

Where we focus our effort: priority plans 2024-2026

Kaupapa

Mā iti, mā rahi, ka rapa te whai.

By working together we accomplish our tasks.

WORKSAFE
Mahi Haumarū Aotearoa

OUR PRIORITY PLANS

Our priority plans bring our strategy to life by describing how we will deliver our role as Aotearoa New Zealand's primary work health and safety regulator. The strategy defines our main role, which is to influence businesses and workers to meet responsibilities to ensure work is healthy and safe. Our priority plans set out how we will deliver enforcement, engagement and permitting activities to maximise this influence and achieve better, more equitable outcomes.

Guided by evidence about acute, chronic, and catastrophic harm, we will focus on high-risk sectors – agriculture, forestry, construction, and manufacturing – and high-risk activities such as mining, adventure activities and some work involving hazardous substances.

WorkSafe can't be everywhere, and we can't improve health and safety outcomes on our own. We will continue to work with partners - including industry bodies, government agencies, iwi and unions - to understand risk and harm; measure our impact; and refine our plans over time.

OUR SECTOR PLANS

Our sector plans set out how we will target our engagement and enforcement activity to influence better, more equitable outcomes. The plans cover the sectors where most acute and chronic harm occurs.

We will allocate our effort and resources based on criteria including: the number of workers in each sector, the number and rate of fatal and serious injuries, and the number of workers exposed to serious health risks.

Agriculture

Agriculture accounts for around 25% of acute work-related fatalities and serious injuries, while only 6% of employment is in this sector. Most serious harm occurs in dairy, sheep, and beef farming.

Farming is a way of life for many people in Aotearoa New Zealand, and health and safety must be part of this way of life. Our plan sets out how we will target the biggest risks and work with others to influence improved health and safety culture in agriculture.

Forestry

Forestry has a very high rate of acute harm, mostly from felling trees. The fatality rate in forestry is about 20 times higher than the average for all sectors. Kaimahi that are harmed are more likely to be young, Māori, and from rural communities.

To reduce this harm, we need the whole sector to plan for and practise safe tree felling. Our forestry plan sets out how we will work with forest owners, managers, contractors, kaimahi and communities to achieve this.

Construction

Construction has among the highest rates of acute and chronic harm. It accounts for around 15% of work-related fatalities and serious injuries, and it has the largest number of kaimahi with exposure to toxic dusts and fumes.

To prevent harm on construction sites, businesses must keep up with constantly changing risks, especially where multiple businesses work together. Our plan sets out how we will target the biggest risks to achieve safe construction sites and influence large businesses to lead the way.

Manufacturing

Manufacturing is a large sector with high numbers of Māori and Pacific kaimahi. It has the largest total number of injuries of any sector, and some kaimahi have high exposure to toxic dusts and fumes. Health and safety performance has been poor compared to other sectors over the past decade.

Improving performance starts with getting the basics right, like safe machinery and good worker training. Our plan sets out how we will influence better risk management and worker engagement in the manufacturing subsectors where most harm occurs.

OUR PERMIT PLAN

The government has set rules and regulations for specific high-risk work. This includes mining, adventure activities, asbestos removal, some work involving hazardous substances, and operating equipment such as cranes and scaffolding. If these activities are not well managed, they can result in serious or catastrophic harm.

WorkSafe is responsible for overseeing the rules and regulations and checking that businesses and individuals permitted to undertake this high-risk work meet the safety requirements.

Our permit plan sets out how we will:

- improve the efficiency, transparency, and quality of the permitting process
- clarify expectations for regulated parties
- monitor whether this high-risk work is being carried out according to the rules.

HOW WE INFLUENCE ACROSS THE HEALTH AND SAFETY SYSTEM

WorkSafe's priority plans define how we will allocate our resources in the areas of high harm and risk where we are the most appropriate agency to take the lead, and where we can make the biggest difference.

