



# **WORKING TOGETHER ON HEALTH AND SAFETY**

**3<sup>rd</sup> November 2016**

**Wayne Vernon**

**NZ Gas Industry Forum**

**EVERYONE WHO GOES TO WORK  
COMES HOME HEALTHY AND SAFE**

**WORKSAFE**  
NEW ZEALAND | MAHI HAUAMARU  
AOTEAROA

“The first duty of an organization is to survive and the guiding principle of business economics is NOT the maximization of profit, it is the avoidance of loss.”

- Peter Drucker



# HEALTH AND SAFETY RECORD

- › **Since 1879, New Zealand has had a catastrophic event**  
on average every 22 years
- › **73 people die** at work every year
- › **1 in 10** is harmed
- › **At least 600** die from work-related diseases
- › **200,000 ACC claims** for work-related harm
- › **\$3.5 billion in costs** (2-4 percent of GDP)
- › **Devastating emotional toll**

# THE CHALLENGE TO BE MET

- > **No instances** of catastrophic harm
- > **At least 25% reduction** in deaths and serious injuries at work by 2020
- > 10% reduction by 2016

# THE MODERN REGULATOR

WorkSafe New Zealand – workplace health and safety regulator:

- › Engages with industries and sectors to lift performance
- › Provides education and guidance
- › Provides health and safety leadership
- › Enforces the law

# OUR APPROACH

- › Intelligence-led analysis of risk
- › Focus on causes and patterns, not just hazards and incidents
- › Engagement with key agencies, stakeholders and workplaces
- › Credible and proportionate enforcement
- › Progressive shift from focus on activities to results

# LEADERSHIP

“ Chief Executives are in a unique position to influence health and safety. They set the conditions in their businesses; control the resources; create the culture.”

**BUSINESS LEADERS' HEALTH AND SAFETY FORUM**



# MAJOR HAZARD LEADERSHIP

- Major hazards are given the right degree of attention and focus;
- Systematic approach to risk management;
- Process safety considerations feature in key business decisions, and
- Understanding of the major hazard risk and the importance of critical control measures is communicated and championed by senior managers.

# MAJOR HAZARD LEADERSHIP

“Analysis of past incidents reveals that inadequate leadership and poor organisational culture have been recurrent features, with:

- a failure to recognise things were out of control (or potentially out of control), often due to lack of competence at different levels of the organisation;
- an absence of, or inadequate, information on which to base strategic decisions – including the monitoring of safety performance indicators at Board level;
- a failure to understand the full consequences of changes, including organisational ones;
- a failure to manage process safety effectively and take the necessary actions.”

[OECD Guidance for Senior Managers](#)

# MAJOR HAZARD LEADERSHIP – STRATEGY

- Senior leaders can publicly demonstrate high standards of major hazard leadership
- Senior leaders can demonstrate competency in major hazard leadership
- Senior leaders understand the major hazard risk profile of their business, and make business decisions in that context

# MAJOR HAZARD LEADERSHIP – SECTOR

- Industry recognises that high standards of major hazard leadership are an essential and integral part of avoiding catastrophe in a major hazard business
- Industry understands what good major hazard leadership is
- Industry works together in promoting high standards of major hazard leadership
- Organisations can demonstrate the effect of strong major hazard leadership through active engagement with their workforce

# RISK MANAGEMENT

If you create the risk, you need to manage it



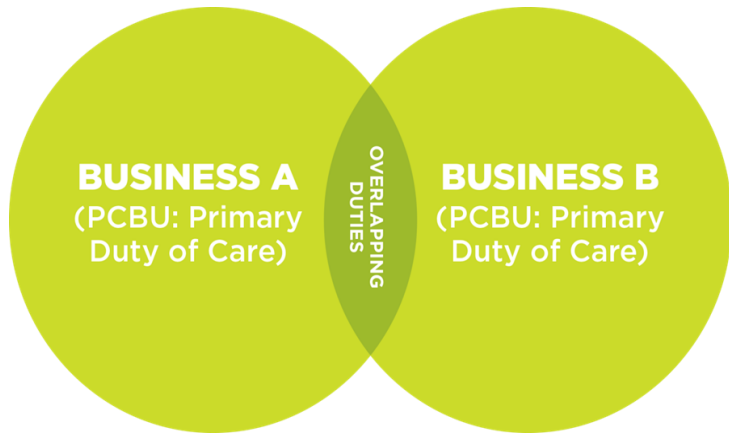
# WHAT IS A PCBU?

