

Delivery highlights



Delivery

Writs returned for General Election and Port Waikato by-election.



Preparation

GE2023 review process commenced.



Organisation

Independent review of quality assurance processes commissioned.

Upcoming milestones

April 2024	Results of independent review by the Auditor-General expected
16 May 2024	Report on 2023 General Election due for delivery

Key organisational risks

Representation Commission unfunded	<p>We initiate, support and participate in the Representation Commission, which is responsible for reviewing electoral boundaries and names after each census.</p> <p>We have not yet been invited to submit a Budget 2024 bid to obtain funding to administer the Representation Commission. This function has historically been funded by a budget bid and we have no contingency to fund this.</p>
Ability to deliver – financial constraints	<p>We now have a forecast reserves position at year end and inflationary pressures forecast over the next cycle that may materially reduce our continued ability to deliver robust, timely and accessible elections.</p>
Voting systems and processes need re-evaluation	<p>We experienced challenges in delivering the 2023 General Election with our results process and some aspects of delivering voting.</p> <p>Without further visibility of the efficacy of our systems and processes and our approaches to address challenges, there is potential for erosion of trust in the electoral system.</p> <p>We are supporting the Auditor-General with his independent review of the challenges in the count period. We are identifying and planning changes to address identified risks.</p>

Non-financial performance

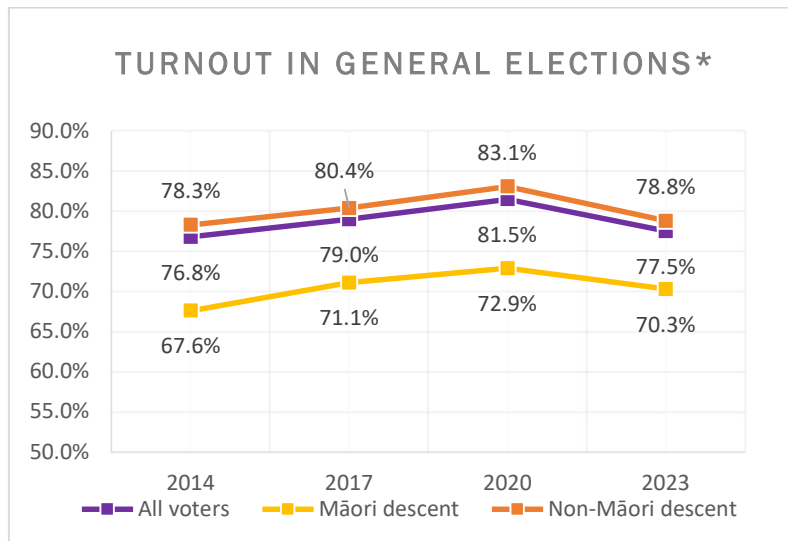
Performance measures

See Appendix A for our external performance measures results for the period 1 July to 31 December 2023.

We are forecasting to achieve most of our General Election and by-election milestones and other measures, except for our annual enrolment and General Election turnout targets.

Forecasting enrolment numbers, which inform our target-setting, is challenging as we do not receive population projections for all our populations of interest and the accuracy of projections is affected by census timing and levels of participation. Also, enrolment numbers fluctuate depending on where we are in the general election and local body election cycle, with public awareness and engagement highest just prior to an election and when more roll maintenance is occurring.

Turnout of enrolled voters for the 2023 General Election was lower than the two previous elections. Our turnout targets were based on 2020 levels.



*Note that this is turnout of enrolled voters. Variation between these figures and official results is due to factors such as votes disallowed due to the voter not being enrolled and dual votes.

Progress towards our strategic priorities

Our primary focus this quarter was on delivery of the General Election and Port Waikato by-election, including completing post-election day tasks and progressing our review of the election.

Priority 1: Building our capability

Delivery of the General Election and subsequent by-election tested how effective our recent investment in our processes, staff capability and IT systems had been.

This included the implementation our new health, safety and wellness guidelines and digital reporting channels, which were designed to ensure we can appropriately support and manage a large temporary workforce during an election event as well as for use after t.