In other areas, we will continue to respond to serious health and safety incidents and hold businesses to account if they have not met their responsibilities. We will also continue to:

- provide advice about regulations to the Ministry of Business, Innovation and Employment
- develop guidance to improve health and safety practice
- share data and information about health and safety performance and outcomes

HOW WE WILL MEASURE OUR IMPACT

We will work with partners to:

- review our priority plans on a quarterly basis to check our progress
- strengthen our monitoring of how effective our activities are at improving the health and safety practices of businesses and workers
- use data, evidence, and frontline insights to assess whether we are focusing on the right things to make the biggest difference.

We will track our progress using a combination of activity data, such as the number of workplace assessments, enforcement actions and key permitting activities undertaken; and the measures set out in WorkSafe's Statement of Intent and Statement of Performance Expectations.



Agriculture sector

Our priority plan for the agriculture sector covers farming and related services, with a particular emphasis on dairy, beef, and sheep farming. Around a quarter of WorkSafe’s targeted frontline activities will be in agriculture because of the high rate of acute harm and the range of serious risks in this sector.

Agriculture accounts for around 25% of serious acute harm in Aotearoa New Zealand while having only 6% of employment. There is persistent harm associated with farm vehicles, especially in dairy, beef, and sheep farming. There are also serious risks from working with machinery, agrichemicals, and farm animals, in difficult and sometimes remote environments.

The distance, terrain, and seasonal variation in farming make it harder to ensure our workplace assessments are in the right place at the right time. We will use data and intelligence to target our assessments, focusing on serious risks such as

vehicles, machinery, and hazardous substances. We will respond to notifications about serious risk or harm and be clear about when we will take action.

Farming is a way of life for many people in Aotearoa New Zealand, and health and safety must be part of this way of life. WorkSafe will influence health and safety culture by working with organisations that are trusted by farming communities. We will contribute to the implementation of the Safer Farms ‘Farm Without Harm’ strategy by sharing data and insights and aligning our assessment and enforcement activity with the priorities of Safer Farms.

WorkSafe’s priorities

Priorities	Why	Objectives
Reinforce the sector-led ‘Farm Without Harm’ strategy	Being clear on our role in the system, and doing that well, will support the efforts of Safer Farms and other agricultural sector leads	<ul style="list-style-type: none"> - WorkSafe and sector partners have a shared understanding of the highest priority actions and who will lead - Improved trust and confidence in WorkSafe among our sector partners
Target interventions in the areas of highest harm or risk	Targeting the actions only we can take will make effective use of our resources to influence better outcomes.	<ul style="list-style-type: none"> - Businesses make a change after interaction with WorkSafe - Investigations and prosecutions are targeted to maximise their deterrent effect
Work through trusted sources of influence to promote better health and safety practices	Agricultural health and safety messaging is most effective when disseminated through trusted channels to improve reach, supported by targeted enforcement	<ul style="list-style-type: none"> - Improved understanding of health and safety responsibilities - Improved risk management practices

Top harms

- A vehicle rolls or crashes
- A worker is hit by a falling object
- A worker is caught or trapped in machinery
- A worker is hit or bitten by an animal
- A worker is exposed to substances hazardous to health including welding fumes and toxic chemicals.

Key risk factors

- Low maturity safety culture
- Poor work organisation and planning practices
- Poor hazard identification and risk management practices
- Environmental risk factors such as weather, terrain, and temperature
- Job stressors influenced by weather and economic factors
- Poor selection, use, and maintenance of machinery and vehicles

Partner concerns

- Insights and information about what WorkSafe is seeing
- Greater collaboration with WorkSafe on shared priorities
- Vehicle-related harm
- Risk identification and management capability
- Health and safety culture and leadership

Agriculture sector

What WorkSafe will do:

