

WorkSafe

TE PŪRONGO O MAHI HAUMARU AOTEAROA

1 April – 30 June 2023

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Executive summary

Preparing for the Whakaari/White Island trial and supporting recovery from the North Island weather events were two key areas of focus during the quarter. WorkSafe's role has been to support businesses, workers and other government agencies on issues relating to workplace health and safety.

Q4 highlights include:

- a health and safety partnership agreement with Iwi Te Rūnanga o Turanganui a Kiwa, which led to the establishment of a forestry emergency group to work with Gisborne Civil Defence to ensure any future emergency response includes the safety of kaimahi during recovery
- establishing a joint work plan with Kāinga Ora as part of the Construction Harm Reduction Programme, to improve health, safety and wellbeing outcomes for those involved in building and maintaining Kāinga Ora homes
- delivery of Puataunofu 'Come Home Safely' tailored workshops to 250 attendees to address key needs and issues of Pacific workers and migrant workers
- a Forestry circuit in Te Tai Tokerau which took a holistic approach to wellbeing through te whare tapa whā and a wananga in Te Tairāwhiti to improve health and safety in forestry
- WorkSafe's launch of two NZQA micro-credentials and a Winter Energy Safety campaign.

Statement of Performance

WorkSafe performed steadily throughout 2022/23.

Of 22 measures monitored as part of the Statement of Performance Expectations 2022/23, 19 targets (86%) have been met for 2022/23. This is an improvement on 2021/22, when 18 out of 28 targets (64%) were met.

Finance

The year-end result is a surplus of \$0.8m compared to a budgeted deficit of \$4.4m. This is mainly due to lower spend for some programmes such as Plant and Structures and Digital Transformation.

OIA performance

Although the volume of OIA requests continues to increase, 99% of OIA responses were sent on time over 2022/23. This compares to 82% of responses sent on time for 2021/22 and represents considerable progress.

Hoe Nuku priority work programme

Of the six Hoe Nuku priority programmes, two programmes (*Promote good work design* and *Support the worker voice*) have progressed as planned. Four other programmes experienced various challenges, such as resourcing and funding, throughout 2022/23. Work is underway to manage these challenges.

People

- There were 748 FTEs in Q4, a decrease of 12 compared to Q4 2021/22, and an increase of 2 from 746 in Q3 2022/23.
- The inspector ratio per 100,000 employed persons increased to 6.8 in Q4 from 6.3 in Q3. However, this is still well below the 2013 inspector ratio of 8.4 per 100,000.
- Staff turnover for the 12 months to Q4 was 16.7%. This is a slight increase from 16.5% in Q3.

The information contained in this report will be covered in more detail in the Annual Report 2022/23, which is subject to external audit by Deloitte. The audited Annual Report will be presented to the House of Representatives and published on the WorkSafe website by the end of November.

Special update

Whakaari/White Island trial

The trial commenced on 10 July in Auckland and has been set down for four months.

- Six of the 13 original defendants are standing trial in July as:
 - Inflight Charters Limited pleaded guilty and has been sentenced.
 - White Island Tours, Volcanic Air Safaris Limited, Kahu NZ Limited and Aerius Limited pleaded guilty to amended charges.
 - GNS pleaded guilty to one amended charge and a further charge was dismissed.
 - The charge against the National Emergency Management Agency (NEMA) has been dismissed.
- The three directors of Whakaari Management Limited have twice applied unsuccessfully to have the officers' charges against them dismissed and have filed an application for judicial review of this decision. This will be heard on 10 August concurrently during the trial.
- The external legal counsel anticipate WorkSafe's part in the criminal trial will take approximately two months. This will be followed by the defenses' case, then sentencing of any parties convicted.

Cyclone Gabrielle Response

WorkSafe's response to Cyclone Gabrielle and other weather events continues.

- WorkSafe continues to take a proportionate approach to businesses which are still being impacted by these events.
- There has been engagement with Kahungunu Iwi on the cyclone Gabrielle recovery, following concerns from kaimahi Māori related to health and safety risks during the recovery work of the region.
- Together with Iwi Te Rūnanga o Turanganui a Kiwa, a forestry emergency group has been established to work with Gisborne Civil Defence to ensure any future emergency response includes prioritising the safety of kaimahi during recovery.
- An asbestos risk management communication and information package was provided to NEMA for the Cyclone recovery response.
- Training has been provided to the local inspectorate in Napier to provide knowledge and upskilling opportunities around the civil engineering and construction issues associated with the Cyclone Gabrielle rebuild.

Delivering WorkSafe's strategy

This section is based on the Statement of Performance Expectations 2022/23 (pages 12-14) which supports the Statement of Intent and provides a more detailed plan, including the key priorities and information of what WorkSafe intends to achieve during 2022/2

1. Targeting WorkSafe efforts

1.1 Health and Safety at Work Strategy 2018-28

WorkSafe and ACC - Harm Reduction Action Plan 2023-2026

The Plan is in the final stages of development. The new plan will signal areas where WorkSafe and ACC are able to maximise impact and align with MBIE to revise the health and safety system performance indicators.

Establishing a system level advisory group

WorkSafe continues to work with MBIE on proposed options for establishing a system level advisory group that may provide system oversight. The previous Minister expressed an interest in exploring whether Te Kāhu Mātai (an advisory group of iwi, business and union partners who engage and provide advice to the WorkSafe Board) may be elevated into a system governance group.

1.2 Supporting effective delivery of system and regime changes

Safe Work Instruments

Two safe work instruments related to bitumen tank wagons and pipelines have been published on WorkSafe's website. A third instrument related to mining and quarrying competencies is expected to be published in July 2023 pending the Minister's approval.

Proposal to widen Maritime NZ's (MNZ) designation under HSWA

In April 2023, Cabinet approved an MBIE proposal to widen MNZ's designation under HSWA. This means that from 1 July 2024, MNZ will become the designated health and safety regulator at commercial ports that provide cargo-handling services for containers, logs, and bulk cargo. Over Q4, WorkSafe provided policy input to Te Manatū Waka/the Ministry of Transport to support the scoping of this.

WorkSafe will continue to undertake visits with MNZ to assist in this transition and continue to engage with MNZ and the sector through the Port Industry Association.

2. Influencing health and safety at work practices

2.1 Developing Better Work practices

- 2.1.1 A BetterWork website has been launched. Health and Safety professionals and consultants have been using these resources to demonstrate good health-and-safety practices to clients.

- 2.1.2 WorkSafe has been supporting a micro innovation hub led by Scion (Crown research institute that specialises in the forestry and wood product) that uses crowdsourcing to improve work design as well as health and safety in forestry. The success of this has resulted in industry funding most of this activity.
- 2.1.3 WorkSafe's partnership with Tainui has supported an app, 24/7, to support workers' connection to marae and focus on improving working conditions.
- 2.1.4 WorkSafe's sector-wide Community of Safety Innovation has been involved in a series of online discussions focussed on mental wellbeing at work and learning from high stress events. The community assisted Fletchers Building to accelerate the development of their health and safety system across the group.