A 'person' conducting a business or undertaking



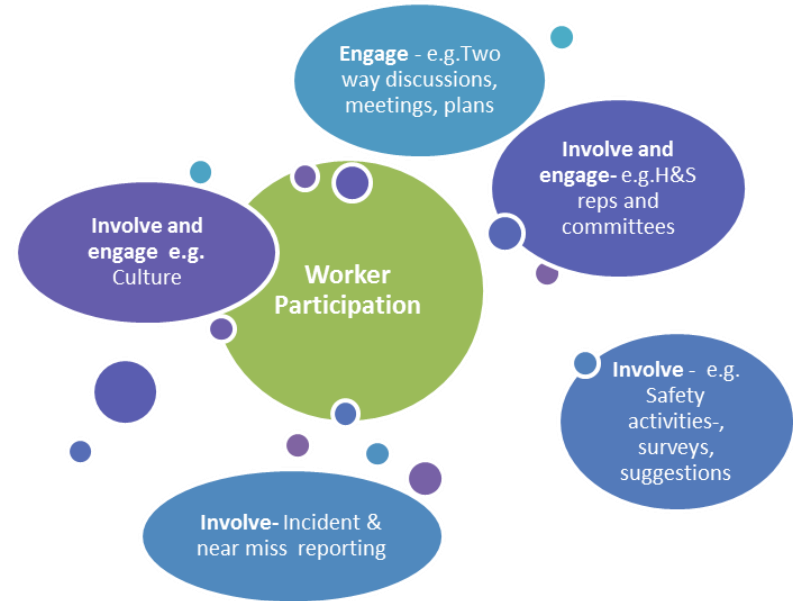
# DUTY TO CONSULT, COOPERATE AND COORDINATE

PCBUs must discharge their duty to the extent possible based on ability to influence



# WORKER PARTICIPATION

“ Workers and managers must work together closely to find joint solutions to common risks and problems.”





# WHAT IS AN OFFICER?

## Due diligence

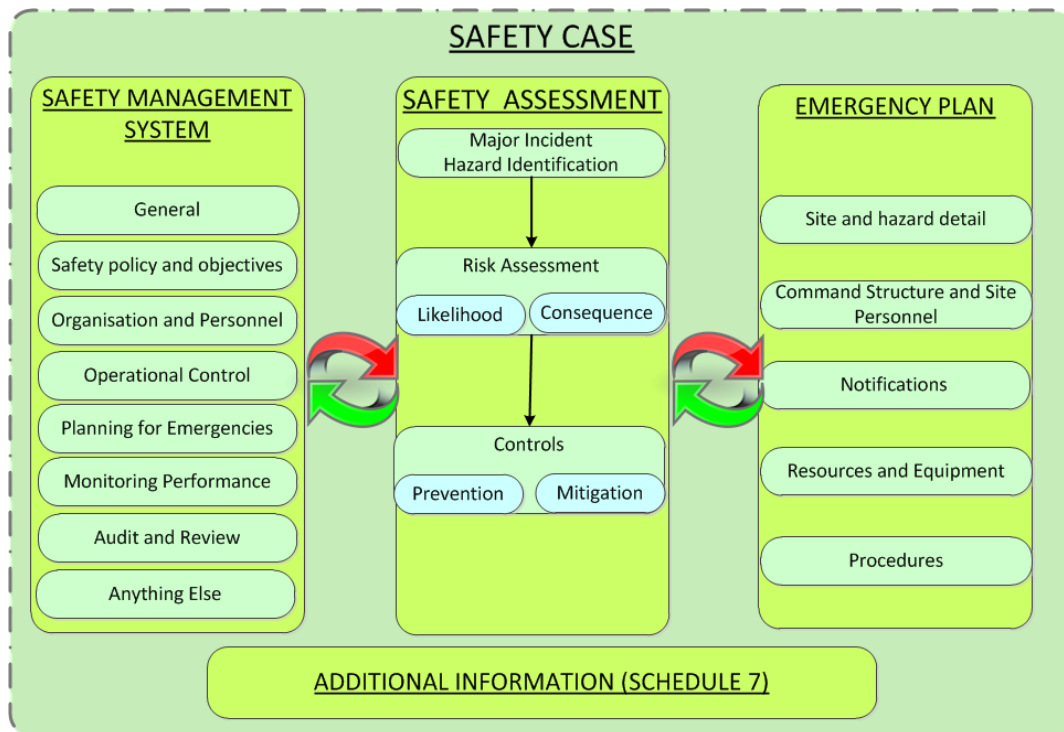
“ ...makes decisions that affect the whole, or a substantial part, of the business of the PCBU.”



# MHF REGS - MAIN REQUIREMENTS

- Notification and designation as upper or lower tier
- Safety case (safety report) for upper tier
- MAPP for lower tier
- Safety management system
- Safety assessment
- Emergency planning

# MHF REGS - MAIN REQUIREMENTS



# LEGISLATION

- Notification and designation as upper or lower tier
- Safety case (safety report) for upper tier
- MAPP for lower tier
- Safety management system
- Safety assessment
- Emergency planning

# IN A NUTSHELL

- › Leaders need to step up and be accountable
- › Identify and manage your risks
- › Health and safety must be part of your organisation's culture
- › Get your workers involved
- › We will engage and support you



**EVERYONE WHO GOES TO WORK  
COMES HOME HEALTHY AND SAFE**

**WORKSAFE**  
NEW ZEALAND | MAHI HAUMARU  
AOTEAROA