



Te Pūrongo o Mahi Haumarua Aotearoa

WorkSafe Quarterly Report

(Q4 - 1 April to 30 June 2021)

WORKSAFE
Mahi Haumarua Aotearoa

Progress against our Strategic Measures

Of our 16 **Statement of Performance Expectation (SPE)** measures, 9 are on-track, 5 will likely not be met and another 2 are not available at this time. Of our eight Annual **Statement of Intent (SOI)** measures 2 will likely not be met and 6 are not available at this time.

WorkSafe’s General Inspectorate assessed a much different population of businesses in 2020/21 compared to previous years because of the COVID-19 pandemic. In 2021/22, the Service Excellence Survey will be replaced by the new Impacts Effectiveness Monitor, which will include the design of a fresh questionnaire which will be more closely aligned with WorkSafe's current and future strategic objectives. Final results will be published in the Annual Report.

External Facing Deliverables

We are proud to announce the launch of the **Mate Ohore** sudden death protocols. Mate Ohore is WorkSafe’s response to ensuring cultural beliefs and protocols surrounding a workplace fatality, are applied appropriately. The victims, coronial services, and the Maruiti team, will work together to ensure whānau pani (bereaved families) and communities are engaged and supported appropriately.

The refreshed **Maruiti strategy** has been approved and we are now putting the strategy into action across WorkSafe. This will build on the work so far with the Operations Group to ensure the strategy is a whole of organisation approach to reducing the harm equity gap between Maori and non-Maori.

The first working hui for **Te Kāhu Mātai** (Partners Council) was held this quarter with the 2nd meeting following on the 1st July. The Council looked at a range of issues and priorities for WorkSafe, including the Maruiti strategy, Ministerial priorities, strengthening the Health and Safety Representation system (HSR) and getting Health and Safety outcomes from public infrastructure projects.

An administrative hearing on **Whakaari / White Island** was completed in June in Whakatāne. It was attended by WorkSafe and all 13 defendants. The defendants must all enter their pleas by 24 August 2021. The next hearing will be held in September and will focus on whether there are any preliminary issues to be resolved prior to trial

WorkSafe is supporting **MBIE’s review of Adventure Activities** in the development of the discussion documents which will shortly be released to the sector for consultation.

The key actions completed this quarter in WorkSafe’s pro-active internal **Adventure Activities (AA) health check** include creation of Operational policy on how we administer regimes, education and training for our people in Operational roles. We are also looking at changes to internal systems to clarify roles and delegations and creation of an engagement plan to guide how we interact with external stakeholders with respect to our roles as regulator and registrar.

The **LifeShavers Harm Prevention** campaign was launched to encourage workers using respiratory protective equipment to be clean shaven.

Forklift Safety Roadshows: Have been delivered in 8 cities over the year with around 475 businesses, with almost 1000 attendees (Forklift Operators, Managers, HSRs) attending the roadshow to date. There has been a high level of interest in the Roadshows and consistent positive feedback.

Organisational Enablers

The **Digital Transformation** programme is progressing well. This quarter the new intranet was successfully launched, the HRIS phase two modules have been tested and moved into the pilot phase, the planned migration of data from MAKO in MBIE to the new SharePoint system in WorkSafe has commenced realising to date an annual saving of \$2.65m and 730+ laptops were deployed to our people.

Our **Statement of Intent 21/22-24/25 (Sol)** and **Statement of Performance Expectations 2021/2022 (SPE)** were published. Our SOI describes our strategic intentions for lifting health and safety at work performance in Aotearoa, including our refreshed outcomes framework.

We are evolving how we operate through **Taura Here Waka** (Strategic Delivery plan). Through our **hoe nuku** (priorities), we continue to move towards becoming a modern insights-driven regulator and reducing work-related harm. Regulatory risks are being identified and continue to be mitigated.

This quarter the WorkSafe Board and Executive Leadership Team signed a new Worker Engagement, Participation and Representation (**WEPR**) Charter in conjunction with their Health and Safety Representatives (**HSRs**) and the PSA.

Work over the quarter has continued into improving health and safety in publicly funded construction through upstream **procurement processes**. The project proposal is scheduled to go up to the Ministers in Q1 2021/22.

Challenges and Opportunities

WorkSafe has been working closely with the reviewers during their information gathering phase for the **Strategic Baseline Review**. Interviews have been scheduled with WorkSafe’s CE and General Managers throughout July and August.

The **David Laurensen QC Review** continues and a number of WorkSafe staff have been interviewed by the QC, which the legal team have helped to facilitate.

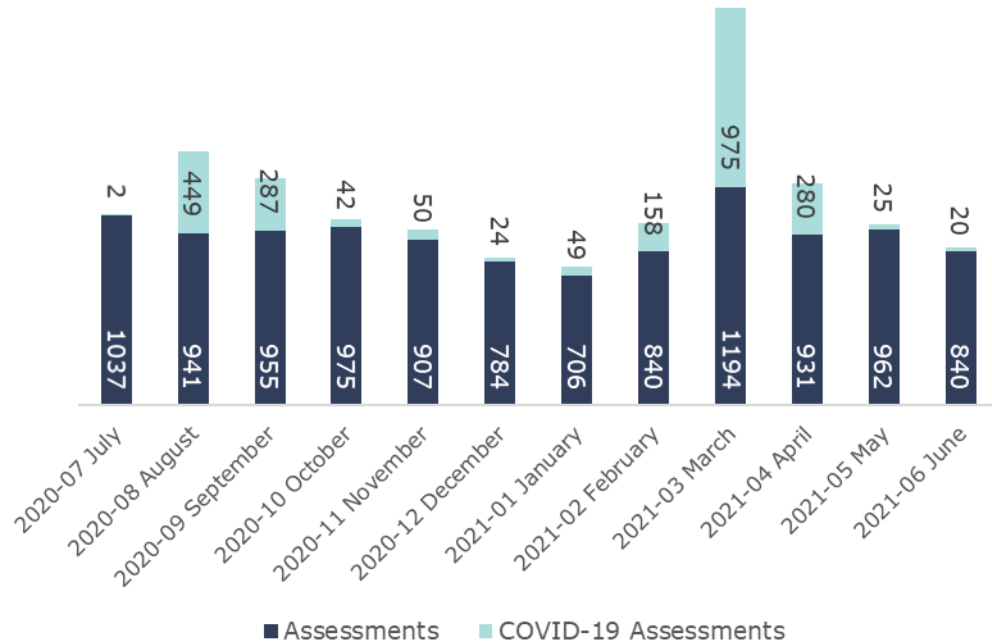
WorkSafe continues to participate in the Ministry of Health’s **COVID-19** Worker Testing Governance Group and selected WorkSafe staff now have access to the Testing Register to respond to any complaints. QR code assessments are now being done as part of regular proactive assessments. There have been 30 notices issued in the last two months relating to 'contact tracing and QR codes'. WorkSafe has prepared a draft internal position on vaccines ahead of the general population vaccine roll-out.

Ngā Mātaitanga puta noa i nga Mahi

Interventions across Operations

Assessment Activity – General Inspectorate

General assessment numbers 2020/21 YTD



The General Inspectorate have continued their focus on planned activity, supported through provision of staff to the Customer Operational Servicing function and have undertaken prosecution work in COVID-19 compliance.

% of assessments that resulted in enforcement

Enforcement Type	# issued YTD	June 2019/20
HSWA Improvement notice	3962	41%
Directive Letter	1,651	
Verbal Direction	1,309	
HSWA Prohibition notice	1001	June 2020/21 YTD
Sustained Compliance Letter	981	39%
HSWA Non-Disturbance Notice	89	
HSNO Compliance Order	2	

The expected range is 45-55%

The percentage of assessments resulting in enforcement activity is below the expected range, in part due to the additional COVID-19 focus over the last 12 months. Ordinarily we would not engage in sectors such as Hospitality and Retail due to their low risk profile.