2.2 Health and Safety Representatives and Hearing Kaimahi Māori Voice - Hauora Research Report

The Hauora Research Report has now been completed. This Report was based on interviews with Māori workers to understand their experience and will assist WorkSafe to apply kaupapa Māori to health and safety representative (HSR) initiatives to support the Māori worker voice, increase the number of Māori HSRs and to elevate Māori cultural workplace values. The Report will also assist in the development of related communications and education resources. The intention is to publicly release this report in the future.

2.3 Giving particular emphasis to vulnerable groups

- 2.3.1 WorkSafe signed a health and safety partnership agreement with **Iwi Te Rūnanga o Turanganui a Kiwa** in April.
- 2.3.2 **Puataunoho Come Home Safely education programme** – supporting workplaces to implement culturally appropriate health and safety training for their workers: Over Q4, six Come Home Safely workshops were delivered with 250 attendees, including manufacturing workers, secondary school students and a community group. Over 2022/23, over 1458 workers have attended 60 workshops.
- 2.3.3 **The Puataunoho programme's Train the Trainer programme** is progressing with a suite of resources and tools to be finalised for the first training session to start in September. WorkSafe will also attend

Kainga Ora's health and safety committee meetings to discuss the programme.

- 2.3.4 WorkSafe has held two meetings with the **Puataunofu Strategic Leadership** group, an external advisory panel formed in 2007 of Pasifika leaders providing valuable guidance to WorkSafe. The Ministry of Pacific Peoples and ACC are also committed to this group.

3. Delivering core regulatory services productively and effectively

3.1 Targeted Complex Intervention – Talley's Group Limited (TGL)

The monitoring phase of the TGL intervention commenced in June with a visit to a TGL subsidiary, Auckland Farmers Freezing Company (Affco). This included senior management meetings as well as worker visits across three Affco satellite sites. Monitoring visits with the remaining TGL subsidiaries will be undertaken in the coming months.

3.2 Collaboration with other agencies

Joint work plan with Kāinga Ora

A joint work plan with Kāinga Ora has been established as part of the Construction Harm Reduction Programme. Kāinga Ora has significant influence in the construction industry and this plan will help WorkSafe build understanding of how the regulator might hold client leaders to account through the supply chain.

WorkSafe and Maritime NZ co-ordinated approach

Over Q4, WorkSafe visited each of the 13 international Ports with a continuing focus on traffic management, loading, stacking and worker engagement.

3.3 Partnering with sectors

Forestry

- 3.3.1 The third forestry circuit in **Te Tai Tokerau** took place in June. Initial discussions with the principal PCBUs related to sector challenges were positive. Seven inspectors visited 17 sites over a three-day period. A focus was on adopting whare tapa whā (a holistic approach to wellbeing). Findings will be shared with the sector and other stakeholders.
- 3.3.2 WorkSafe facilitated a wānanga related to health and safety concerns with crew members and management from a forestry company. As a result, a company kaimahi komiti was formed to improve health and safety with the first hui held late in the quarter. Other major forestry companies have expressed interest in this approach.
- 3.3.3 WorkSafe is supporting Forestry Industry Safety Council in the roll-out of industry certification programmes. A certification scheme for

forest management companies is also being scoped which aims to ensure minimum health and safety standards across the sector.

- 3.3.4 The registers for log traders and for all people giving forestry advice to third parties are now in place and WorkSafe continues to work with the Ministry for Primary Industries and Te Uru Rākau (NZ Forest Service) as new practice standards are finalised.
- 3.3.5 Work continues to revise the Approved Code of Practice and Forestry Guidance. An updated workplan and timeline is currently being finalised to present to industry. The level of interest from industry remains high.

Construction

- 3.3.6 WorkSafe, with the NZ Institute of Safety Management (NZISM), presented **Te Kawa a Hangarau** and conducted five wānanga in Ōtautahi/Christchurch with 150 construction kamahi to discuss health and safety issues. On 28 June, WorkSafe and members of NZISM joined together to discuss how to influence change in the industry. This session was attended by Ngāi Tahu Iwi, industry, Te Whatu Ora, Kāinga Ora, the Ministry of Justice and various NGOs. As a result, Ngai Tahu Rapara Runga has expressed interest in partnering with WorkSafe to effect change for kaimahi Māori.
- 3.3.7 WorkSafe launched the **Thriving Infrastructure Project** to create healthier and safer outcomes in the infrastructure sector. The Project is co-sponsored by MBIE through the Construction Sector Accord.

Agriculture

- 3.3.8 WorkSafe has finalised participants for a world first pilot, **Ride the Sky** agriculture Unmanned Aerial Vehicle (UAV) which will determine the effectiveness of UAVs to reduce the amount of time that farmers spend on their quadbikes. The first phase will see two farms commencing their UAV training and implementation by early August with the remaining 13 farms undertaking training in 12 months' time. Some farms involved in the trial have noted additional benefits already, such the benefit of the GPS tracking technology FleetPin on farm vehicles which was arranged by WorkSafe.
- 3.3.9 A WorkSafe developed education module focused on demonstrating worker voice and risk management was developed for the **Young Farmer of the Year** regional competition. WorkSafe kaimahi were judges and provided feedback to contestants to enable them to take the learning back to their farms.
- 3.3.10 WorkSafe developed a kōrero module for the **Young Māori Grower of the Year** held in June.

Manufacturing and transport

- 3.3.11 WorkSafe is seeking to partner with ACC to work with E Tū (union) and the Employers Manufacturing Association to address harm occurring in the Auckland region. An initial meeting will take place in early August, with the aim to attract a wider group of stakeholders, including PCBUs, for a further workshop.
- 3.3.12 WorkSafe continues to support Waka Kotahi with the establishment of the National Road Safety Collaboration Partnership Programme

3.4 Providing technical programmes and support

- 3.4.1 WorkSafe provided feedback to MBIE on the latest version of the High-Risk Work Licensing regulations.
- 3.4.2 An updated version of the Safety Audit Standard is planned for publication in early August. This will commence in April 2024 to coincide with the Amendment Regulations coming into effect.
- 3.4.3 WorkSafe provided asbestos risk management advice to Fire and Emergency NZ regarding the tragic Loafers Lodge fire.
- 3.4.4 A suite of operational procedure and guidance documents for the Adventure Activity registration function has been completed.
- 3.4.5 WorkSafe has made progress on updating Workplace Exposure Standards and Biological Exposure Indices guidance for 50 substances. This should be complete by December 2023.

4. Building capability to deliver effectively

4.1 Education, guidance and training

Two NZQA online micro-credentials launched

- *He Ara Matatau / SafePlus Assessor (NZQA L6)* – This was launched in April with enrolments closing 10 days later due to high levels of demand. Training for the first cohort is now underway.
- *SafePlus Kia haumarū! Kia matatū! / Be Safe! Be Alert! (NZQA L4)* – This was launched in May and is based on the SafePlus toolkit. Enrolments are going well with two learners having completed the course.