Priority	Initiative	Initiative description
Reinforce the sector-led 'farm without harm' strategy	Share WorkSafe data and insights with Safer Farms	Share WorkSafe data and insights with Safer Farms, including fatalities, notifications patterns, and what our inspectorate sees, so they can influence change through their channels.
	Tailor our communications to better connect with and influence farmers	Tailor our communications and maximise our influence at times when farmers may be more alert to our messages, for example during seasonal high-risk periods, when harm occurs, or when we successfully prosecute or agree to an enforceable undertaking.
	Give certainty to the sector through a clear and credible enforcement position	Establish our enforcement position for the agricultural sector, clearly communicate our expectations, and follow through with action consistent with our position.
Target interventions in the areas of highest harm or risk	Target management of substances hazardous to health	Undertake workplace assessments targeting the farms with highest exposures to substances hazardous to health, including dusts, fumes, infectious biological material, and toxic chemicals. Assess compliance with storage and use requirements for hazardous substances. Prioritise response to notifications related to substances hazardous to health. Where we find poor practice, take action aligned to the sector enforcement position.
	Target vehicle and machinery safety	Undertake workplace assessments targeting farms with highest risks of harm from vehicles and machinery. Prioritise response to notifications related to harm from vehicles and machinery. Where we find poor practice, take action aligned to the sector enforcement position.
	Build understanding of effective interventions in agriculture	Investigate and compare intervention approaches to identify the most effective ways to engage and enforce in agriculture.
Work through trusted sources of influence to promote better health and safety practices	Influence through organisations and events where rural people meet and seek advice	Target the organisations and events where we can most effectively reach businesses and workers at greatest risk of harm. Work with these organisations and events to deliver education and training, and share tools and resources, targeting management of vehicles, machinery, and hazardous exposures.
	Target delivery of tailored programmes to reach workers at greater risk	Deliver our equity-focused programmes, build our understanding of workers at greatest risk of harm, and explore how WorkSafe can influence the relevant risk factors.

How we will track our progress

During Year 1 we expect to see

- Agreed sector priorities for guidance and information sharing.
- Kōrero on lessons learned from Te Kawa a Ahuwhenua.
- Workplace assessments targeted to agriculture in line with our planned resource distribution, delivered in a nationally consistent way.
- Continued enforcement and investigations in accordance with our current policies and protocols.

During Year 2 we expect to see

- Two-way information sharing between WorkSafe and agriculture sector partners.
- Clearly communicated expectations for agriculture businesses.
- Consistent focus on key risk factors in our workplace assessments, enforcement, and investigations.
- Exploration of opportunities for equity-focused programmes in agriculture.

Construction sector

Our priority plan for the construction sector covers the residential, civil, and commercial sub-sectors, specialist trades, and the full construction life cycle including excavation, building, maintenance, and demolition. We expect to allocate around a third of our targeted frontline activity to construction because of the high rates of acute harm, the large number of workers exposed to serious health risks, and the presence of high-risk work that must meet permitting requirements.

Construction has among the highest rates of acute and chronic harm. It accounts for around 15% of work-related fatalities and serious injuries, and it has the largest number of kaimahi with exposure to toxic dusts and fumes. Falls from height are a persistent cause of harm in residential construction. Vehicles, moving machinery, heavy objects, and earthworks pose serious risks on civil and building construction sites. Across the sector, there are risks of chronic harm from exposure to silica, asbestos, wood dust, welding, and exhaust fumes. The variety of risks, constantly changing work environment, and multiple businesses working together, require good planning and communication to ensure healthy and safe construction sites.

WorkSafe will ensure that lead construction businesses understand their responsibilities for looking after health and safety, including for subcontractors and tradespeople. Our workplace assessments will look at how well serious risks are managed, including compliance with specific requirements for high-risk work such as scaffolding or asbestos removal. We will be clear about how we enforce if poor practice is identified.

By effectively targeting our assessments and enforcement to the most serious risk and harm, we will reinforce work that industry groups are doing to raise health and safety standards across the sector.