% of assessments that include interaction with a worker or representative

Target

80%

June 2020/21

88% YTD

A number of inspection files underwent internal review for quality assurance and control purposes. Of the files selected, 84.2% met the expectation of engaging with a Health and Safety Representative and engaging with workers in relation to WEPR.

To receive this score, inspectors are required to engage with workers to assess how well the requirements for Worker Engagement Participation and Representation (WEPR) are being met.

Ngā Mātaitanga puta noa i nga Mahi

Interventions across Operations

Investigations activity year to date

Specialist Interventions (SI)

Specialist Interventions manage the duty holder review, complex investigations, audit and enforceable undertakings activities in the Operations Group.

Total opened in Q4 2020/21	52
Total opened in 2020/21	175*

*1 July 2020 – 30 June 2021

General Inspectorate (GI)

The General Inspectorate may commence an investigation into a PCBU after a series of compliance issues.

Total opened in 2019/20 Q4 YTD	11
Total opened in 2020/21 Q4 YTD	8

High Hazards, Energy and Public Safety

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 such as the Christchurch gas explosions.

Energy Safety	753
MHF	5*
Extractives	1

*The MHF total has reduced (from 7 to 5) due to improvements being made to how investigations are recorded and reported. As part of this process, the status of the investigations previously captured was reviewed. One file was no longer classified as an investigation, and the other was a duplicate of an investigations into two PCBU's.

Operations activity of interest

WorkSafe and the New Zealand Police undertook visits to EyeBall Kicks for failure to display a QR code. Two Infringement notices were issued, and both remain unpaid.

WorkSafe have completed five planned stevedoring assessments at Napier Port. One directive letter was issued for record-keeping. However, our main findings related to the Hawke's Bay DHB. We engaged with the DHB and provided these observations and suggestions for improvements. The DHB has now started implementing these changes. It is also considering extra testing timeslots to cater for the night shift workers.

The Regulatory Assurance team are investigating the model train incident that occurred in Dunedin, December 2020 involving the Otago Model Engineering Society Inc. The Society is a licenced amusement device operator who are required to notify WorkSafe of any incidents. This incident involved serious injuries to a four-year-old child, and it has been the fourth incident involving model trains nationwide.

The New Zealand Refining Company Ltd (Refining NZ) announced its proposal to convert its Marsden Point site into a dedicated fuel import terminal and cease operations as a toll oil refinery. Marsden Point will still fall under the Major Hazard Facilities Regime and will be required to submit a revised safety case to WorkSafe. We are currently working with Refining NZ to resolve issues relating to the current tank installations on site.

High Hazards, Energy and Public Safety contributed as part of the Space Regulatory Operations Group, where initial activities were focused on drafting a Compliance Strategy for Space Activities Regulated under the Outer Space and High-altitude Activities Act 2017.

High Hazards, Energy and Public Safety participated in the G-REG Safety Case Community of Practice, where they described the safety case elements of the Major Hazard Facilities and Petroleum Regimes, the challenges this presents, processes and frameworks in place and the current state of play.

Taura Here Waka: Te ahu whakamua

Progress against our Strategic Delivery Plan

We'll choose the most effective interventions

Priority	Q3	Q4	Milestones	Key message for the quarter
Programme				
Accelerated Silicosis <i>(Health and Safety at Work Strategy)</i> <i>(SPE – Harm Prevention)</i> <i>(B19 – Modernisation Funding)</i>	●	●	Data analyst recruited for the Accelerated Silicosis project.	<p>WorkSafe are reviewing 105 businesses to determine if they are in scope for access to the Accelerated Silicosis Assessment Pathway.</p> <p>An article was published in where WorkSafe confirmed the issuing of 279 infringement notices to engineered stone businesses in the past two years.</p> <p>WorkSafe is using a range of means to reach former engineered workers eligible for the health assessment.</p>
Mentally Healthy Work <i>(Health and Safety at Work Strategy)</i> <i>(SPE – Harm Prevention)</i> <i>(B19 – Modernisation Funding)</i>	●	●	Mentally Healthy Work (MHW) enforcement measures initiative started in partnership with the teams of Specialist Interventions, MHW and Legal.	<p>Production on a range of materials continues including working from home guidance (design phase), stress guidance (draft), and finalising a new module on mentally health work in the TEC literacy tool for tertiary students.</p> <p>The health response pathway will start in August/Sep 2021. This will enable a coordinated approach to all health notifications received through the internal call centre.</p> <p>The MHW team is supporting the Kaimahi Hauora assessment/enforcement operations, as well as continuing to build capability of the inspectorate.</p>
Carcinogens Multifaceted Interventions <i>(Health and Safety at Work Strategy)</i> <i>(SPE – Harm Prevention)</i> <i>(B19 – Modernisation Funding)</i>	●	●	Launch of the LifeShavers campaign.	<p>A plan is being developed for Carcinogens and Airborne Risks Programme. It will recognise work already being undertaken within WorkSafe and build new initiatives to ensure greater impact in this area.</p> <p>A draft report was received exploring the advantages and disadvantages of a worker exposure database for New Zealand (using actual exposure measurements). WorkSafe is reviewing the report to determine next steps.</p> <p>The LifeShavers campaign has been very successful. The informative, storytelling approach has received positive feedback.</p>
SafePlus <i>(Ministerial Expectation)</i>	●	●		Online tool enhancements to assessment reports due to be launched to market. Request for tender placed on the government tenders' site for provision of SafePlus Training and accreditation.
Licencing Refrigeration <i>(Ministerial Expectation)</i>	●	●		The Parliamentary Council Office are restructuring these draft regulations to become the first part of the planned Health and Safety at Work (High Risk Work Licences) Regulations.
Agriculture Programme <i>(Health and Safety at Work Strategy)</i> <i>(SPE – Harm Prevention)</i> <i>(Ministerial Expectation)</i>	●	●	Development began on an industry-led Health and Safety wellbeing action plan.	<p>Engagement Leads continue to work closely with Guidance to develop fit-for-purpose documents and tools including: Agrichemical guidance for retailers, guidance for the grape and arable sectors, and development of the HazSubs calculator to make chemical entry easier for farmers.</p> <p>Engagement work continues to encourage farmers to adopt higher-level controls such as seatbelts and crush protection devices of quad bikes.</p>

Taura Here Waka: Te ahu whakamua

Progress against our Strategic Delivery Plan

We'll choose the most effective interventions

Priority	Q3	Q4	Milestones	Key message for the quarter
Programme				
Construction programme <i>(SPE – Harm Prevention)</i>	●	●	Kaiarahi mentoring programme pilot completed.	Canterbury Safety Charter has Union representation on the Board, driving support for workers health, safety and well-being. Recent projects have included worker support networks. Kaiarahi mentoring programme uptake is slower than expected with a remediation plan in place to look at alternative delivery options.
Manufacturing programme <i>(SPE – Harm Prevention)</i>	●	●	Manufacturing leadership forum held across all industries.	An internal project team has been formed to develop a high-level engagement plan. A two-day workshop with meat industry has led to two projects being developed and implemented by the meat industry association.
Forestry programme <i>(SPE – Harm Prevention)</i>	●	●		Work continues to address supply chain risks, promotion of higher levels of controls, improving our reach and supporting industry leadership.
Pacific Responsiveness <i>(SPE – Strategic Relationships)</i> <i>(SPE – Harm Prevention)</i>	●	●		Work is underway with the apple industry to reduce on-orchard harm, with a focus on RSE workers. Cross organisational work is underway on realising the Pacific Responsiveness Advisory Groups.
Vehicle Mobile Plant <i>(SPE – Harm Prevention)</i>	●	●	Vehicle-related Risks from Supply Chain Pressures research completed. Workshop delivered to address vehicle harms caused by supply chain pressures.	The final report by Mackie Research <i>Managing Vehicle-related Risks from Supply Chain Pressures</i> has been received which provides 13 recommendations/opportunities to address vehicle-related harm from supply chain pressures. The report has been shared with WorkSafe’s social partners. An internal vehicles project team has been formed to roll out an across-system vehicle harm programme.
WEPR + Health and Safety Reps (HSR) Discovery (Insights project) <i>(SPE – Strategic Relationships)</i> <i>(Ministerial Expectation)</i>	●	●		Ongoing relationship building with Health and Safety Representative training providers