Winter energy safety campaign kicks-off



Fronted by Claude the Cat, the Energy Safety expert, this campaign aims to encourage New Zealanders to identify risks and behave safely around energy. WorkSafe partnered with Fire and Emergency NZ to align messaging and share content.

Guidance

WorkSafe has published Safety alerts to remind PCBUs that:

- Permanent anchorage systems (systems which are an integral part of a building for fall protection such as roof anchors) must be maintained.
- Home-made and/or modified mobile elevated work platforms that are not fit for use are putting workers at serious risk.

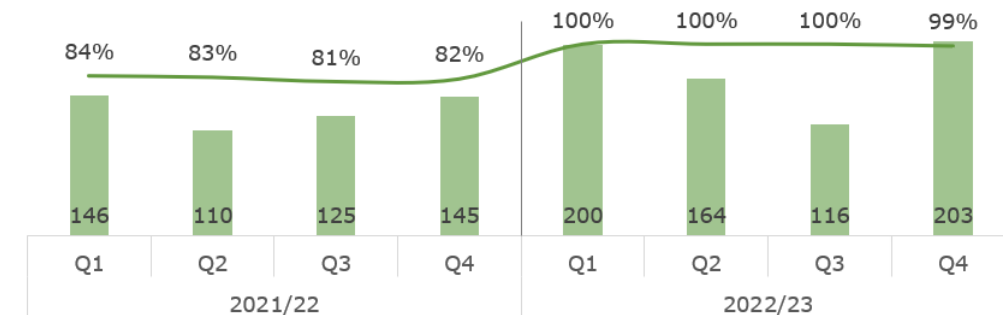
4.2 Delivering core service: Requests under the Official Information Act (OIAs)

In Q4, 221 OIA requests were received which is 57 more than the 146 received in Q3. 203 requests were sent on time which includes requests received in the previous quarter.

For 2022/23, 683 requests were sent and 99% were sent on time. This is an improved result from 2021/22 when 526 requests were sent and 82% were sent on time.

Most late responses were one day late due to administrative reasons, and one response was sent late due to workload and capacity constraints.

OIAs number sent and % sent on time in 2021/22 and 2022/23



4.3 Implementation of the Strategic Baseline Review (SBRI)

WorkSafe has been engaging with MBIE on the work programme to implement the recommendations from the Strategic Baseline Review and the connected work required to support the sustainable funding process. The programme is targeting delivery of the key elements of the Strategic Baseline Review and the sustainable funding work for a Budget 24 bid. WorkSafe and MBIE have agreed to establish a joint Governance Group, and the first meeting will be held in August.

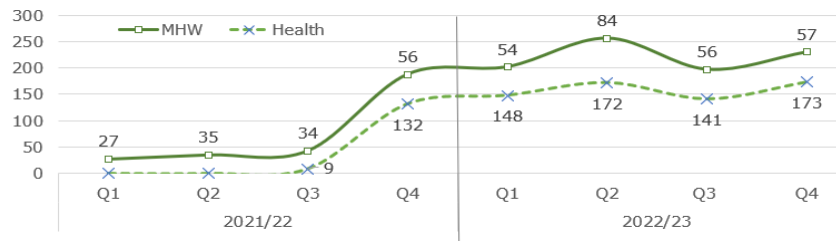
4.4 Evidence based delivery and prioritisation

The planned target date for the general user launch of Pūmahara was June 2023. Due to system issues and fiscal constraints, this planned delivery date is being reset.

5. Other initiative: Mentally Healthy Work (MHW)

- WorkSafe has received, and is analysing, a research report it commissioned on retail (a high-risk sector for exposure to psychosocial risks).
- MHW e-learning material is now accessible to all WorkSafe staff and training for 140 WorkSafe staff is now complete.
- WorkSafe has received 501 MHW notifications since the MHW team was established in Q1 2020/21.
- Review of the notification process for the MHW pathway has been completed and advice on developing a more cost-effective process is underway.

Health MHW notifications including MHW received in 2021/22 and 2022/23



System performance

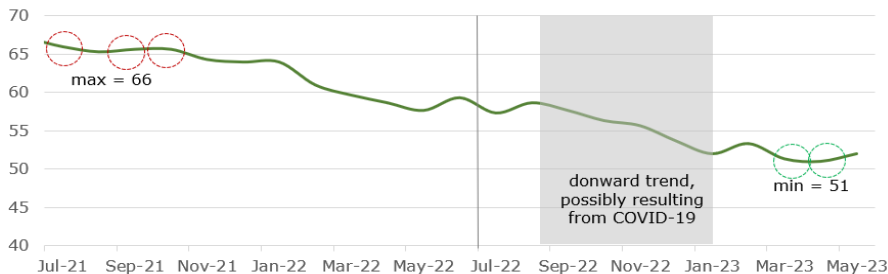
Seven years of collecting data has shown long-term downward trends in most work-related injuries, except for injuries resulting in more than a week away from work, which have steadily increased over the past decade.

Key indicator: All fatalities between July 2021 to May 2023

Source: WorkSafe’s System for Work-related Injury Forecasting and Targeting (SWIFT)

Recent analysis of fatality notifications indicated a downward trend since 2020, which was likely a result of COVID-19. The downward trend in January 2023 is likely a continuation of the previous two years. However, this trend has since started to reverse as more road-related fatalities are included in fatality data. Additionally, as more people return to work it is likely fatality rates will start to return to pre-COVID levels.

Annualised 3-year rolling fatality from July 2021 to June 2023



Breakdown of fatalities by sector, accident type and age group in 2022/23

Sector	%
Transport, Postal and Warehousing	25%
Agriculture	25%
Construction	21%
Other	13%
Healthcare and Social Assistance	9%
Arts and Recreation Services	7%

Accident type	%
Vehicle Incident	48%
Fall from Height	25%
Other	9%
Hit by Falling Objects	9%
Being Trapped in Moving Machinery or Equipment	9%

Age group

	<20	20-29	30-39	40-49	50-59	≥60
Number	2	6	12	5	6	21
%	4%	12%	23%	10%	12%	40%

- Agriculture was the industry with the highest level of fatalities between 2018/19 and 2022/23. However, Transport, Postal, and Warehousing was the highest reporting industry in 2022/23.
- If ground transport related fatalities are excluded, work-related fatalities have remained low. When these vehicles are excluded, recreational activities overtake Agriculture as the most dangerous industry during the five-year reporting period.
- The age groups 55-64 and over 65 are experiencing the most fatalities. Over 65 showed the most fluctuation during the reporting period.

New system targets

WorkSafe continues to support MBIE on developing the new health and safety system targets, which have been informed by Safe Work Australia’s approach. Recommendations about the proposed approach have been provided to the Minister for consideration. WorkSafe and MBIE have undertaken initial engagement with Stats NZ and ACC, who will be essential for monitoring the new targets.