For the first time this general election we had a specialised recruitment system in place (SnapHire). As well as streamlining the recruitment process, this provided us with more timely and comprehensive management reporting that supported recruitment decisions and related activities, such as HR compliance checks and workforce training. Use of SnapHire made it quicker and easier for us to recruit the workforce for the Port Waikato by-election and we have better quality information for future planning and modelling.

To keep up with the ever-changing cyber-threat environment, we work closely with our IT service providers and the National Cyber Security Centre (NCSC). In the lead up to General Election 2023 we made a substantial number of improvements to our existing controls to detect, prevent and respond to cyber-attacks and sought external review of our readiness. Our monitoring approach during the election period proved successful. Despite continuous attempted attacks against the Commission via a range of methods, no breaches occurred.

For this year’s general election, we established a dedicated customer services team of staff from across the organisation to respond to public enquiries and complaints. Between 31 July and 3 November, the team completed nearly 18,000 enquiries and dealt with almost 400 complaints. This coordinated approach led to clearer information flows and more joined-up responses, with most enquiries resolved in one interaction and a customer satisfaction rating of 88%.

Priority 2: Preparing for an election

Our preparations enabled us to not only deliver the General Election but also to efficiently deliver a by-election and three judicial recounts.

General Election 2023

This election, 23,289 temporary staff joined our team. 16.7% of the people we employed to work on the election identified as Māori, in comparison to 12.7% in 2020. As part of our commitment to ensure that our staff reflect the communities they serve, we had worked closely with iwi and Māori communities to ensure they were aware of general election employment opportunities.

Advance voting began on Monday 2 October, with over 400 voting places open on the first day, increasing in number over the advance voting period to 2,300 voting places on Election Day. We continue to see high interest in advance voting.

General election	2017	2020	2023
% votes cast in advance of election day	47.0%	68.3%	61.4%

Confusion about the necessity of the EasyVote card required additional communications to reassure voters that their cards and information packs were on the way, and they could vote without their card.

Election Day turnout of approximately 1,123,000 voters was slightly higher than in 2020 when approximately 1,091,000 people voted on the day, but voters were spread across fewer voting places than in 2020, as we had provided additional voting places in 2020 to meet social distancing requirements. Election Day was also busier than 2020 due to a significant increase in enrolments on the day. This was the second time that prospective voters could enrol on the day and 103,783 enrolments were completed, up from approximately 80,000 in 2020.

Issues on Election Day with our E-roll mobile app, which enables staff to search the electronic electoral rolls for voters who do not have their EasyVote card or don’t know which electorate they are in, caused delays for some voters as staff had to manually check hard copy rolls. We investigated the incident and are undertaking a series of actions to prevent this happening again. We will provide an update on this work in the Report on the 2023 General Election.

Severe weather on Election Day required us to close three voting places early in the Banks Peninsula and Kaikōura electorates. The Commission had invested in readiness for managing severe weather events prior to the Election. Timely intelligence, information and support from our partner agencies enabled us to predict and monitor the situation as it developed and respond quickly.

Official voter turnout was 78.2%, down from 82.2% in 2020. (Note this includes votes disallowed due to the voter not being enrolled and dual votes.)

Following the release of official results, three applications were made for judicial recounts. The recounts resulted in minor variations in numbers, but no overall difference to the outcomes.

Post-election tasks

The return of the writ on 16 November marked the end of the election process and a shift in focus to completing post-election tasks.

We released the 2023 General Election enrolment and voting statistics (E.9 statistics) in late November. On 15 December we released the breakdown of turnout by age and Māori or non-Māori descent.

Port Waikato by-election

The death of a candidate during the polling period for the General Election triggered a by-election for Port Waikato. We communicated promptly to voters in the electorate that their party vote would still be counted but a by-election for the candidate would need to be held.

Election Day was decided as Saturday 25 November. Candidate nominations closed at noon on 20 October. Overseas voting commenced on Wednesday 8 October and advance voting on 13 November.

On Election Day, we trialled providing access to electronic enrolment services at voting places, in addition to paper enrolment forms. We found some prospective voters were unable to complete an electronic enrolment as they did not have an email address or carry evidence of identity.