We'll measure what we do

Priority	Q3	Q4	Milestones	Key message for the quarter
Significant Core Activities				
Adventure Activities Re-registration	●	●	Re-registration of adventure activity operators was completed during the last reporting period.	During this reporting period, staff who carried out the registration function continued to be heavily involved in supporting the work to strengthen WorkSafe’s adventure activities related operational policy, stakeholder engagement, inspector training, and resourcing.

Taura Here Waka: Te ahu whakamua

Progress against our Strategic Delivery Plan

We'll make choices based on insights

Priority	Q3	Q4	Milestones	Key message for the quarter
Programme				
Pūmahara / Evidence-led Decision and Risk <i>(SPE – Harm Prevention)</i> <i>(SPE – Regulatory Effectiveness)</i>	●	●	Phase 3 Pilot - Musculoskeletal Disorders (MSDs) completed. All technical aspects of Phase 3 Pilot delivered as scheduled. Risk Workshop completed and Risk Register updated. Technical Stack/Solution for population developed. MSD epidemiological risk factors, underlying risk factors, prevalence of risk factors & qualitative risk factors collated and loaded into Pilot solution.	Partnering with Workforce Segmentation and Insights Programme (WSIP) delivery team to ensure alignment of Pūmahara capability solution with new data management platform. Amber status is due to status of Budget, Scope, Schedule and Quality Assurance. Resourcing has also been updated to amber due to Business Case requiring approval to proceed with recruitment of key project resources required for phase 4. Revised business case to be submitted 5 July 2021.
Project				
Foundational Research to Inform our Investment choices <i>(Health and Safety at Work Strategy)</i> <i>(SPE – Harm Prevention)</i> <i>(SPE – Regulatory Effectiveness)</i> <i>(Ministerial Expectation)</i>	●	●	Psychosocial Survey – surveying completed.	Copenhagen Psychosocial Survey is on track. This survey is an internationally validated survey questionnaire of work-related psychosocial risk factors. WorkSafe’s supplier (Colmar Brunton) preparing data for handover. R&E developing analysis plan and sequencing of insights products with Health and Technical Services.
Significant Core Activities				
Service Excellence Survey (SES)	●	●	General Inspectorate surveying completed and supplier has provided draft report on results.	Performance indicators relating to inspections and WorkSafe for 2021/22 updated. See sections on Statement of Performance Expectations and Statement of Intentions Activity Measures for updated figures.
Impacts and Effectiveness Monitor (IEM)	●	●	Tender for supplier of new survey programme closed 24 June.	The IEM will replace the SES commencing July 2021. The 2021/22 survey will cover the activities of the General Inspectorate, DHR and Energy Safety teams. Initial review of proposals reviewed and have identified 2 suppliers which we will be following up with to make final decision.
Enforceable Undertakings Evaluation	●	●	Evaluation planning, design and initial data collection stage completed.	Aim of the evaluation is to assess the impact of Enforceable Undertakings (EU) against the EU policy objectives. Initial interviews and workshop with internal stakeholders completed. Interviews with EU participants and second workshop planned for July 2021.

Taura Here Waka: Te ahu whakamua

Progress against our Strategic Delivery Plan

We'll partner across Aotearoa

Priority	Q3	Q4	Milestones	Key message for the quarter
Programme				
Crown Māori Relationships <i>(Health and Safety at Work Strategy) (SPE – Harm Prevention) (SPE – Strategic Relationships) (Ministerial Expectation)</i>	●	●	New partnership council established (Te Kāhu Mātai) – including Iwi representatives, Business New Zealand, Council of Trade Unions and WorkSafe leaders.	First working hui for Te Kāhu Mātai was held in Q4 looking at a range of issues and priorities for WorkSafe. WorkSafe’s Maruiti refresh strategy was discussed with the rōpū, and was well received. Iwi Chair representatives will report back into the Iwi Chair’s forum enabling WorkSafe’s visibility on the Māoridom platform. The forum is likely to evolve over the coming year as WorkSafe and partners develop a better understanding of the group’s value.
Mate Ohorere (Sudden death protocols)	●	●	Protocols and guidance agreed by WorkSafe, for general roll out to operations.	The Mate Ohorere protocols (sudden death protocols) were formally signed off in Q4. Operational staff training is expected to roll out in July 2021 and be completed in August 2021, through a series of Marae-based wānanga across the main regions with the support of Marae, Kaumātua, and Ngā Pirihimana (Police).
Building internal Te Ao Māori capability	●	●	Te Reo and Tikanga programmes continuing in head office, regional programmes being considered.	Head office te reo and tikanga courses have continued with excellent participation and enthusiasm by staff. Through the Maruiti strategy refresh, it is planned that regional offices will undertake their own roll-out of te reo using local providers to ensure the appropriate reo, tikanga and kawa can be applied.
Te Ao Māori marae based harm prevention programmes				
Te Taitokerau (Manufacturing / Forestry),	●	●	Māori leadership programme, wānanga one delivery .	All four marae-based programmes have delivered wānanga one in close collaboration with industry and worker engagement, representation and participation (WEPR). Each programme has a scale dependent degree of support by local Government, Iwi-Māori communities, and Union representatives. Wānanga two for Te Tairāwhiti will undertake a broader supply chain participation involving Harvesting Principles, Waka Kotahi, the Ports, Te Rūnanga o Ngāti Pouri and Te Rūnanga o Turanganui a Kiwa (encompassing Rongowhakaata, Ngai Tamanuhiri and Te Aitanga a Mahaki).
Te Tairāwhiti (Forestry)	●	●	Te Whakakōtai o ngā Kaimahi, wānanga one delivery.	
Wanganui-Manawatu (Manufacturing)	●	●	Maruiti-Tangiwai Māori leadership programme, wānanga one delivery.	
Tamaki Makaurau (Construction)	●	●	CRL-Maruiti Māori leadership programme, wānanga one delivery.	
Significant Core Activities				
Plant and Structures - Stage 1 <i>(SPE – Regulatory Effectiveness) (Ministerial Expectation)</i>	●	●		Cabinet has discussed the Plant and Structures proposals and we are expecting an announcement about this soon.