Hoe Nuku

Hoe Nuku (Strategic priorities) are the six initiatives/programmes of work WorkSafe is prioritising now and in the immediate future. By doing this WorkSafe will be able to make a larger short-term impact for Aotearoa and transform the organisation in the medium-term.

	Q1	Q2	Q3	Q4	update
<p>Support the worker voice</p> <p><i>Help workers drive change and influence work health and safety.</i></p>	●	●	●	●	<p>Updated project management and delivery plans will be considered in July 2023. The high-level benefits and measures are confirmed for the programme.</p> <p><i>Health and Safety Representatives (HSR) Delivery:</i> HSR Connection Point is now operating with over 600 HSRs signed up in this pilot phase – an increase of 300 from Q3. Further progress includes the commencement of transitioning HSR Connection Point to Microsoft Dynamics 360. This new platform will be promoted in late 2023 and indications are that membership may grow significantly.</p> <p><i>WEPR Discovery Project:</i> This project gathers information from workers to identify and design harm reduction interventions for future delivery. This project is due to close in the coming weeks.</p>
<p>Promote good work design</p> <p><i>Stop work harm before it happens.</i></p>	●	●	●	●	<ul style="list-style-type: none"> Interventions across the priority high risk sectors (including construction, forestry and healthcare) to test the developed approach within procurement and contracting chains have been developed and are being delivered. Initiation work of Phase 2 of the Better Governance project is underway. This will include the revision of the 'Good Governance for Directors (Blue Book)' guidance with the Institute of Directors.
<p>Reduce harmful exposures</p> <p><i>Reduce cancer and respiratory disease caused by dusts and chemicals.</i></p>	●	●	●	●	<p>The programme is experiencing resourcing issues and is currently being re-scoped. Some planned activities will be folded into core services while a decision on other projects will depend on the outcomes of the 2023/24 planning process.</p> <ul style="list-style-type: none"> A health risk tool to support business to identify and control carcinogens and airborne risks to be rolled out in July 2023. Assessments of the 84 highest risk engineered stone businesses will continue through to November. A workshop is to be held with occupational health experts and engineered stone businesses to develop adequate health monitoring. WorkSafe has contributed to a MBIE ministerial paper outlining options for enforcement actions for engineered stone. A Ministry of Health led pilot to increase access to the Accelerated Silicosis Assessment Pathway was completed. A pilot version for a New Zealand Worker Exposure Database is planned for 2023/24.
<p>Protect people from machines*</p> <p><i>Prevent accidents and injuries caused by machines, vehicles, and structures.</i></p>	●	●	●	●	<p>The delayed commencement to the Plant and Structures public consultation continues to have a significant impact on the programme. WorkSafe has decided to defer the programme until the date for public consultation is set.</p> <p><i>*also known as Plant and Structures</i></p>

	Q1	Q2	Q3	Q4	update
<p>Digital Transformation</p> <p><i>Provide better services to help achieve better outcomes.</i></p>	●	●	●	●	<p>The latest status reflects continued resourcing issues, and delays in agreement with MBIE regarding a data migration approach.</p> <p><i>Key activities this quarter</i></p> <p>Work is underway to migrate the following remaining legacy systems from MBIE into the new WorkSafe case management system 'Atlas'. Progress is as follows:</p> <ul style="list-style-type: none"> • <i>Extractives Notifications and Petrol & Geothermal Notifications</i> was set up within WorkSafe enabling. • A new business system for <i>Energy Safety</i> was developed and released. • A replacement system for the MBIE-hosted <i>Adventure Activities system</i> is nearing completion and planned for release in July 2023. • A new WorkSafe-hosted form for a range of notifications such as <i>Particularly Hazardous Work and Asbestos Removal</i> are expected to be complete (including backend processing and decision registers) in July. • A replacement for the legacy system used by WorkSafe is being finalised and will be rolled out from Q2, 2023/24. • Approximately 70% of the Authorisations volume are on the Atlas platform. By the end of October, the remaining 30% will be migrated. <p>The <i>Illness, Injury, Incident notification</i> is planned for release mid-August 2023. Further work in September will increase the automation with this notification and will reduce time to load into Atlas.</p>
<p>Ngā Paiaka</p> <p><i>Strengthen operations and improve how WorkSafe administers its existing regulatory frameworks, empowering WorkSafe people to be good stewards, and supporting good decision making.</i></p>	●	●	●	●	<p>As a result of resourcing constraints, delivery dates may need to be reset. Progress over the quarter includes:</p> <ul style="list-style-type: none"> • <i>Authorisations</i> is the largest and most complex of the workstreams and work is underway to clearly define the framework and prioritise outputs. • <i>Adventure Activities</i> recommendations are largely complete, and a few remaining outputs will be transitioning from the programme to business units in July 2023. • <i>Statutory Delegations</i> is on plan for implementation and business handover in September 2023. • <i>Exemptions</i> is on plan with a new process developed and agreed and detailed design well underway. Phase two planning activities, including implementation of a new team, process and digitisation in Atlas, are scheduled for late 2023. • The <i>Compliance Certifier Regime</i> project was largely completed in May, with the following outputs underway: <ul style="list-style-type: none"> ○ <i>How WorkSafe works with third parties' policy</i>: to ensure WorkSafe can support and advise compliance certifiers. In Q3, it was reported this would be completed in April but due to resourcing is now planned for July. ○ <i>Guidance to certifiers related to refusal notifications</i> due to be completed by August.

Regulatory intervention

Notifications received

The number of notifications increased in 2022/23. COVID-19 notifications remained very low and will be removed from the quarterly reports in 2023/24.

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
Injury/illness	628	2,540	805	3,099	22%
Unsafe conditions	599	2,521	987	4,049	61%
Incidents	353	1,487	408	1,661	12%
Total (HWSA)	1,580	6,548	2,200	8,809	35%
COVID-19	585	9,080	27	618	-93%

Assessment quality results

WorkSafe reviews inspections which have been carried out to ensure they are carried out to expected standards. The table below shows the number of reviews of inspector assessment files that have met the 70% quality assurance and quality control (QA/QC) standard.

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
Number of reviews	116	455	222	587	29%
Pass rate (%)	82%	84%	84%	85%	1%

The QA/QC standard of 70% has been achieved throughout 2022/23 and more reviews have been conducted.

The findings highlighted by these QA/QC reviews are used to support the General Inspectorate in increasing their consistency and capability.

General Inspectorate

General Inspectorate (GI) has wide-ranging duties. GI conducts proactive workplace assessments, respond to complaints about workplace conditions or concerns, and respond to reports of accidents and immediate risk of harm notifications. GI undertakes investigations and prosecutions. GI also provides a range of activities that support the broader inspectorate effort across WorkSafe.

Assessments

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
HWSA	1,490	4,079	2,592	9,502	133%
COVID-19	73	7,980	2	45	-99%

The General Inspectorate continues to undertake 50% of their assessment activity in the construction sector. In addition, developing inspector capability in forestry has resulted in increased activity in this priority sector, particularly in Te Tai Tokerau/Northland.