By-election	Tauranga June 2022	Hamilton West December 2022	Port Waikato November 2023
% enrolled voters who voted	40.5%	31.4%	35.9%

Priority 3: Building relationships and understanding

New Zealand

We received the results of research monitoring the effectiveness of the Māori Electoral Option awareness and information campaign (31 March to 13 July 2023). The approach included pre-campaign and post-campaign online surveys and face to face interviews with Māori from a range of demographics.

The key findings were:

- Māori easily recognised the information was from the Electoral Commission, and the campaign was well received.
- The campaign had a positive impact on understanding the electoral system and the Māori Electoral Option.

- The campaign increased understanding that Māori can change rolls at any time except in the three months prior to an election (a shift from 33% to 53% understanding), but there is still more to be done.
- Some Māori had a desire for more information about the differences between the Māori roll and general roll and why people should consider the Māori roll. (Note this is beyond our statutory mandate).

International

Every general election the Commission hosts an Election Visitor Programme for representatives from overseas electoral agencies to facilitate knowledge sharing and enduring relationships. On 12 October we welcomed 37 visitors from 13 countries across Australia and the Pacific with a pōwhiri at Pipitea Marae. Over the next three days they received presentations from Commission staff about our strategy and approach to the 2023 General Election and visited electorate headquarters and advance voting places in the Wellington region to see firsthand how we run an election. The programme was well received.

Our international liaison programme is funded by the Ministry of Foreign Affairs and Trade under the New Zealand Aid Programme.

Priority 4: Preparing for the future

We commenced our review of the 2023 General Election, gathering insights through a series of surveys and workshops from temporary and permanent staff, partner agencies, service providers and a sample of voters and non-voters. The last of these workshops are scheduled for January and outputs are currently being analysed. Insights from this process will be a key input into our planning for the next general election but will also inform development of our longer-term strategy and plans.

In November 2023, the Board said it would commission an independent review into aspects of the quality assurance processes in place for the vote count in the 2023 General Election. This was prompted by the discovery of data entry errors following the release of the 2023 General Election official results. The Auditor-General is undertaking this review. As part of their work to scope this review, staff from the Office of the Controller and Auditor-General observed the preliminary and official count for the Port Waikato by-election. The Auditor-General announced his review publicly on 5 December. Results are expected in April 2024.

Financial performance

Overview

See Appendix B for our financial statements as at 31 December 2023.

Net Surplus/(Deficit) – Year-to-date (YTD) performance resulted in a deficit of \$5.060m. This is 29% lower than budget due to the early drawdown of \$5m funding from the Crown through Ministry of Justice in December. However, this was partly offset by higher-than-expected expenditure (see section below).

Expenditure – Total operating expenditure is \$116.541m, approximately 3% higher than budget. The overspend is largely in employee-related expenses (\$2.617m), due to higher-than-expected field staff costs as headquarters and support staff were retained longer due to vote count delays and the need to run judicial recounts. Included in the overspend for employee-related expenses is \$0.768m relating to the Port Waikato by-election, fully offset by revenue. Also contributing to the overspend is occupancy and office equipment costs, which were higher than budget by \$1.486m due to unbudgeted expenses related to enhanced security and resilience requirements for voting services.

Revenue – YTD revenue is higher than budget by 5.691m (approximately 5%), mainly due to the early drawdown of \$5m funding from the Crown in December.

Budget risks

Based on the latest forecast, the expected deficit for 2023/24 is \$14.113m so this leaves a reserves balance of \$2.291m.

As the year progresses, there is a risk of depleting reserves below the Board's instructed minimum level. This minimum level was set to ensure the Commission has some financial resilience to respond to environmental and other changes. To address this risk, a number of steps are being taken. The Commission is reviewing 2023 General Election expenditure to ensure completeness and effective creditor management. Additionally, the Commission is undertaking a thorough review of forecast to identify any potential savings during the period from January to June 2024. Together these reviews will enable greater surety that the Commission retains sufficient reserves to respond to unforeseen fiscal pressures.