Taura Here Waka: Te ahu whakamua

Progress against our Strategic Delivery Plan

We'll listen and tell our story

Priority	Q3	Q4	Milestones	Key message for the quarter
Programme				
Planning and performance framework <i>(SPE - Organisational Excellence)</i>	●	●	Published Statement of Performance Expectations 2021/22, Statement of Intent 2021/22 – 2024/25 and Strategic Outcomes Framework.	Operational business plans completed at a group level. Discussions underway to align internal reporting to management to assist with project and budget forecasting.
Agriculture Marketing <i>(Health and Safety at Work Strategy)</i> <i>(SPE - Harm Prevention)</i>	●	●	Support for Mystery Creek Fieldays. Sponsorship of FMG Young Farmer of the Year.	Delivery of Mystery creek stand presence promoting the use of Crush Protection Devices (CPD's), seatbelts in farm vehicles and management of hazardous substances. WorkSafe continues to sponsor FMG Young Farmer of the Year in 2021 with the Grand final held 2-4 July. To leverage the sponsorship a social media campaign ran with case studies featuring the 7 finalists.
Significant Core Activities				
Maintain and continually improve WorkSafe's website and digital channels <i>(Health and Safety at Work Strategy)</i> <i>(SPE – All)</i>	●	●	Content management and digital transformation alignment. Launch of 'Connection', WorkSafe's new intranet.	Content review of the external website continues. Looking to align the digital communications programme with the Digital Transformation Programme. Significant reset of our internal communication channels and approach has been reset.
Engagement, Marketing and Communications <i>(Health and Safety at Work Strategy)</i> <i>(SPE – All)</i>	●	●	Brand and our story alignment.	Discovery phase into our review of WorkSafe internal and external stories complete. Design of a strengthened communications approach for the organisation underway. A review of the Marketing and Communications function has been completed.
Social Marketing Campaign <i>(Health and Safety at Work Strategy)</i> <i>(SPE – All)</i>	●	●	Sense it, Stop it campaign delivery.	The 'Sense it. Stop it.' campaign has seen strong awareness results and likability in comparison to similar behaviour change campaigns.
Marketing, Advertising and Content Development <i>(Health and Safety at Work Strategy)</i> <i>(SPE – All)</i>	●	●	Social media content delivery.	Focus on Young Farmer of the Year Social media promotion, Energy Safety content and Life Shaver promotion.
Māori Worker Campaign <i>(Health and Safety at Work Strategy)</i> <i>(SPE – All)</i> (Ministerial Expectation)	●	●	The refreshed Maruiti strategy has been approved.	Campaign placed on hold in lieu of the Maruiti strategy and function refresh. Amber status due to campaign on hold.

Taura Here Waka: Te ahu whakamua

Progress against our Strategic Delivery Plan

We'll be set up for success

Priority	Q3	Q4	Milestones	Key message for the quarter
Programme				
Leadership Development Programme <i>(SPE – Organisational Excellence)</i> <i>(Ministerial Expectation)</i>	●	●	Two cohorts have completed the programme.	<p>Impact Evaluation results show good outcomes for the Senior Leadership Group cohorts, with evidence to suggest there will be further benefits realised in the long-term.</p> <p>An abridged version of the programme is being delivered to the Executive Leadership Team. A further 30 leaders will participate in the programme July and November 2021.</p>
Targeted Development <i>(SPE – Organisational Excellence)</i> <i>(Ministerial Expectation)</i>	●	●	Inspector Development Pathway developed and in place.	<p>The development pathway has moved from project status to business as usual.</p> <p>A project is underway to develop a competency, development and career progression framework for the remainder of our people. A Delivery Lead is being recruited to develop and implement the project.</p>
Service Design <i>(SPE – Organisational Excellence)</i> <i>(B19 – Modernisation Funding)</i>	●	●	A prototype obligations register has been designed to capture all regulatory obligations.	<p>Stakeholder engagement continues to provide input into the user experience and legal obligations projects. The Business Architecture Blueprint for Change is being circulated for feedback and refinement.</p>
HRIS/Payroll and Health and Safety Solution <i>(SPE – Organisational Excellence)</i> <i>(B19 – Modernisation Funding)</i>	●	●	HRIS core Phase 2 modules built, tested and moved to Pilot phase.	<p>Core modules of on-boarding, core HR and offboarding moved to pilot phase. Initial project had minimal time for testing and piloting system prior to roll out to the organisation. A 2-month pilot and early adopter phase has been built into the new project schedule. AMS Payroll transition from MBIE network commenced</p> <p>Amber status reflects the change to the pilot schedule and scope. Different HSW and recruitment modules planned and in scope for delivery.</p>
Digital Independence <i>(SPE – Organisational Excellence)</i> <i>(B19 – Modernisation Funding)</i>	●	●	<p>Re-baselined the O365 and EUC project and finalised the rollout of Windows10 devices across WorkSafe.</p> <p>Training of staff on the new devices and functionality is complete.</p> <p>New Intranet site launched.</p>	<p>Planned migration of data from MAKO in MBIE to the new SharePoint system in WorkSafe has commenced. Digital Transformation has been approved following the success in our gateway funding bid. Governance is now being put in place ready for the delivery of digital transformation.</p> <p>WorkSafe have worked with MBIE to identify MBIE systems. These have been scoped and the programme is commencing delivery.</p>
Work Related Health Team set-up <i>(Health and Safety at Work Strategy)</i> <i>(SPE – Harm Prevention)</i> <i>(B19 – Modernisation Funding)</i>	●	●		<p>Approximately 80 notifications were managed since January 2021.</p> <p>The work by the Kamahi Hauora team is receiving positive end-user and internal feedback. Recruitment in progress to increase Kamahi Hauora inspectors to 7 people.</p> <p>The Kaimahi Hauora team continues to support complex work-related health assessments, including those involving health providers.</p>

Te Tauāki Aro Mahi

Statement of Performance Expectations

9/16 ● SPE measures on track
 5 ● Not met
 2 ● Not available

Harm prevention	Target 20/21	Actual	Commentary															
<p>1. Percentage of people who say our guidance is useful (this measure provides an indication of how we help all parts of the system understand what good health and safety practice looks like). (Annual)</p> <table border="1"> <caption>Percentage of people who say our guidance is useful</caption> <thead> <tr> <th>Year</th> <th>Target</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>17/18</td> <td>97%</td> <td>97%</td> </tr> <tr> <td>18/19</td> <td>97%</td> <td>97%</td> </tr> <tr> <td>19/20</td> <td>97%</td> <td>98%</td> </tr> <tr> <td>20/21</td> <td>97%</td> <td>94%</td> </tr> </tbody> </table>	Year	Target	Result	17/18	97%	97%	18/19	97%	97%	19/20	97%	98%	20/21	97%	94%	≥ 97%	94%	● WorkSafe reports annually on guidance that was ‘very useful’ and ‘somewhat useful’. Our target is to hold or increase on the target. Margin of Error (MoE) at the 95% confidence level for achieved sample of n=660 respondents who accessed WorkSafe guidance and the reported usefulness rating of 94% is ± 1.8. Target not achieved.
Year	Target	Result																
17/18	97%	97%																
18/19	97%	97%																
19/20	97%	98%																
20/21	97%	94%																
<p>2. Percentage of assessments that include interaction with a worker or representative. (Quarterly - YTD)</p> <table border="1"> <caption>Percentage of assessments that include interaction with a worker or representative</caption> <thead> <tr> <th>Quarter</th> <th>Target</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>Q1 20/21</td> <td>80%</td> <td>79%</td> </tr> <tr> <td>Q2 20/21</td> <td>80%</td> <td>84%</td> </tr> <tr> <td>Q3 20/21</td> <td>80%</td> <td>87%</td> </tr> <tr> <td>Q4 20/21</td> <td>80%</td> <td>86%</td> </tr> </tbody> </table>	Quarter	Target	Result	Q1 20/21	80%	79%	Q2 20/21	80%	84%	Q3 20/21	80%	87%	Q4 20/21	80%	86%	≥ 80%	88%	● 84.2% of the assessment files reviewed (where a worker was available) are meeting the highest quality standard for their Health and Safety Representative (HSR)/worker engagements.
Quarter	Target	Result																
Q1 20/21	80%	79%																
Q2 20/21	80%	84%																
Q3 20/21	80%	87%																
Q4 20/21	80%	86%																
<p>3. Deliver the three Work-related Roadmap to Healthy Work sub-plans for: Carcinogens and airborne risks, Musculoskeletal disorders, Mentally Healthy Work. (Quarterly - YTD)</p> <p style="text-align: center;">Roadmap to Healthy Work sub-plans</p> <table border="1"> <thead> <tr> <th>Carcinogens and airborne risks</th> <th>Musculoskeletal disorders</th> <th>Mentally Healthy Work</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>	Carcinogens and airborne risks	Musculoskeletal disorders	Mentally Healthy Work	✓	✓	✓	Achieve	Achieve	● Work is ongoing to provide information about the sub-plans on the WorkSafe website. No change from the last report.									
Carcinogens and airborne risks	Musculoskeletal disorders	Mentally Healthy Work																
✓	✓	✓																
<p>4. Percentage of assessments that include a focus on work-related health risks. (Quarterly - YTD)</p> <table border="1"> <caption>Percentage of assessments that include a focus on work-related health risks</caption> <thead> <tr> <th>Quarter</th> <th>Target</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>Q1 20/21</td> <td>65%</td> <td>84%</td> </tr> <tr> <td>Q2 20/21</td> <td>65%</td> <td>82%</td> </tr> <tr> <td>Q3 20/21</td> <td>65%</td> <td>83%</td> </tr> <tr> <td>Q4 20/21</td> <td>65%</td> <td>82%</td> </tr> </tbody> </table>	Quarter	Target	Result	Q1 20/21	65%	84%	Q2 20/21	65%	82%	Q3 20/21	65%	83%	Q4 20/21	65%	82%	65%	82.2%	● Work-Related Health continues to be a priority of our assessment activity. We are currently exceeding our targeted expectation in this area.
Quarter	Target	Result																
Q1 20/21	65%	84%																
Q2 20/21	65%	82%																
Q3 20/21	65%	83%																
Q4 20/21	65%	82%																