WorkSafe's priorities

Priorities	Why	Objectives
Reinforce sector-led priorities	Being clear on our role in the system, and doing that well, will support the efforts of construction sector leads	<ul style="list-style-type: none"> - WorkSafe and sector partners have a shared understanding of the highest priority actions and who will lead - Improved trust and confidence in WorkSafe among our sector partners
Target the management of risk and overlapping duties on complex sites	Targeting the actions only we can take will make effective use of our resources to influence better outcomes. Ensuring businesses meet their shared responsibilities is an area we have identified for improvement in construction	<ul style="list-style-type: none"> - Businesses make a change after interaction with WorkSafe - Investigations and prosecutions are targeted to maximise their deterrent effect
Encourage large, influential businesses to lead improved health and safety practice	Large, well-resourced construction companies can influence the health and safety culture and practice of smaller, less well-resourced construction companies	<ul style="list-style-type: none"> - Large companies show commitment to ensuring healthy and safe work in their areas of influence - Improved risk identification and management by all business types

Top harms

- A worker falls from height
- A worker is hit by a falling object
- A worker is hit by a vehicle or other moving object
- A worker is exposed to substances hazardous to health including silica dust, welding fumes, wood dust, and asbestos

Key risk factors

- Insufficient or unclear accountability for health and safety through the contracting chain
- Poor risk identification and management practices
- Poor management of overlapping duties on complex sites
- Insufficient frontline leadership capability
- Inadequate training and supervision of inexperienced kaimahi

Partner concerns

- Insights and information about what WorkSafe is seeing
- Hazard identification and safety culture
- Hazardous exposures
- Leadership at supervisor level
- Adequacy of foundation training
- Kaimahi entering the workforce

Construction sector

What WorkSafe will do:

Priority	Initiative	Initiative description
Reinforce sector-led priorities	Share WorkSafe data and insights with key construction sector partners	Share WorkSafe data and insights, including fatalities, notifications patterns, and what our inspectorate sees, with construction sector lead organisations so that they can influence change through their channels.
	Give certainty to the sector through a clear and credible enforcement position	Clarify our enforcement position for the construction sector, clearly communicate our expectations, and follow through with action consistent with our position.
Target the management of risk and overlapping duties on complex sites	Target serious risks and management of overlapping duties in residential construction projects	Undertake workplace assessment targeting management of overlapping duties on higher risk residential construction sites where multiple businesses work together. Prioritise assessments and notifications related to working at height, working around vehicles, exposure to toxic dusts and fumes, and compliance with permitting requirements such as asbestos removal, scaffolding and crane operation. Where we find poor practice, take action aligned to the sector enforcement position.
	Target serious risks on large complex sites (commercial and civil)	Undertake workplace assessments targeting complex construction sites likely to have subcontracting arrangements, multiple businesses working together, and vulnerable workers including migrant workers and workers on labour hire. Prioritise assessments and notifications related to working at height, working around vehicles, exposure to toxic dusts and fumes, and compliance with permitting requirements such as asbestos removal, scaffolding and crane operation. Where we find poor practice, take action aligned to the sector enforcement position.
Encourage large, influential businesses to lead improved health and safety practice.	Communicate our expectations and enforcement position to the biggest and most influential construction companies	Directly engage with the largest construction companies, with extensive contracting chains, to inform them of our expectations, our key areas of focus, and our enforcement position.
	Build understanding of workers at greater risk	Increase our understanding of workers at greater risk of harm and explore how WorkSafe can influence the relevant risk factors.

How we will track our progress

During Year 1 we expect to see

- Agreed sector priorities for guidance and information sharing.
- Workplace assessments targeted to construction in line with our planned resource distribution, delivered in a nationally consistent way.
- Continued enforcement and investigations in accordance with our current policies and protocols.

During Year 2 we expect to see

- Two-way information sharing between WorkSafe and construction sector partners.
- Clearly communicated expectations for construction businesses, including for overlapping duties and through the contracting chain.
- Consistent focus on key risk factors in our workplace assessments, enforcement, and investigations.
- Exploration of opportunities for equity-focused programmes in construction.