The table below shows the movement of operating reserves:

Movements in Reserves (\$000)	
Reserves as at 30 June 2019	\$6,070
Surplus 2019/20	\$19,345
Deficit 2020/21	(\$11,096)
Deficit 2021/22	(\$9,515)
Surplus 2022/23	\$11,600
Opening Reserves 1 July 2023	\$16,404
Less Board approved minimum reserves	(\$2,221)
FY2024 Maximum affordable deficit	\$14,183
Less expected FY2024 deficit	(\$14,113)
FY2024 projected Reserves balance	\$70

Financial sustainability

The Commission's current financial sustainability status (using the measures established by the Ministry of Justice's Monitoring Unit) is summarised below.

Measure	Test	Forecast	Actual	Notes
Cash	Net cashflow for the period is positive	Fail	Fail	Negative by \$10.077m as at 31 December 2023 compared to negative budget of \$10.960m. The variance is due to the early drawdown of \$5m funding from the Crown as well as additional funding received for the Port Waikato by-election, partly offset by higher than anticipated payments to suppliers and the overspend in employee-related expenses.
Working Capital	Current assets exceed current liabilities	Pass	Pass	Positive by \$9.911m as at 31 December 2023. This is 100% higher than budget of \$4.943m due to a higher cash balance resulting from the early drawdown of \$5m funding from the Crown. Also the Commission is expecting a GST refund from Inland Revenue. Working capital ratio reflects the fact that it factors in current assets and current liabilities, which are generally defined as being able to be converted into cash within a year. As at 31 December, the current ratio is 215% against a budget of 179%, i.e., there is \$2.15 current asset to cover for every \$1 current liability, so the Commission can theoretically pay off all its liabilities with its existing assets.
Going concern	Total assets exceed total liabilities	Pass	Pass	Positive by \$11.352m as at 31 December 2023, approximately 78% higher than budget.
Break even	The net operating result for the period is a surplus	Fail	Fail	The result for the quarter is \$5.060m deficit against a budgeted deficit of \$7.140m. The variance is due to higher revenue for the period due to the early drawdown of \$5m funding from the Crown. This is partly offset by the overspend in employee-related expenses.

Appendix A – Performance measures as at 31 December 2023

The tables below report on the measures from the Commission’s Statements of Performance Expectations 2023/24. Additional information provided only for context and understanding is indicated in grey.

Year-end forecasts indicate whether we are currently on track to achieve each measure. Explanations are provided where we are forecasting to not achieve or not report on a measure.

Impact 1 Measures – People have trust and confidence in the electoral system

Measures	Result GE 2014	Result GE 2017	Result GE 2020	Target 2023/24	Result @ 31 Dec	YE Forecast
Key general election milestones achieved [Estimates measure]	(refer to Output Measure 2)					
% of surveyed population have confidence the Electoral Commission conducts Parliamentary elections fairly in New Zealand	Not a survey question*	78% total or high confidence	87% total or high confidence	87% total or high confidence	Available Q3	Achieved
% of surveyed population have confidence that Electoral Commission staff conduct Parliamentary elections impartially in New Zealand	Not a survey question*	79% total or high confidence	85% total or high confidence	85% total or high confidence	Available Q3	Achieved

*Prior to 2017 we measured the “Percentage of New Zealanders who express confidence in the administration of the electoral system.”

Measures	Result 2020/21	Result 2021/22	Result 2022/23	Target 2023/24	Result @ 31 Dec	YE Forecast
Integrity of by-election results: Official by-election Result Certificates for the electorate are signed by both the electorate Returning Officer, and the attending Justice of the Peace	No by-elections held	Completed	Completed	Completed	Completed	Achieved

Impact 2 Measures – People take part in the electoral system

Measures	Result 2020/21	Result 2021/22	Result 2022/23	Target 2023/24	Result @ 30 Dec	YE Forecast
Number of people enrolled (average for the period) [Estimates measure]	3.48m	3.52m	3.441m	3.64m in SPE 3.640m in Estimates	3.565m	Not achieved**
Percentage of eligible people enrolled (average for the period) *	92.3%	92.0%	88.6%	94.1%	91.9%	-
Number of 18 to 24-year-olds enrolled (average for the period) [Estimates measure]	0.33m	0.30m	0.266m	0.34m in SPE 341,000 in Estimates	0.257m	Not achieved**
Percentage of 18 to 24-year-olds enrolled (average for the period) *	72.7%	68.8%	62.8%	81.4%	68.0%	-
Number of people of Māori descent enrolled (average for the period)	0.53m	0.53m	0.515m	0.53m	0.536m	Achieved
Number of people enrolled on the Provisional Roll (17-year-olds)	0.0066m	0.004m	0.0035m	0.0065m	0.0036m	Not achieved**

* This information is provided for context and to illustrate that enrolments peak in an election year. We do not receive population projections for people of Māori descent and 17-year-olds.