Investigations

There has been a decrease in investigations between 2021/22 and 2022/23. The majority of investigations between 2021/22 and 2022/23 were related to COVID-19 compliance breaches. As COVID-19 protection compliance requirements were lifted, there were less notifications of breaches (ie, the reduced number of investigations).

However, in Q4 several investigations were initiated for sustained and deliberate non-compliance with HSWA requirements. One investigation has already progressed to prosecution with several others still being assessed.

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
Number of completed investigations	1	15	1	6	-60%

General Inspectors: Inspector per 100,000 employed persons

When WorkSafe was first set up in 2013, the inspector ratio per 100,000 employed persons was 8.4 (including trainees). The ratio has decreased over time largely due to the number of employed persons in New Zealand increasing and WorkSafe inspector numbers decreasing, as their careers progressed in and outside of WorkSafe.

The table below shows the changes in the numbers of inspectors and employed persons.

	Trainees included	Trainees excluded	# of inspectors, including trainees	# of employed persons (million)
2019	7.9	7.4	211	2.68
2023	6.8	6.2	195	2.89
Change	-0.9	-1.2	-16	0.21

HSWA enforcement activity

This quarter has seen a substantial increase in enforcement related to the issuing of improvement notices.

There has been a large increase in the issuing of infringement notices. 14 infringement notices were issued to one company over a three-month period for the delivery of LPG gas cylinders to a PCBU which did not have a current location compliance certificate or a current compliance plaque on display. These infringement notices total \$84,000 which is yet to be paid.

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
Improvement Notice	668	1,916	1,347	5,328	178%
Verbal Direction	201	851	343	1,297	52%
Directive Letter	162	536	411	1,361	154%
Prohibition	239	575	290	1,111	93%
Sustained Compliance	196	492	346	1,274	159%
Others	36	112	55	184	64%
Total	1,502	4,482	2,792	10,555	135%

High Hazards, Energy and Public Safety

Investigations

Energy Safety investigations have a broad scope. They range from basic enquiries and recording data for monitoring and trend analysis, through to complex, involved investigations for fatalities or major events.

A potential major incident involving the uncontrolled release of hydrocarbon vapour is in the early stages of assessment and inquiries are ongoing.

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
Energy Safety	110	550	98	352	-36%
High Hazards*	-	2	4	10	400%
Total	110	552	102	362	-34%

*Covers extractives, petroleum and gas, and major hazardous industries.

Compliance monitoring

Audits carried out by Energy Safety are a mix of in person and phone-based intervention.

Extractives related inspections included 10 high potential incident follow-ups and responses to four complaints. Inspectors also delivered Health and Safety Management System workshops related to the implementation of the revised Mining Operations and Quarrying Operations Regulations 2016. These were well attended by Quarry Managers.

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
Energy Safety Audits	321	782	117	578	-26%
Extractives Inspections	81	371	61	203	-45%
High Hazards Inspections	26	73	33	79	8%
Total	428	1,226	211	860	-30%

The Electricity Act 1992 and Gas Act 1992

Energy Safety Infringements and Warnings issued in Q4 have remained at expected levels.

	2021/22		2022/23		Annual % change
	Q4	Total	Q4	Total	
Energy Safety Infringements Issued	2	11	2	10	-9%
Energy Safety Warnings Issued	20	69	10	31	-55%

Specialist Intervention

Specialist Interventions (SI) investigates potential breaches of HSWA and undertakes enforcement, including prosecution. It also supports the wider WorkSafe through the Centralised File Support Unit, auditing of authorisation holders, Victims and Coronial services, proactive alternative intervention functions such as duty holder review and enforceable undertakings.

		2021/22		2022/23		Annual % change
		Q4	Total	Q4	Total	
Duty holder review		18	97	10	43	-56%
Investigation		27	123	23	114	-7%
Enforceable undertaking		2	7	-	2	-71%
Regulatory assurance	Audit	1	21	1	13	-38%
	Investigation	11	36	8	32	-11%
Total		59	284	42	204	-28%

Duty holder review

A duty holder review is a review of an incident by a duty holder when an accident has occurred in the workplace. A Duty Holder Review is a type of regulatory response that WorkSafe New Zealand may decide on when reviewing an incident that has been notified.

The numbers were dropped by 56% in 2022/23. This is due to:

- The notifications and triage function prioritised processing notifications over duty holder review referrals. This meant fewer referrals were to be reviewed.
- Some of the referrals were not suitable for a review. Referral guidance has been completed, which should improve the quality of referrals.
- Resource has been shifted into the triage function to support the processing of notifications and is being actively managed.

Investigation

The numbers remain relatively steady. Some progress in Q4 includes:

- A complex investigation following the death of a student from Whangārei Boys High School on 9 May while on an Education Outside of the Classroom course in Abbey Caves.
- It was recently determined that the test for prosecution was not met for a complex investigation into Christchurch Boys High School (CBHS) relating to psychosocial harm. WorkSafe continues to work with CBHS.
- An investigation was carried out with Waka Kotahi regarding forestry truck safety following a workplace fatality in the Thames region.

Regulatory assurance

Widening WorkSafe's responsibility under the Crimes Act (fraud), and the Asbestos, Adventure Activities and Amusement Device regulations meant that WorkSafe had to prioritise investigations. Consequently, more resources were directed to investigations.

In addition, the regulatory assurance function has been experiencing resourcing issues throughout the year.

Statement of performance

The section provides further information about WorkSafe performance in delivering **22 service and activity measures and targets** stated in the **Statement of Performance Expectations 2022/23** (pages 16-20). WorkSafe's performance measures reflect activities and the success of work undertaken including the quality, timeliness and effectiveness of work and asking how well New Zealanders think WorkSafe is doing.

Healthy work

The three core activities set out below aim to have the following desired impacts which will, in turn, achieve the 'healthy work' outcome.

- Workers are partners in the health and safety at work system.
- Knowledge and insights inform practice.
- A capable workforce drives sustained health and safety improvements.

	Performance Measure	Target	2022/23 year-end results	
Lead, engage and influence				
1.1	% of partnerships funded by WorkSafe that meet or exceed the agreed partnership outcomes.	100%	95%	✘
1.2	# of collaboratively designed health and safety partnership arrangements established under our Te Ara Tuituinga engagement framework.	≥2	12	✓
1.3	WorkSafe engages with government and industry leadership bodies to promote the integration of health and safety into work planning and design.	Achieved	Achieved	✓
Educate, guide, inform and learn				
2.1	% of people we directly engage with who agree WorkSafe educates.	>65%	59%	✘
2.2	% of people who say our guidance is very useful.	>60%	79%	✓
2.3	% 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%	100%	✓
2.4	WorkSafe informs the public about where health and safety harm is occurring by publishing monthly fatality and notification statistics.	Achieved	Not achieved	✘

	Performance Measure	Target	2022/23 year-end results	
Build capability and worker participation				
3.1	# of active health and safety professional workforce development projects that have been co-designed by WorkSafe and the relevant association.	>3	4	✓
3.2	% of WorkSafe assessments that include interaction with a worker or representative where available.	≥80%	93%	✓

Variance explanations

1.1 Due to capacity constraints, one of WorkSafe's partners experienced delays in meeting annual milestones, resulting the target being missed by 5%.