Forestry sector

Our priority plan for the forestry sector primarily covers forest harvesting in commercial forestry operations. Approximately 15% of WorkSafe’s targeted frontline activities will be in the forestry sector because of the high rate of acute harm and its impact on inequitable outcomes for Māori.

Forestry is a small sub-sector with very high rates of serious acute harm associated with tree felling. The fatality rate is about 20 times higher than the average for all industries. Being hit by a tree or log is the most common cause of fatal accidents. Kaimahi in forestry are often young, Māori, and from rural communities such as Te Tai Tokerau/Northland, Tairāwhiti/Gisborne, and the central North Island.

To reduce this harm, we need the whole sector to plan for and practise safe tree felling. WorkSafe will engage with forest owners, managers and lead contractors and hold them to account for ensuring tree felling is done safely. We will ensure businesses meet their requirements to notify us about commercial forestry

operations. Our workplace assessments will look at safe tree felling practice, focusing on forestry operations where there is higher risk of serious harm. We will be clear about how we enforce if poor practice is identified.

We will continue to work closely with industry leadership groups such as the Forestry Industry Safety Council (FISC) and Forestry Industry Contractors Association (FICA) to complete the refresh of forestry guidance and to share data and insights. We will encourage industry and community-led actions to build leadership and capability and share good practice, including kaupapa Māori approaches such as the Te Kawa a Tāne alliance in Tairāwhiti.

WorkSafe’s priorities

Priorities	Why	Objectives
Reinforce sector-led priorities	Being clear on our role in the system, and doing that well, will support the efforts of sector leaders who are seeking to improve health and safety practices in forestry	<ul style="list-style-type: none"> - WorkSafe and sector partners have a shared understanding of the highest priority actions and who will lead - Improved trust and confidence in WorkSafe among our sector partners
Foster kaupapa Māori approaches to drive locally led shifts in health and safety practice	Community-led approaches can help shift attitudes and get all participants to work together to improve health and safety	<ul style="list-style-type: none"> - Improved understanding of health and safety responsibilities - Improved risk management practices - Greater ability for communities and kaimahi to influence health and safety practice on forestry sites
Target interventions to address the most serious risks in forestry	Effectively targeting the actions only we can take will make the best use of our resources to influence better outcomes	<ul style="list-style-type: none"> - Increased compliance with notification requirements - Businesses make a change after interaction with WorkSafe - Investigations and prosecutions are targeted to maximise their deterrent effect

Top harms

- A worker is hit by a falling object
- A worker is hit or trapped by a moving object
- A vehicle rolls or crashes

Key risk factors

- Insufficient or unclear accountability for health and safety through the contracting chain
- Failure to comply with requirements to notify high-risk work
- Poor work organisation and planning practices, including management of overlapping duties
- Poor hazard identification and risk management practices
- Disconnect between kaimahi culture and site culture

Partner concerns

- Information and insights about what WorkSafe is seeing
- Safety culture and leadership
- Uptake of mechanisation

Forestry sector

What WorkSafe will do:

Priority	Initiative	Initiative description
Reinforce sector-led priorities	Share WorkSafe data and insights with forestry sector leads	Share WorkSafe data and insights with forestry sector lead organisations, including fatalities, notifications patterns, and what our inspectorate sees, so that they can influence change through their channels.
	Complete the refresh of forestry guidance	WorkSafe has commenced and will complete a refresh and consolidation of forestry guidance in collaboration with sector leads. As part of this process, we will seek feedback on the form of the guidance, including consideration of an Approved Code of Practice.
	Give certainty to the sector through a clear and credible enforcement position.	Clarify our enforcement position for the forestry sector, clearly communicate our expectations, including the requirement to notify particularly hazardous work, and follow through with action consistent with our position.
Foster kaupapa Māori approaches to drive locally led shifts in health and safety practice	Regional harm prevention approach in Te Tairāwhiti	Continue to support and learn from the Te Kawa a Tāne initiative in Te Tairāwhiti and explore opportunities to extend this approach to other communities with high rates of forestry harm.
Target interventions to address the most serious risks in forestry	Target management of overlapping duties	Undertake workplace assessments targeting management of overlapping duties on forestry sites where terrain combined with multiple businesses interacting increases risks associated with poor work organisation and practice. Where we find poor practice, take action aligned to the sector enforcement position.
	Target safe tree felling practice	Undertake workplace assessment targeting safe tree felling practice including reasonable consideration of mechanisation. Prioritise response to notifications related to felling of trees. Where we find poor practice, take action aligned to the sector enforcement position.
	Encourage improved worker engagement, participation, and representation practice (WEPR)	Undertake workplace assessments focused on WEPR. Where we find poor practice, take action aligned to the sector enforcement position.