Te Tauāki Aro Mahi

Statement of Performance Expectations

Regulatory effectiveness		Target 20/21	Actual	Commentary
<p>5. Percentage of prosecutions that are successful. (Quarterly - YTD)</p>	<p>100%</p> <p>90%</p> <p>80%</p> <p>70%</p> <p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p> <p>--- Target</p> <p>— Result</p>	≥ 80%	93%	<p>● For Q4 2020/21</p> <p>61 prosecutions initiated</p> <p>57 prosecutions disposed = 51 convicted, 4 withdrawn and 2 discontinued due to an accepted enforceable undertaking.</p>
<p>6. Percentage of [formal] investigations where a final decision is made and communicated to victims and PCBUs within 12 months of commencement. (Quarterly - YTD)</p>	<p>100%</p> <p>95%</p> <p>90%</p> <p>85%</p> <p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p> <p>--- Target</p> <p>— Result</p>	100%	98.5%	<p>● In Q4 Audit New Zealand (ANZ) sampled 42 files relating to this measure and found that one was not communicated within the timeframe in Q3. This has reduced the result to 99.1% and means the target has not been met.</p> <p>An internal audit took place and found the methodology for reporting these numbers each quarter was inconsistent. The total number of files that required a final decision(s) to be communicated to victims and PCBU's in 2020/21 was 69.</p>
<p>7. Percentage of energy safety investigations (notifiable/non-notifiable incidents and unsafe situations) involving gas and electricity that are completed within 60 working days. (Quarterly - YTD)</p>	<p>100%</p> <p>90%</p> <p>80%</p> <p>70%</p> <p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p> <p>--- Target</p> <p>— Result</p>	≥ 80%	93%	<p>● 195 of 204 (96%) investigations have been completed within 60 working days.</p> <p>To financial year end, 700 of 753 (93%) investigations have been completed within 60 working days.</p>
<p>8. Complete the assessment of all safety cases for existing Major Hazards Facility high hazard establishments by April 2021. (Quarterly)</p>	<p>100%</p> <p>95%</p> <p>90%</p> <p>85%</p> <p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p> <p>--- Target</p> <p>— Result</p>	100%	100%	<p>● Target was met in Q1 2020/21.</p>

Te Tauākī Aro Mahi

Statement of Performance Expectations

System leadership						Target 20/21	Actual	Commentary
9. All WorkSafe-funded partnership agreements with sector groups establish (or have) work programmes that will deliver tripartite health and safety initiatives. <i>(Quarterly)</i>	Shopcare	Forestry Industry Safety Council (FISC)	Construction Health & Safety NZ (CHASNZ)	Agriculture Leaders' Health & Safety Action Group (ALHSAG)	Canterbury Health & Safety Charter	Achieve (new measure)	●	A tripartite group comprises government, business and worker representatives. In addition we have the Te Kāhu Mātai (Partners Council) and Pacific Peoples Responsiveness Advisory Group and Worker Engagement, Participation, and Representation (WEPR) as cross-sector tripartite groups.
	✓	✓	✓	✓	✓			
10. The member of every partnership group funded by WorkSafe 'agree' that they have tripartite arrangements. <i>(Annual)</i>	Survey result to be reported at year-end					Achieve	●	Results for the survey will be available for reporting in the Annual Report.
Percentage of people we directly engage with who agreed WorkSafe is: <i>(Annual)</i>								
11. Educative								
		Actual 17/18	Actual 18/19	Actual 19/20	Actual 20/21			
12. Fair	Educative	69%	70%	66%	64%	Increase (> 66%)	●	Preliminary results, final results to be reported in the Annual Report.
13. Proportionate	Fair	91%	91%	91%	91%	91%	●	
14. Performing effectively	Proportionate	72%	68%	71%	71%	Increase (> 71%)	●	
	Performing Effectively	66%	70%	72%	68%	Increase (> 72%)	●	

Te Tauākī Aro Mahi

Statement of Performance Expectations

Organisational excellence		Target 20/21	Actual	Commentary
15. Staff engagement as measured in the 'We Say' survey results. <i>(Annual)</i>	<p>A horizontal bar chart with a solid grey bar at 61% and a dashed blue line extending to 100%.</p>	≥ 61%	61%	<ul style="list-style-type: none"> The 2020 We Say survey was delivered in October 2020. The Engagement Score met the 2020/21 goal at 61%. The next 'We Say' survey will take place in 2021/22.
16. Progress toward achieving strategic goal of becoming a leader in New Zealand health and safety practice. <i>(Annual)</i>	<p>A horizontal bar chart with a solid grey bar reaching the 'Performing' level and a dashed blue line extending to 100%.</p>	Achieve 'Performing' level		<ul style="list-style-type: none"> WorkSafe's latest safe plus assessment online survey results (July 2020) show that the "Performing" level has been achieved. Actions aligned with the HSW strategy are underway to support our aim of achieving leading safe plus assessment status by year end 2021/2022. Our next safe plus self-assessment will be scheduled in Q4 2020/2021. Results will be available in the Annual Report.