1.2 There are 12 partnership arrangements underway between Iwi and WorkSafe. This measure was introduced to capture the work to deliver the Maruiti strategy and the target was set to reflect that this was in development. As a result of ongoing engagement with Iwi and various health and safety concerns for Māori workers after Cyclone Gabrielle, the number of partnership arrangements over 2022/23 has increased significantly.

2.1 Due to system and process constraints, this is measured solely on efforts by the General Inspectorate (GI) and no other WorkSafe functions involved with education. GI undertakes education, but this only forms part of an inspector's role. The result is an improvement on the 2021/22 result of 53%. This measure will be reviewed over 2023/24.

2.4 As part of progressing WorkSafe's Digital Transformation programme, publication of regular notification statistics was paused between December and February. WorkSafe will resume publication of notification statistics.

Safe work

The two core activities set out below aim to have the following desired impacts which will, in turn, achieve the 'safe work' outcome.

- Work is safe for workers and those affected by work.
- Work-related risks are identified and eliminated or controlled.

	Performance Measure	Target	2022/23 results	
Investigate, enforce, and hold to account				
4.1	# of energy safety audits (of products, suppliers, networks, distribution systems, installations) completed.	≥550	578	✓
4.2	% of high hazard sites inspected compared to annual operating plan targets for major hazard facilities, petroleum and geothermal, and mining, tunnelling and quarry sites.	≥80%	124%	✓
4.3	% 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, in accordance with WorkSafe's Compliance Certifier Audit Policy dated November 2017, is considered.	100%	100%	✓
4.4	% of applications for Controlled Substances Licenses and Hazardous Substances controls processed within three months.	≥80%	96%	✓
4.5	% of Occupational Diving Certificate of Competence applications processed within 20 working days.	≥70%	92%	✓
Authorise, oversee, assess and audit				
5.1	% 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%	100%	✓
5.2	% of energy safety investigations (notifiable or non-notifiable incidents and unsafe situations) involving gas and electricity that are completed within 60 working days.	≥85%	96%	✓
5.3	The WorkSafe Te Mate Ohorere protocol is used as a guide for determining the approach to investigating fatalities involving all victims.	100%	100%	✓
5.4	% of investigation files referred to WorkSafe's legal group to initiate a prosecution that meet agreed quality standards.	≥80%	100%	✓

Equitable outcomes

The core activity sets out below aim to have the following desired impact which will, in turn, achieve equitable outcomes.

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

	Performance Measure	Target	2022/23 results	
Innovate, design, implement and evaluate				
6.1	The number of harm prevention programmes targeting high-risk sectors or risks that are common across sectors.	4	8	✓
6.2	The proportion of harm prevention programmes that actively consider health and safety outcomes for Māori and Pacific Peoples.	100%	100%	✓
6.3	The percentage of WorkSafe General Inspectorate assessments that include a focus on work-related health risks.	≥75%	82%	✓
6.4	The number of collaboratively designed kaupapa Māori health and safety programmes delivered.	≥3	23	✓

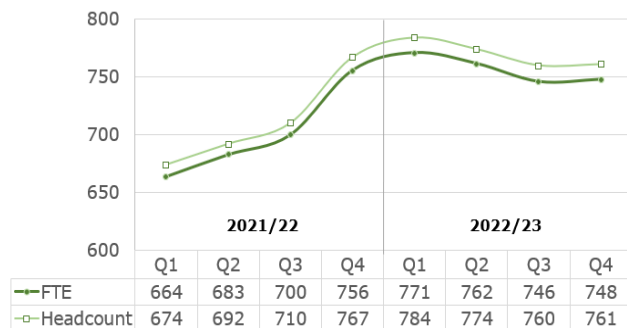
4.2 This target was initially based on historic performance. Exceeding this target has been a result of additional inspections to address high potential incidents, responding to complaints and revisits due to previously identified safety issues.

6.4 This measure has been in place for two years and was introduced to capture the work underway to deliver the Maruiti strategy. The significantly increased delivery reflects the relationship building from the previous two years and from increased interest from Iwi and other stakeholders relating to health and safety concerns for Māori workers after Cyclone Gabrielle.

Organisational health

People

Staff numbers



WorkSafe continues to operate additional controls to ensure recruitment activity aligns with organisational priorities and funding.

Contractors

As at 30 June 2023, WorkSafe engaged 71 contractors and spent \$13 million (including capital expenditure) during 2022/23. Most contractors worked on time-limited projects such as Digital Transformation.

Turnover

Permanent voluntary staff turnover for the 12 months was 16.7%. This was 0.9% lower than the Public Sector Core Unplanned Turnover Rate as of 30 June 2022 which was 17.3%.



NB The 2022/23 turnover figures have been revised due to some data not being captured previously.

Public Service Pay Adjustment (PSPA)

WorkSafe was successful in obtaining \$23.9million of the PSPA funding over four years.

WorkSafe has concluded PSPA discussions with the Public Service Association (PSA). If the discussions with the PSA are ratified by PSA members before 21 July, WorkSafe will meet the timeframe outlined by Te Kawa Mataaho and the Treasury to access funding by 31 July 2023.

Organisational development

- The We Say Survey (the employee experience survey) has been conducted and findings analysed. As a result, there will be an organisation wide focus on connection to enable kaimahi to engage and connect with one another to improve health, safety and equitable outcomes within WorkSafe.
- All three newly-appointed Deputy Chief Executives have now taken up their positions and the executive leadership team is now at full strength.

Diversity, equity, and inclusion (DEI)

Key highlights from our DEI Work Programme over the last quarter included:

- Launching the new DEI Learning Introduction to building our inclusive waka, Conscious inclusion.
- Raising awareness of days of significance or cultural events such as Ramadan, NZ Sign Language Week, Rotuman and Samoan Language Weeks, Pink Shirt Day Panel, and Pride.
- Launching Te Kawa Mataaho Transitioning and Gender Affirmation Guide.

- Participating in the cross-agency rainbow network conference steering committee and conference in June. The theme was Intersectionality as empowerment: Celebrating the strength of our diversity.
- Publishing WorkSafe's Kia Toipoto Gender and Ethnic Pay Gap Action Plan on WorkSafe's external website.

Te Ao Māori capability uplift

- Te Kete Maruiti (WorkSafe's Te Ao Māori App) has been refreshed to support our kaimahi's Te Ao Māori learning journey. The upgrade includes improved resources such as new audio capability and kupu, waiata and pepeha content.
- 434 kaimahi have completed the Te Puawaitanga Programme which focuses on Te Tiriti, racism, and institutional bias. The rollout of the programme has been successful and will be incorporated into our induction programme.
- Te Poutama ki tua | A new Governance framework for WorkSafe is being implemented, founded on Te Ao Māori principles, which enables the voices of Kaimahi Māori on each of the decision-making komiti. This aligns with WorkSafe's equitable outcomes focus ensuring internal governance decisions consider the external impacts on Iwi-Māori communities.