** Targets for 2023/24 total enrolments and 18 to 24-year-old enrolments appear unrealistic when considered as a percentage of the current population projections. This is because they were set to match the enrolment percentage on election night 2020. Enrolment figures peak at election night and are likely to decline over the remainder of the financial year due to roll maintenance activities, e.g. shifting uncontactable electors onto the dormant roll and removing deceased electors. Factors contributing to the decrease in youth enrolment since 2022/23 include positive net migration following the re-opening of New Zealand's borders and an increasingly mobile population. Despite significant effort to contact electors displaced by the January and February severe weather events, this displacement was also a factor.

Measures	Result GE 2014	Result GE 2017	Result GE 2020	Target 2023/24	Result @ 31 Dec	YE Forecast
Percentage of people entitled to vote enrolled on election night (3-year comparative measure)	92.6%	92.4%	94.1%	94.1%	94.7%	Achieved

Output 1 Measures – Maintain and protect the integrity of the electoral system

Measures	Result 2020/21	Result 2021/22	Result 2022/23	Target 2023/24	Result @ 31 Dec	YE Forecast
Adherence to the Commission’s quality assurance practices around the integrity of the roll [Estimates measure]	100%	Completed	100%	100%	100%	Achieved
All employees and contractors understand how to maintain political neutrality in their work	New measure			>95%	Available Q4	Partially achieved*
The Commission will follow up failures by a party, candidate or third party to file any relevant return of election expenses, donations or loans within 5 working days	100%	100%	100%	>95%	100%	Achieved
Allegations of electoral finance or advertising breaches of the Electoral Act are acknowledged, and follow-up is initiated if required, within 10 working days of receipt	98.6%	100%	100%	90%	95%	Achieved

*We plan to use the annual voluntary staff survey to measure this, which will only provide a result for employees who complete the survey, not all employees and contractors employed during the financial year.

Output 2 Measures – Prepare for and conduct well-run, risk-mitigated electoral events

Measures	Target 2023/24	Result @ 31 Dec	YE Forecast
Key general election preparation milestones achieved: [Estimates measure] <ul style="list-style-type: none"> • Completion of certificates for election systems • Training for election-period workforce and delivery commenced • Candidates briefed • Electoral Headquarters opened • Advanced voting and election day properties secured • Final readiness testing and election night dress rehearsal complete • Release of preliminary election results – Beginning no later than 8pm on election day • Declaration of official election results • Publication of post-election report 	Q1 Q1 Q1 Q1 Q1 Q1 Q2 Q2 Q4	Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q2* Achieved Q2** Available Q4	Achieved Achieved Achieved Achieved Achieved Achieved Achieved Achieved Achieved
The Electoral Commission will issue the broadcasting allocation decision prior to the start of the regulated period for the General Election.	Achieved	Achieved	Achieved
By-election conduct measures (if applicable): <ul style="list-style-type: none"> • Release of preliminary results from 7.30pm on the day of the by-election • Declaration of official results to schedule 	Completed if applicable Completed if applicable	Achieved Q2* Achieved Q2**	Achieved Achieved

*The first preliminary results were released at 7:02pm during both the General Election and Port Waikato by-election.

**Official General Election results were released on November 3, as planned, and amended official results were released on November 9. Official results for the Port Waikato by-election were released on December 6, as scheduled.