Te Tauākī Aro Mahi

Statement of Intent

0/8 ● SOI measures on track
 2 ● Not met
 6 ● Not available

People value health and safety: Our work supports people to value health and safety as part of good business	Target 21/22	Actual	Commentary
1. Percentage of workers in priority sectors who view health and safety as a top priority. <i>(Biennial - WSIP)</i>	> 65%	N/A	● We are on track to meet the 21/22 Statement of Intent target. No change from last report. Due to timing of the survey the results will be published in the Annual Report.
2. Percentage of employers in priority sectors who view health and safety as a top priority. <i>(Biennial - WSIP)</i>	> 75%	N/A	● The collection method has changed and the target population expanded to make the result more nationally representative. No change from last report. The result for all sectors was 48%. Due to timing of the survey the results will be published in the Annual Report.
3. Percentage of people (workers and employers) who: Made at least one change to improve workplace safety and/or reduce risks to workers health. <i>(Annual - SES)</i>	> 84.5%	81%	● Preliminary results, final results to be reported in the Annual Report.
Health and safety improves wellbeing: Our work enables good health and safety to improve people's quality of life	Target 21/22	Actual	Commentary
4. Percentage of employers who have a process for identifying, assessing and managing the business's main health and safety risks, who also regularly review the processes and systems. <i>(Annual - MBIE)</i>	> 80%	N/A	● MBIE did not run the survey for the 2019/2020 year, meaning this result cannot be updated. No change from last report.
5. Workers who agreed their workplace has ways for workers to participate in health and safety and raise issues. <i>(Biennial - WSIP)</i>	> 90%	N/A	● We are on track to meet the 21/22 Statement of Intent target with our 18/19 result (87%) exceeding the 18/19 target (84.75%). No change from last report. Due to timing of the survey the results will be published in the Annual Report.
6. Employers who agreed their workplace has ways for workers to participate in health and safety and raise issues. <i>(Biennial - WSIP)</i>	> 90%	N/A	● The collection method has changed and the target population expanded to make the result more nationally representative. No change from last report. Due to timing of the survey the results will be published in the Annual Report.
7. More operators respond to potentially dangerous precursor events: Percentage of all precursor events that were adequately responded to. <i>(Annual – High Hazards)</i>	> 99%	64%	● Preliminary Result. 73 events from a total of 349 are yet to be determined as adequately responded to. This result is based on the 276 events for which the outcome is determined. Updated result to be provided in the Annual Report. Measure will not be met - Measure definition changed in 2018/19 (stricter criteria around what is considered adequately handled), making results from 2018/19 onwards not comparable to the target.
Collective approach to health and safety: Our work leads the health and safety system towards shared goals	Target 21/22	Actual	Commentary
8. Percentage of people (workers and employers) we engage with who agreed that: WorkSafe is making a real difference to workplace health and safety in New Zealand. <i>(Annual - SES)</i>	> 75%	68%	● Preliminary results, final results to be reported in the Annual Report.

Ngā Tūraru ā-rōpū Whakahaere

Organisational Risk

Good progress has been made with improvements to controls and residual risk reductions for three Organisational Risks as indicated below. This as a result of focussed control improvement activities and an assessment of the impact of changes in the operating environment. WorkSafe continues to balance sequencing core and transformation activities, along with control improvement actions. As a result of the residual risk reductions, the top four risks are now 2, 8, 11 and 12:

Risk 2 - Risk of Regulatory Failure

Risk 8- Risk of failing projects and achievement of objectives

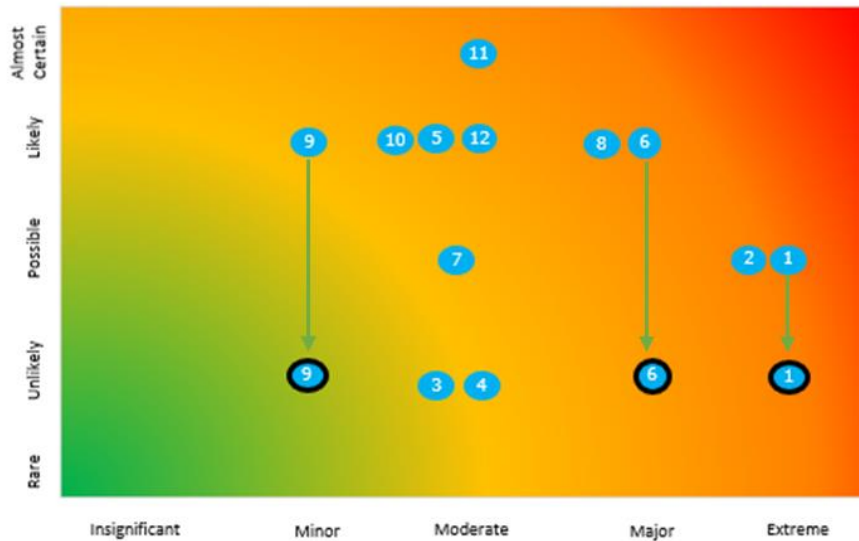
Risk 11 - Risk of processes and ICT systems are not fit for purpose

and **Risk 12** - Risk of our People being harmed physically or mentally whilst conducting WorkSafe business

WorkSafe will focus on 10 controls to further reduce the risk profile. Four of these 10 controls improved through associated actions in the quarter. During Q3, 41% of all controls improved with 48% of all controls now assessed as effective. WorkSafe continues to have confidence the right controls, improvement actions and mitigations are in place to manage the strategic risks effectively.

The Executive Leadership Team quarterly review sessions are generating the right risk conversations which are supporting healthy debate and challenge whilst building risk maturity. These will continue to operate with improvements planned to formalise emerging risk monitoring and environment scanning practices. A holistic review of the strategic risk register is planned for Q3 of financial year 2021/22.

Mapping of Residual Risk



Key:
 Q4 Current residual risk position (Black circle)
 Q3 Previous residual risk position (Blue circle)

#	Risk	Residual Risk
1	Loss of support from authorising environment	High
2	Regulatory Failure (draft)	High
3	External Engagement	Medium
4	External Culture Change	Medium
5	Prioritisation	High
6	Funding	Medium
7	Internal Identity	Medium
8	Projects	High
9	People & Capability	Low
10	Internal Alignment	High
11	Processes & ICT Systems	High
12	Internal Health Safety & Wellbeing	High

Te Tāngata, Te Ahurea, Te Marutau, me ngā Rawa

People, Culture, Safety and Property

Internal Health, Safety and Wellbeing

This quarter the WorkSafe Board and Executive Leadership Team signed a new Worker Engagement, Participation and Representation Charter in conjunction with their Health and Safety Representatives (HSRs) and the PSA.

This charter signifies a new approach to Worker Representation internally at WorkSafe. Alongside this, we have restructured our Health, Safety and Wellbeing Committees to allow greater transparency and collaboration between our Health and Safety Representatives and our Senior Leaders.

Property Strategy Review

The National Property Strategy has been drafted. The final document will guide the future property direction.

Diversity and Inclusion

A Steering Committee has been formed to provide direction for WorkSafe's ongoing approach to organisational diversity and inclusion. The Committee is led by Catherine Epps, General Manager Health and Technical Services and includes members from ELT, frontline staff and a representative from the PSA.

Senior Leadership Group Development Programme

The initial two cohorts have completed the Senior Leadership Group (SLG) Development programme as designed. Evaluation of the programme was positive, resulting in two more cohorts of leaders being identified who will commence their training in the first quarter of 2021/22.

The purpose of the evaluation includes assessing the benefits, making decisions about future investment in a third cohort, assessing the contract with the provider and continuous improvement for future cohorts.

Ongoing Targeted Capability Development

A new project is approved to establish similar frameworks for all other major job types (e.g., People Leaders) by the end of Q4 2022. To ensure that there is clarity of capability requirements and cohesive development and career planning for the majority of our people. These will be applied to Recruitment, selection, onboarding, development planning, performance planning and role progression. This is a fundamental step in meeting our Statement of Intent People Capability commitments.

First milestones will be formation of a steering committee and recruitment of a fixed term Delivery Lead

Learning and Development

The Inspector Pathway is a career development and progression pathway for all inspectors across WorkSafe. All elements of the Inspector Pathway are in place as at end of June 2021 with new development programmes being introduced progressively over 2021 and early 2022.

The objectives of the Pathway are to attract and retain the right people in inspector roles; enable equitable and consistent career progression based on demonstrated capability and performance; build organisational capability and develop people's knowledge, skills and behaviours to support WorkSafe's direction and values.