Health, safety and sustainability, and other matters

Health and safety

Incidents	2022/23		
	Q3	Q4	Change
Lost time Injury	0	1	↑
Medical treatment injury	1	0	↓
Total recordable injury	1	1	→
Occupational illness	4	1	↓
First aid injury	1	1	→
Hazard reports	16	23	↑
Near miss	6	7	↑

The new event reporting system that was introduced in Q2 has made it easier for WorkSafe kaimahi to report events and continues to improve visibility of health and safety within the organisation. WorkSafe injury or illness numbers remain low and combined numbers of hazard and near miss reports continue to increase. Kaimahi reporting hazards and near misses allows WorkSafe to take preventative steps to avoid related injury or illness.

Sustainability: Carbon Neutral Government Programme

WorkSafe's priority to date has been on fleet transition. From Q1 2023/24, 25% of the fleet will be electric, targeting emissions savings of up to 95 tonnes of saved or avoided CO₂e emissions each year. With the PSA and with kaimahi, WorkSafe will be conducting a review, to inform a decision about the future Fleet Operating Model. This ensures that effective delivery of core regulatory responsibilities will not be affected.

WorkSafe is preparing for its 2022/23 emissions audit which will be reported in the Annual Report as part of the end-of-year reporting on the Carbon Neutral Government Programme.

Privacy

There have been six reported privacy incidents in Q4. Five of these were actual breaches and related to:

- A technical fault with an audio recording.
- An email containing a screenshot of personal payroll information.
- A package that was left at reception then erroneously collected by another courier, which was later returned.
- Two related to access to SharePoint files. One of these breaches involved an employee mistakenly uploading their own information into a shared file.

No matters required notification to the Privacy Commissioner. The ICT team have added extra security controls for affected SharePoint documents. As part of Privacy Week, there were internal communications about the need to remain vigilant regarding the security settings for access to documentation.

Media

Over this quarter, 176 media queries were received. This is an increase of 28 queries compared to 138 media queries received Q3. Despite the increase, the same response time of 1.7 working days was maintained. This increase was contributed to by the Whangārei Boys High School incident and early guilty pleas from two defendants in relation to the Whakaari/White Island trial.

WorkSafe anticipates that the number of media queries will continue to increase over Q1 2023/24 due to the upcoming Whakaari/White Island trial.

WorkSafe in media

The Chief Executive was interviewed on The Detail, Radio NZ podcast. The interview referred to a recent WorkSafe prosecution where a young worker was seriously harmed after exposure to hazardous substances. He also discussed work-related health in construction and looking after vulnerable workers including young people and migrants.

Organisational risk

Strategic risk profile

#	Risk	Residual Risk
1	A significant disruptive event impacts our ability to continue key business operations	High
2	Our environment does not allow our people to thrive, or our people are harmed as a result of work (Protection)	High
3	Our transformation does not enable us to become a modern, insights driven regulator (Participation)	High
4	We do not deliver on our business and strategic plans	High
5	We fail to meet our regulatory objectives and obligations	High
6	We do not use our funding effectively and/or efficiently to achieve our strategic objectives	High
7	We lose internal or external stakeholder support (Partnership)	Medium
8	Loss of support from authorising environment	High

Overall risk ratings have remained stable throughout 2022/23. A changing internal and external environment combined with continued challenges around capacity to implement control improvements are putting upward pressure on the risk profile which could drive a deterioration in the risk profile. A full annual review of the strategic risk profile was undertaken in June. The results are currently being analysed and will be shared in Q1 2023/24.

Key risk insights

- Cost pressures and funding have continued to emerge as key themes. WorkSafe has undertaken cost reduction activities to modify the scope of some activities and close the funding gap. A business planning and prioritisation process is currently underway and is key to ensuring resources and delivery are managed. Work to deliver sustainable closure of the Strategic Baseline review findings (by Sage Bush) is critical to provide the sound basis for future funding bids and a sustainable funding pathway for WorkSafe.
- As part of the planning and prioritisation process, work is underway to fully understand the impact of cost pressures on WorkSafe kaimahi. Staff turnover may increase and staff engagement results could deteriorate. The staff engagement survey will now be run quarterly to identify any issues and trends with specific action plans developed and implemented to resolve these. Early indicators suggest the market is starting to cool which could elevate turnover pressures. Work is being done to identify critical roles and people to support additional proactive mitigations.
- All Deputy Chief Executives are in place from July 2023. The next phase of the ELT review will introduce Te Poutama ki tua (management committees) to: improve how strategy is set, transformation and sound investment decisions are made; align people capability with strategic delivery; and monitor organisational delivery and performance.

- With the Whakaari / White Island trial commencing in July, a coordination group has been established including subject experts from across WorkSafe to identify and manage any issues and risks ancillary to the prosecution, with escalation occurring as required.
- Management actions and improvements associated with external reviews have been reducing due to remediation. Ongoing monitoring and prioritisation will occur through the relevant management committees to ensure the right outcomes are achieved and wellbeing impacts to WorkSafe kaimahi are minimised.
- The Digital Transformation Programme is progressing with some risk. A high rated (programme) risk has been identified in relation to the data migration to Atlas, the new digital platform designed to help frontline kaimahi. The risk arises from the limited timeframe and potential complexity of migration. WorkSafe is working collaboratively with MBIE to resolve this. The programme is preparing a data migration approach. Once the data has been obtained a detailed migration plan to Atlas will be developed.

Financial performance as at 30 June 2023

Year-end financial performance

WorkSafe has a small surplus of \$0.8m compared to a budget deficit of \$4.4m. This is mainly due to lower than anticipated spend for Specific Delivery activities.

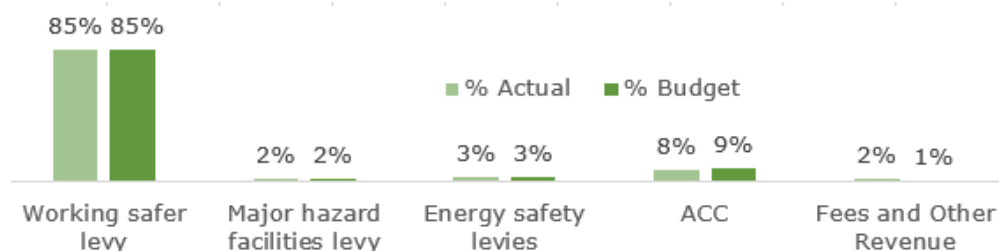
Year-to-date as at 30 June 2023

\$000	Actual	Budget	Variance
Revenue			
Revenue Crown	141,125	141,125	-
Interest Revenue	1,514	405	1,109
Other Revenue	13,447	14,329	(882)
Total Revenue	156,086	155,859	227
Expenditure			
Personnel	99,287	106,235	6,948
Contractors	8,514	6,233	(2,281)
Depreciation	6,227	8,388	2,161
Other expenditure	41,222	39,418	(1,804)
Total Expenditure	155,250	160,274	5,024
Surplus/(deficit)	836	(4,415)	5,251

Revenue

Crown Revenue is in line with Budget. Interest Revenue is \$1.1m higher than budget due to higher interest rates. Other revenue is lower than budget, mainly due to a lower ACC programme revenue which is aligned to ACC programme expenditure, and expenditure was less than budget.

