas we all need to focus on in order to drive progress, at every level and in every sector (including the health and safety professions). Thinking about the goals and priorities in the Strategy:

- Do you see **any gaps or improvement areas** in how well your business or sector is managing its risks? Are there actions the business or sector could do that would make the biggest difference to reduce harm? Are there any gaps in people's capability to do that? Do they have enough data to know?
- Are others in similar work **facing the same things?** Which businesses are doing this well? Do you have a sector body or industry association that can provide leadership to smaller businesses?
- **Who can you work with** to help identify the issues and use our collective roles, skills and experience to develop initiatives to address the gaps?

Turning the Strategy into action

You may already have a plan for improving health and safety - you might want to check how it aligns with the Strategy priority areas, and pick up any areas that are missing.

Some groups may wish to pull this thinking together and reflect it in a short, simple action plan. For example, **sectors or industries** might develop a plan together with others (e.g. businesses, unions or community groups) that sets out one or two key actions and initiatives which support each of the Strategy's priority areas.

Even a one-page plan can help provide clarity and direction to everyone in the sector, including providing visibility of good work that's already happening, helping people to make connections, and avoiding duplication.

Other groups that may want to develop an action plan could include:

- **larger businesses or organisations** who have the resources to lead by example and share their work with other businesses
- **iwi, hapū, regional, or other community organisations** who want to develop a shared approach to actions or initiatives for a specific community.

A **government** action plan will be developed showing the key things government agencies will be doing to lift New Zealand's health and safety in the Strategy's priority areas.

Factsheets are available to help you work through some of the key issues and priority areas in the Strategy.

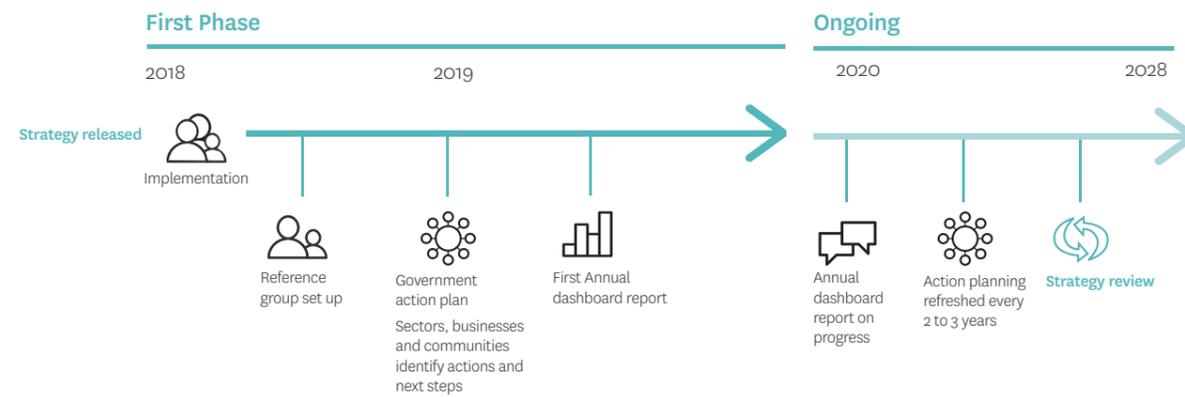
Oversight of implementation

A Strategy Reference Group representing views from across these groups will meet a few times a year. This group will have an overall view of how the Strategy is being implemented, and will gather and share information on key activities, measures and outcomes across the system, and on how well we are progressing towards our goals.

Regular reports will be published to help track how things are going, using the data and insights from different groups.

They will be able to recommend to the Minister for Workplace Relations and Safety where we need to refocus our collective efforts, including any gaps or alignment issues, areas where we aren't making as much progress as we'd expect, or where more research or data would help to identify problems or solutions.

HEALTH AND SAFETY AT WORK STRATEGY WHAT'S NEXT



WANT TO KNOW MORE?

One page factsheets provide more guidance about what the Strategy means for you, and where to go to find more information: www.mbie.govt.nz/health-and-safety-strategy