The Inspector Development Pathway Governance and Co-ordination Groups, established in previous quarter oversee the sustainable implementation of the investment made in the Inspector development programme to date, and ensure other development and training that occurs outside of the pathway is aligned.

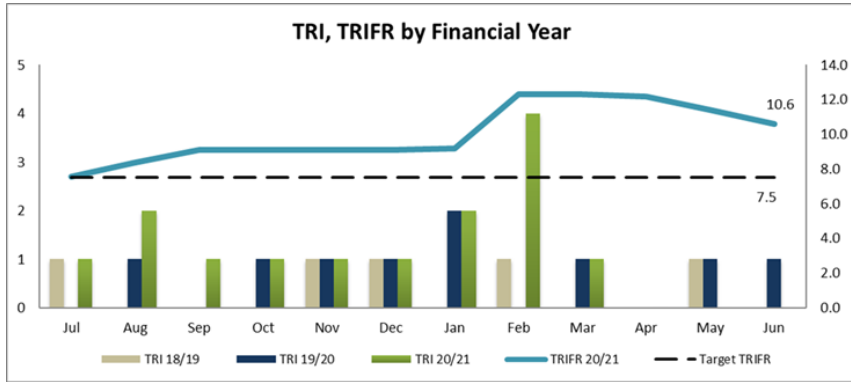
Cohort 20 is progressing well with the Foundation Development Programme and will complete their formal learning during Q1 of 2021-22 FY. We are constantly building on the gains made in 2020, utilising improved organisational digital capability, a reference group to review content and adult learning principles to deliver a more flexible and fit for purpose program.

Support has been provided to the Maruiti team for the development of the WorkSafe Te Ao Māori Individual Capability Learning and Development Framework.

Te Tāngata, Te Ahurea, Te Marutau, me ngā Rawa

People, Culture, Safety and Property

Internal Health and Safety



WorkSafe’s TRIFR is slowly declining. We have had no recordable injuries since March 2021. Our combined hazard and near miss total number of incidents reported this financial year, compared to the last full year, has nearly doubled. The increase in these reporting numbers is a sign of growing maturity in Health and Safety Wellbeing across WorkSafe.

The 2021 Health and Safety at Work plan is in place with actions across all areas of the strategy. It is tracking to around 50% complete, and is on track for completion this calendar year.

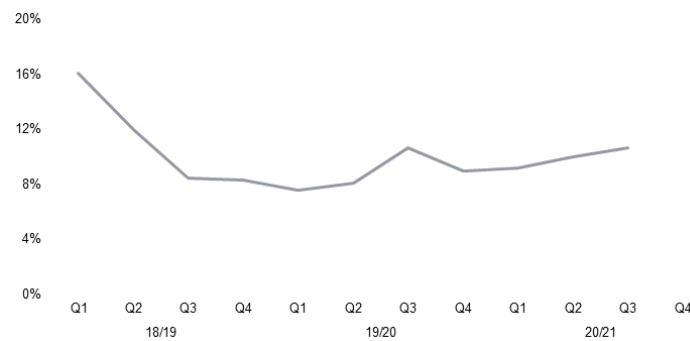
Note:

Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries occurring per million hours worked.

Total Recordable Injury Frequency Rate (TRIFR) is the combined number of lost time injuries and injuries requiring medical treatment per million hours worked.

Turnover (Voluntary) and FTE

Organisation turnover (12 month rolling)

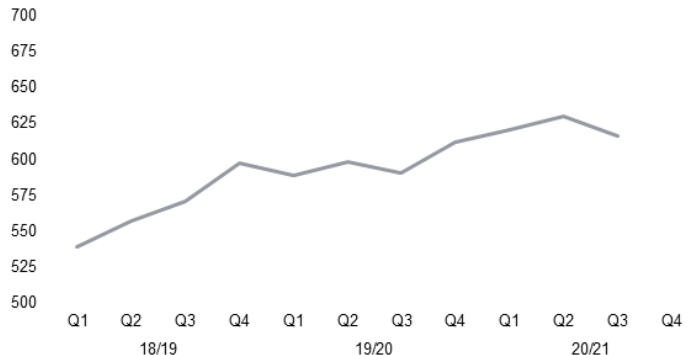


Q3 21 Q4 21 Commentary

10.7% 12.9% Staff turnover for the 12 months to June 2021 was 12.9%. This is slightly higher than the core public service turnover rate of 12.1%. Of the 21 voluntary leavers in Q4 there are a mixture of retirements, anticipated and regrettable leavers. Exit interviews have been completed and recruitment is underway / completed to fill the vacant roles.

Of these 21 leavers Operations lost seven inspectors, one technical officer and one manager. In 2019/20 Operations had two leavers for Q4. This low attrition rate was likely due to COVID-19 uncertainty. In 2018/19 Operations had 10 leavers. Further analysis will be completed to identify the leaver increase in Q4. The buoyant employment market has likely had an effect on turnover rate. We have increased our intake of new inspectors to allow for increased turnover and to fill additional vacancies created by the tranche 1 and 2 changes.

Organisation FTE (perm and fixed)



617.1 646.6 Recruitment commenced in Q4 for the new Digital and ICT structure. It is unclear at this stage if the Public Service Commission Pay Restraint communications will have an impact on the churn within the Public Sector e.g. people moving roles to secure remuneration increases. We have a number of vacancies yet to be filled, but with recruitment underway.

Head Count as at end of Q4 (including non-FTE):

- Public facing / Frontline: 382
- Strategy / Corporate: 276

The number of staff members in Corporate function has increased and will continue to increase compared to Q3. This was mainly driven by the Digital and ICT structure implementation.

Te Mahi Putea

WorkSafe Financial Performance

Finance Key Points

The surplus is \$4.1m less than forecasted. During the final quarter of 2020/21, there was a spend pick up, 11% higher than other three quarters, but there is still underspending across the organization. Capital expenditure was less than estimated, as the design, planning and approval phase of capital projects was underestimated.

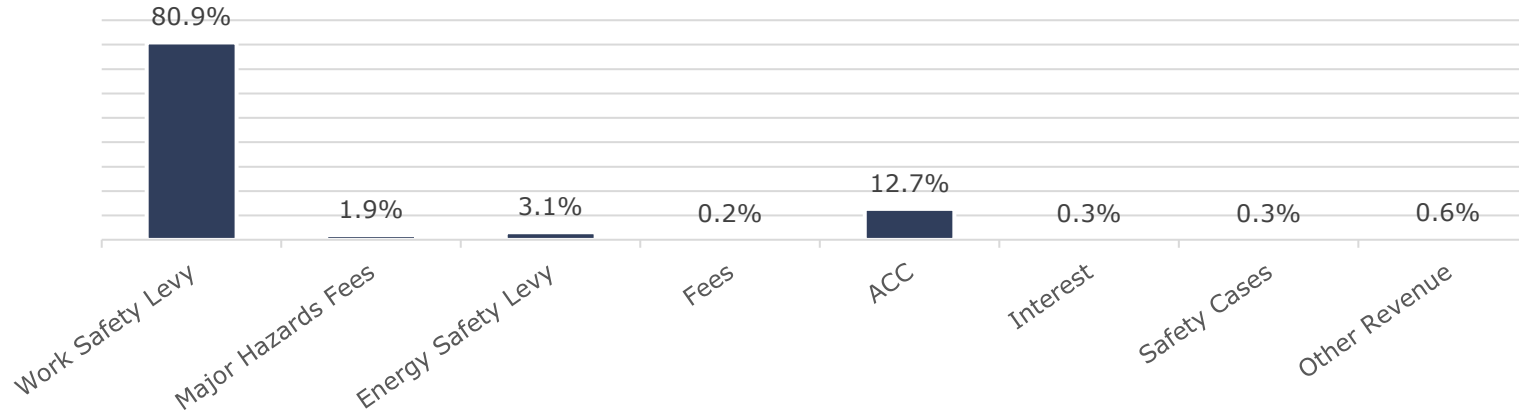
Financial Performance (Year to Date 30 June 2021)