How we will track our progress

During Year 1 we expect to see

- Regular engagement between WorkSafe and forestry sector partners.
- Consultation and publication of refreshed forestry guidance.
- Kōrero on lessons learned from Te Kawa a Tāne.
- Workplace assessments targeted to forestry in line with our planned resource distribution, delivered with a nationally consistent focus on safe tree felling.
- Enforcement and investigations in line with our enforcement position for forestry.

During Year 2 we expect to see

- Two-way information sharing between WorkSafe and forestry sector partners.
- Clearly communicated expectations for forest owners, managers and lead contractors.
- Consistent focus on key risk factors in our workplace assessments, enforcement, and investigations, including overlapping duties.
- Exploration of extending community-led approaches to other regions.

Manufacturing sector

Our priority plan for the manufacturing sector primarily targets the food product, metal fabrication, and wood product manufacturing sub-sectors, where most harm occurs. Around a quarter of WorkSafe’s targeted frontline activities will be in manufacturing because there are opportunities to significantly improve health and safety performance, reduce acute and chronic harm, and address inequities.

Manufacturing is a large and diverse sector with high numbers of Māori and Pacific kaimahi, and it has the largest total number of injuries of any sector. Accidents involving machinery remain a common cause of acute harm. Some kaimahi have high exposure to toxic dusts and fumes from production processes in workshops or factories. Injury rates in manufacturing have stayed the same or increased over the last decade, even when they have decreased in other sectors.

Improving performance starts with getting the basics right, like appropriate guarding and maintenance of machinery, controlling dusts and fumes, and good worker training and supervision.

WorkSafe’s workplace assessments will target the sub-sectors and businesses with the highest risk of serious harm. We will clearly communicate our expectations about risk management and how we will enforce if risks are not well controlled. We expect businesses to have appropriate processes for worker engagement, participation, and representation, and we will take action if this is absent. We will encourage businesses to engage with kaimahi in culturally responsive ways, especially in areas with a high number of Māori, Pacific or migrant workers.

Unlike other high-risk sectors, manufacturing does not have an established health and safety leadership group. We welcome the Employers and Manufacturers Association (EMA) partnership with ACC to develop an industry-led health and safety plan.

WorkSafe’s priorities

Priorities	Why	Objectives
Reinforce sector led priorities	Being clear on our role in the system, and doing that well, will support the efforts of others who are seeking to improve health and safety in the manufacturing sector	<ul style="list-style-type: none"> - WorkSafe and sector partners have a shared understanding of the highest priority actions and who will lead - Improved trust and confidence in WorkSafe among our sector partners
Target interventions to address the most serious risks	Targeting the actions only we can take will make effective use of our resources to influence better outcomes	<ul style="list-style-type: none"> - Businesses make a change after interaction with WorkSafe - Investigations and prosecutions are targeted to maximise their deterrent effect
Encourage culturally responsive worker engagement	Culturally responsive worker engagement in manufacturing can improve health and safety practices and help prevent serious harm	<ul style="list-style-type: none"> - Improved understanding of health and safety responsibilities - Improved risk management practices - Improved ability for Māori and Pacific voices to influence health and safety practice in manufacturing

Top harms

- A worker is caught or trapped in machinery
- A worker is hit by a falling object
- A worker is hit or trapped by a vehicle or other moving object
- A worker is exposed to substances hazardous to health including silica dust, welding fumes, toxic metals, or wood dust
- A worker falls from height