Breakdown of revenue as at 30 June 2023



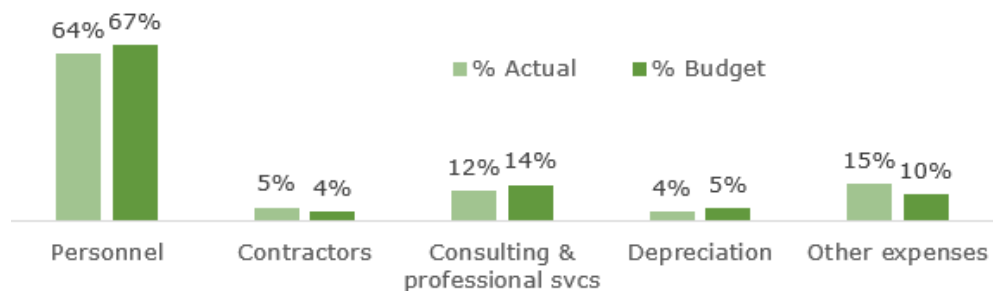
\$000	Actual	Budget	Variance
Working safer levy	134,021	134,021	-
Major hazard facilities levy	2,690	2,690	-
Energy safety levies	4,414	4,414	-
ACC	12,134	13,585	(1,451)
Fees and Other Revenue	2,827	1,149	1,678
Total revenue	156,086	155,859	227

Year-to-date expenditure by area as at 30 June 2023

\$000	Actual	Budget	Variance
Core Delivery (excl. Depreciation)	108,483	103,381	(5,102)
Depreciation	6,227	8,388	2,161
Specific Delivery (tagged funds)			
Whakaari	6,236	6,181	(55)
Energy Safety/MHF/P&G	6,909	7,553	644
Digital Transformation	4,392	5,398	1,006
ACC Programme	11,749	13,000	1,251
COVID-19 Enforcement	5,318	6,261	943
Harm Prevention Programme	3,370	4,515	1,145
Plant & Structures	2,566	5,597	3,031
Total Specific Delivery	40,540	48,505	7,965
Total Expenditure	155,250	160,274	5,024

- **Core Delivery (excluding depreciation):** \$5.1m over budget due to inflationary pressures, the need for short term resourcing support and an asset write off relating to the Digital Independence SaS workstream, that is no longer required due to decisions outside of WorkSafe's control.
- **Core Delivery Depreciation:** \$2.2m below budget due to timing of capital projects.
- **Plant & Structures:** \$3.0m below budget due to delays in legislation being approved which delayed the project and the related expenditure.
- **ACC Programme:** \$1.3m below budget due to some activities/work programmes being rephased to 2023/24 due to internal resourcing constraints.

Breakdown of expenditure by type as at 30 June 2023



\$000	Actual	Budget	Variance
Personnel	99,287	106,235	6,948
Contractors	8,514	6,233	(2,281)
Consulting & Professional Services	18,651	22,611	3,960
Depreciation	6,227	8,388	2,161
Other expenditure	22,571	16,807	(5,764)
Total expenditure	155,250	160,274	5,024

Capital spend

\$000	Actual	Budget	Variance
ICT software	13,388	18,548	5,160
ICT hardware	476	980	504
Motor vehicles	3,292	3,673	381
Leasehold improvements	2,193	1,830	(363)
Other assets	-	-	-
Total capital spends	19,349	25,031	5,682

- ICT software spend is lower due to project delays until the Plant and Structures legislation is approved, and the SaS write off.
- WorkSafe received its EV motor vehicle delivery in June 2023 and the variance is for the signage costs still to be completed.

Balance sheet as at 30 June 2023

\$000	Actual	Budget	Variance
Cash and bank	5,920	7,099	(1,179)
Investments	20,000	24,435	(4,435)
Debtors	7,052	2,585	4,467
Fixed Assets	42,401	46,628	(4,227)
Total Assets	75,373	80,747	(5,374)
Creditors and Payables	2,285	8,567	6,282
Employment Liabilities	9,113	9,877	764
Income in Advance	478	2,389	1,911
Crown Loan	22,523	24,907	2,384
Total Liabilities	34,399	45,740	11,341
Net Assets	40,974	35,007	5,967
Equity			
Opening Equity	31,638	30,924	714
Memorandum Accounts	8,500	5,180	3,320
Surplus/(Deficit)	836	(1,097)	1,933
Total Equity	40,974	35,007	5,967

- **Cash and Investments:** lower than budget in part due to lower ACC funding received and a high year end debtors balance.
- **Debtors:** higher than budget mainly due to the timing of the funds transfer to the payroll provider and final ACC invoice.
- **Fixed Assets:** lower than budget due to lower capital spend and the SaS write off.
- **Creditors and Payables:** lower due to lower capital spending.
- **Employment Liabilities:** lower than budget due to the timing of payroll and the use of leave.
- **Income in Advance:** lower than budget reflecting utilisation of the ACC funding received in advance. WorkSafe and ACC agreed to invoice once all prior year underspends were spent.
- **Crown Loan:** Digital Transformation funding was drawn down within the year as per the funding schedule. The refrigeration loan included in the budget was not drawn down as most of the work required is likely to be opex in nature.

Operating cashflow

The overall cash position is slightly lower than budget. The individual differences when compared to the Budget reflects the variances in the Profit and Loss and Balance Sheet discussed above.

\$000	Actual	Budget	Variance
Operating Cash Flows			
Receipts from Crown	136,755	141,125	(4,370)
Receipts from Other Revenue or Interest	14,961	11,377	3,584
Payments to Suppliers/Employees	(164,440)	(151,002)	(13,438)
Net Operating Cash Flows	(12,724)	1,500	(14,224)
Investing Cash Flows			
Net Investments	15,517	5,782	9,735
Net Asset Purchase	(20,525)	(21,323)	798
Net Investing Cash Flows	(5,008)	(15,541)	10,533
Financing Cash Flows			
Capital Contribution	4,011	3,450	561
Crown Loan	10,530	11,515	(985)
Net Financing Cash Flows	14,541	14,965	(424)
Cash Movement			
Net (decrease)/increase in cash	(3,191)	924	(4,115)
Opening Cash	9,111	6,175	2,936
Closing Cash	5,920	7,099	(1,179)

- **Crown Loan:** due to be drawn down in early Q4 (initially budgeted be drawn down in Q3).