	Actual \$000	Full Year SPE \$000	Variance \$000	Estimated Outturn	Comment
Revenue					The net surplus of \$1.5m is \$5.7m higher than budget.
Revenue Crown	120,673	109,758	10,915	120,673	Revenue: a) Crown Revenue and expenditure SPE budget does not include \$10.9m of additional funding for Refrigeration, B19 Harm Prevention funding, COVID-19 Response and Whakaari. This is offset by a \$1.2m lower other revenue b) \$0.2m lower interest due to lower interest rates.
Interest Revenue	388	541	(153)	397	
Other Revenue	19,656	20,906	(1,250)	20,556	
Total Revenue	140,717	131,205	9,512	141,626	
Expenditure					Expenditure: a. \$1.3m underspend in depreciation, projects delays have resulted in an underspend in depreciation against funded levels b. Offset by \$0.6m increase in personnel costs due to the digital transformation programme c. \$4.4m increase in other expenditure, in particular consultants for the digital transformation programme and the costs of legal and external Whakaari / White Island advice.
Personnel and contractors	88,048	87,390	658	88,420	
Depreciation	4,729	6,035	(1,306)	4,566	
Other expenditure	46,391	41,969	4,422	43,732	
Total Expenditure	139,168	135,394	3,774	136,718	
Surplus/(deficit)	1,549	(4,189)	5,738	4,908	

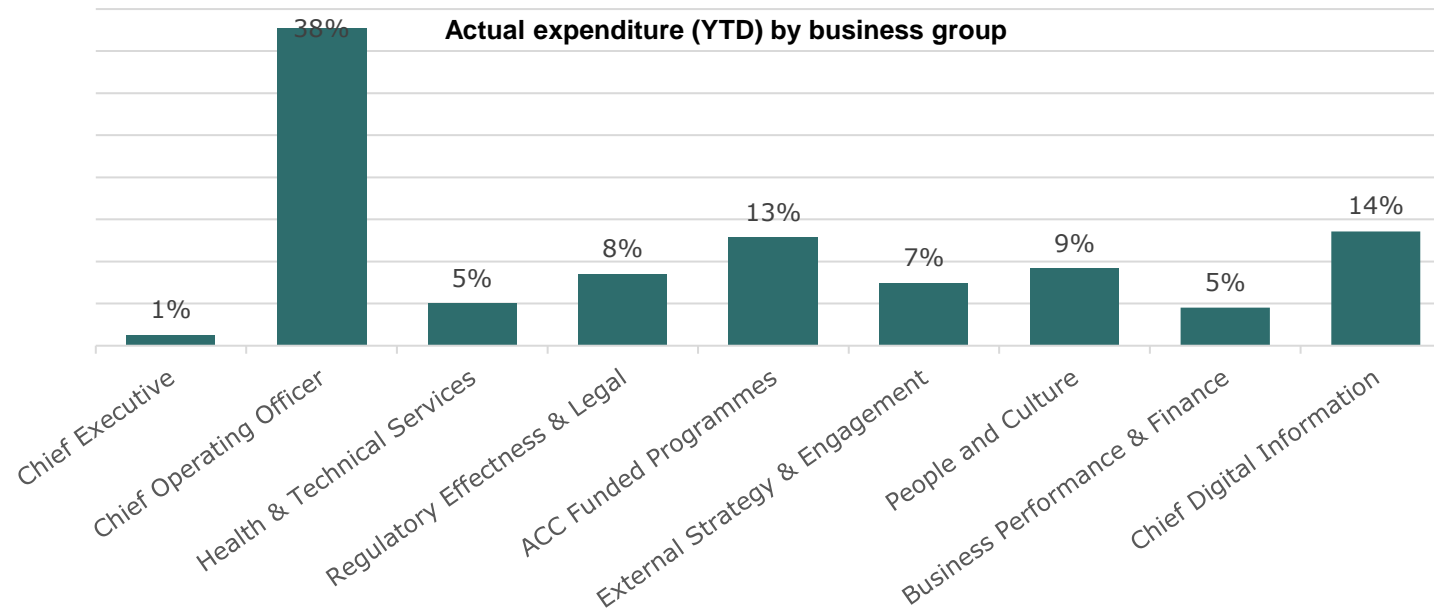
Te Mahi Putea

WorkSafe Financial Performance

YTD Actual Revenue Split



Actual expenditure (YTD) by business group



Te Mahi Putea

WorkSafe Financial Performance

Summary balance sheet (as at 30 June 2020)					
	Actual \$000	Full Year SPE \$000	Variance \$000	Estimated Outturn	Commentary
Cash and bank	5,677	5,045	632	5,616	
Investments	28,650	14,000	14,650	26,000	Due to lower spend in operating and capital expenses, the overall cash position has enabled more funds to be invested in term deposits.
Debtors	1,717	1,700	17	1,928	
Fixed Assets	22,128	24,847	(2,719)	23,006	Less spend due to delays in various projects
Total Assets	58,172	45,592	12,580	56,550	
Creditors and Payables	8,536	5,000	3,536	7,001	The high payables balances is driven by a higher creditors balance of \$2.5m and 3rd party accruals of \$3.7m. The significant accruals relate to \$1.3m of ICT accruals associated with various projects.
Employment Liabilities	7,560	6,700	860	5,708	The high balances continue due to the key events from FY19/20 (Whakaari and COVID-19 L4 Lockdown) and the movement between levels during FY20/21.
Income in Advance	8,759	6,693	2,066	7,166	Higher Revenue in Advance due to slower than expected spend on ACC projects
Long Term Loan - Refrigeration	-	-	-	-	
Total Liabilities	24,855	18,393	6,462	19,875	
Net Assets	33,317	27,199	6,118	36,675	
Equity					
Opening Equity	25,436	27,144	(1,699)	26,634	
Memorandum Accounts	6,332	4,253	2,709	5,133	
Surplus/(Deficit)	1,549	(4,189)	5,738	4,908	Surplus/(Deficit)
Total Equity	33,317	27,199	6,118	36,675	

Te Mahi Putea

WorkSafe Financial Performance

Summary cash flow (as at 30 June 2020)

	Actual \$000	Budget \$000	Variance \$000	Estimated Outturn	Commentary
Operating Cash Flows					
Receipts from Crown	120,673	109,758	10,915	121,448	The movements in cash reflect the lower spend in capital and operating as described above.
Receipts from Other Revenue/Interest	17,054	15,767	1,287	13,421	
Payments to Suppliers/Employees	(135,359)	(131,126)	(4,233)	(131,988)	
Net Operating Cash Flows	2,368	(5,601)	7,969	2,881	
Investing Cash Flows					
Net Sale of Property, Plant & Equipment	47	400	(353)		
Net Investments	8,850	16,000	(7,150)	10,500	
Net Asset Purchase	(10,819)	(11,350)	531	(13,220)	
Net Investing Cash Flows	(1,922)	5,050	(6,972)	(2,720)	
Financing Cash Flows					
Capital Contribution	500	500	-	500	
Loan – Refrigeration	-	-	-	-	
Net Financing Cash Flows	500	500	-	500	
Cash Movement					
Net (decrease)/increase in cash	946	(51)	997	661	
Opening Cash	4,730	5,097	(636)	4,730	
Closing Cash	5,677	5,045	631	5,391	

Getting you home healthy and safe.
That's what we're working for.

WORKSAFE
Mahi Haumarū Aotearoa