Key risk factors

- Inadequate guarding, unsafe modification, and poor maintenance of machines
- Poor work organisation and planning practices
- Poor hazard identification and risk management
- Production time pressures
- Inadequate kaimahi training and supervision
- Disconnect between kaimahi culture and organisational culture and leadership

Partner concerns

- Insights and information about what WorkSafe is seeing
- Using business-oriented language to motivate change
- Good work organisation and planning
- Voluntary standards and developing sector leadership
- Induction training and progression
- Worker engagement and participation

Manufacturing sector

What WorkSafe will do:

Priority	Initiative	Initiative description
Reinforce sector-led priorities	Share WorkSafe data and insights with manufacturing sector leads	Share WorkSafe data and insights, including fatalities, notifications patterns, and what our inspectorate sees with manufacturing sector lead organisations with greatest influence in the priority sub-sectors, so that they can influence change through their channels.
	Give certainty to the sector through a clear and credible enforcement position	Clarify our enforcement position for the manufacturing sector, clearly communicate our expectations, and follow through with action consistent with our position.
	Contribute to the government response to health risks from engineered stone	Continue engagement and enforcement activities to improve risk management in the engineered stone sector. Support MBIE to develop advice on regulatory options.
Target interventions to address the most serious risks	Target machine safety	Undertake workplace assessments targeting manufacturing businesses with highest risk of harm from machinery. Prioritise response to notifications related to machinery harm. Where we find poor practice, take action aligned to the sector enforcement position.
	Target management of substances hazardous to health	Undertake workplace assessments targeting the manufacturing businesses with highest exposures to substances hazardous to health, including silica, welding fumes, toxic metals and chemicals. Assess compliance with storage and use requirements for hazardous substances. Prioritise response to notifications related to substances hazardous to health. Where we find poor practice, take action aligned to the sector enforcement position.
	Encourage effective worker engagement, participation, and representation (WEPR)	Encourage WEPR in large manufacturing companies in the priority sub-sectors. Where we find poor practice, take action aligned to the sector enforcement position.
Encourage culturally responsive worker engagement	Deliver tailored programmes to reach workers at greater risk	Deliver our Puataunofu and kaupapa Māori programmes, build our understanding of workers at greatest risk of harm and explore how WorkSafe can influence the relevant risk factors.

How we will track our progress

During Year 1 we expect to see

- Agreed sector priorities for guidance and information sharing.
- Targeted delivery of our equity-focused programmes.
- Workplace assessments targeted to manufacturing in line with our planned resource distribution, delivered in a nationally consistent way.
- Continued enforcement and investigations in accordance with our current policies and protocols.
- Continuation of targeted action in the engineered stone sector.

During Year 2 we expect to see

- Two-way information sharing between WorkSafe and manufacturing sector partners.
- Clearly communicated expectations for manufacturing businesses.
- Continued delivery of our equity-focused programmes.
- Consistent focus on key risk factors in our workplace assessments, enforcement, and investigations.

Permit plan

Our permit plan covers rules and regulations for high-risk work that WorkSafe oversees. We will focus our efforts to make sure permitting requirements are understood, decision making processes are efficient, and regulated safety requirements are met, with emphasis on the areas of highest risk.

The government has set specific regulations for high-risk work that could result in serious or catastrophic harm if risks are not managed well. This includes mining, adventure activities, asbestos removal, some work involving hazardous substances, and operating equipment such as cranes and scaffolding. WorkSafe oversees the regulations and ensures that businesses and individuals permitted to undertake high-risk work meet safety requirements. In some areas, we review whether requirements are met, while in others we designate 'third parties' to do this on our behalf.

Over the next two years we will work to strengthen our permit function. We will set clear expectations for those carrying out regulated high risk work, and for the third parties that we rely on for safety assurance. We will improve the efficiency, transparency, and quality of permitting processes. We will also strengthen our approach to monitoring whether permitting requirements for high-risk work are being met. We will focus our efforts where the biggest improvements are needed and where the health and safety risks are greatest.

WorkSafe's priorities

Priorities	Why	Objectives
Establish clear expectations for regulated parties	If regulated parties have a clear understanding of requirements, they will be more likely to comply with them and risks will be managed better.	<ul style="list-style-type: none"> - Improved understanding of responsibilities for regulated high-risk work - Improved trust and confidence in WorkSafe among our regulated parties
Establish robust and consistent decision-making processes	Providing robust, consistent, and timely decisions will make it easier for regulated parties to know where they stand and to comply with requirements.	<ul style="list-style-type: none"> - Increased proportion of applications processed within agreed timeframes and to agreed standards - Increased satisfaction with permitting processes.
Strengthen compliance monitoring for regulated high-risk work	A clear and risk-based monitoring approach will give us better information about compliance with requirements for high-risk work and allow us to take action where needed.	<ul style="list-style-type: none"> - Increased confidence that permission is being sought for regulated high-risk work. - Increased confidence that high-risk work is being done according to the rules and regulations.

Types of regulated high-risk work

- Mining and quarrying
- Exploring for and extracting petroleum or geothermal energy
- Adventure activities
- Storing or transporting large quantities of hazardous substances, using explosives, or working with certain flammable or toxic substances
- Removing and disposing of asbestos
- Operating machinery and equipment including high-pressure boilers, pipelines, cranes, cable cars, fairground rides and powder-actuated tools
- Scaffolding over 5 metres high
- Consumer electrical and gas equipment
- Occupational diving

Key challenges

- Clear roles, responsibilities and expectations
- Co-ordinated engagement and communication between WorkSafe and regulated parties
- Clear and consistent decision making
- Specialist workforce capacity and capability
- Consistent, risk-based monitoring of permitted businesses and third parties

Permit plan

What WorkSafe will do:

Priority	Initiative	Initiative description
Establish clear expectations for regulated parties	Strengthen engagement and communication with regulated parties.	Undertake regular engagement with key industry partners. Share data, insights and key messages that they can disseminate through their channels so businesses and individuals doing regulated high-risk work understand how to meet requirements.
	Strengthen relationships with third parties	Engage with regulated third parties to ensure good understanding of roles, responsibilities and expectations. Establish regular engagement and communication with key third-party organisations including accreditation agencies and professional associations.
	Use engagement with regulated parties to inform our system advice	Use engagement with regulated parties to understand their biggest challenges with current regulatory frameworks so we can reflect these in our system advice to MBIE.
Establish robust, and consistent decision-making processes	Establish robust and consistent decision-making processes.	Establish consistent policies and processes for decision making about permits and exemptions. Communicate these to regulated parties, and follow through with decision making that reflects our position
	Improve permitting processes and registers.	Take a structured approach to improving permitting processes and registers so application and renewal is quicker and easier. This includes digitising and automating some processes as this becomes feasible.
Strengthen compliance monitoring for high-risk work	Establish a compliance monitoring framework for regulated high-risk work.	Clearly set out how we will monitor regulated high-risk work and communicate this to stakeholders, including how we will enforce if requirements are not met.
	Take a consistent approach to monitoring regulated high-risk work	Undertake targeted assessments to check that businesses doing regulated high-risk work have the right permits and are meeting safety requirements. If requirements are not met, take action consistent with our position.

How we will track our progress

During Year 1 we expect to see

- Regular engagement between WorkSafe and regulated parties, including third parties.
- Clearer timeliness targets for WorkSafe permit activities.
- Continued audit, quality assurance and compliance monitoring activities in line with current approach.

During Year 2 we expect to see

- Two-way information sharing between WorkSafe and regulated parties, including third parties.
- Clearly communicated expectations for regulated high-risk work.
- Improved efficiency of some permitting processes.
- Consistent approach to monitoring compliance with requirements for regulated high-risk work.