Output 3 Measures – Help people to understand the electoral system

Measures	Result GE 2014	Result GE 2017	Result GE 2020	Target 2023/24	Result @ 31 Dec	YE Forecast
% of people of Māori descent surveyed who are aware of and understand the Māori Electoral Option	New measure			75%	Available Q4	Achieved
% of survey respondents that report a good or very good understanding of the process for voting in New Zealand	93%	89%	89%	89% of those surveyed indicate a 'very good' or 'good' understanding	Available Q3	Achieved
Uptake of the civics education in schools programme (3-year measure)	556 schools registered	832 schools registered	1034 schools registered*	1033 schools registered	793 registrations (from 667 schools)*	Not achieved*

*There were 1034 registrations from 886 schools.

** The lower number of schools taking part this year is likely because of the timing of the general election and school holidays. Students were on holiday until 8 October so there were only two days on which schools could conduct their mock elections as legislation prohibits the distribution of replica voting papers in the three days prior to election day. Schools receive mock voting papers containing actual party and candidate information for their electorate, which can only be produced after the actual nominations process closes.

Measures	Result 2020/21	Result 2021/22	Result 2022/23	Target 2023/24	Result @ 31 Dec	YE Forecast
Advisory opinions meet the needs of stakeholders (18 monthly)	No comparable survey results		100%	100%	Not measured*	Not measured

* This stakeholder survey will next be run in Q2 2024/25.

Output 4 Measures – Make it easy and simple for people to take part

Measures	Result 2020/21	Result 2021/22	Result 2022/23	Target 2023/24	Result @ 31 Dec	YE Forecast
Percentage of enrolment transactions that are conducted digitally [Estimates measure]	44.5%	36.7%	45.2%	50% in SPE >40% in Estimates	59.4%	Achieved
Percentage of advisory opinions issued within 5 working days [Estimates measure]	Not a measure	100%	99.3%	95% in SPE >95% in Estimates	99.8%	Achieved

*The intent of this measure is to ensure our digital services are accessible for electors. For this reason, we changed our methodology on 1 July 2023 to exclude transactions that are not initiated by electors, for instance changes prompted by undelivered mail, or updates to the birth, deaths and marriage register. The result as at the end of the first quarter was 71.1% but this has decreased due to the large number of paper voting place enrolments during the General Election.

Measures	Result GE 2014	Result GE 2017	Result GE 2020	Target 2023/24	Result @ 31 Dec	YE Forecast
Increase in participation rates by enrolled youth voters across elections*	62.7%	69.3%	78.0%	76%	74.2%	Not achieved
Increase in participation by enrolled Māori voters across elections**	67.6%	71.1%	72.9%	520,000 electors of Māori descent enrolled at 2023 GE	70.3%	Unable to report against target
Percentage of enrolled voters who turned out to vote***	76.8%	79.0%	81.5%	N/A	77.5%	N/A
Survey of EAF participants reveals that the fund made their candidacy easier	New measure			75%	Available Q3	Achieved

*This measure is the percentage of enrolled 18 to 24-year-olds who turned out to vote, which was a measure in prior general election years.

**This measure is the percentage of enrolled voters of Māori descent who turned out to vote, which was a measure in prior general election years. The target for this measure has been incorrectly set as a target for enrolment not participation by enrolled voters. There were approximately 567,000 electors of Māori descent enrolled on election night.

***This information is included to provide context to the youth and voters of Māori descent participation rates. It has not been included as a measure this election year. Variation between these figures and official results is due to factors such as votes disallowed due to the voter not being enrolled and dual votes.

Appendix B – Financial information as at 31 December 2023

Statement of revenue and expense

For the period ending 31 December 2023

Statement of revenue and expense \$000	Year-to-Date			Full Year			2022/23
	Actual	Budget	Variance	Forecast	Budget	Variance	
Revenue							
Revenue from Crown	110,201	104,060	6,141	121,066	119,840	1,226	84,441
Interest received	491	60	431	551	120	431	454
International assistance programme	730	1,570	(840)	1,872	2,700	(828)	1,485
Other income	59	100	(41)	184	225	(41)	108
Total Revenue	111,481	105,790	5,691	123,673	122,885	788	86,488
Expense							
Employee related expenses	60,836	58,218	(2,618)	74,255	71,074	(3,181)	33,633
Computer & telecommunications	7,019	7,027	8	8,037	8,043	6	4,488
Occupancy costs	13,322	11,892	(1,430)	14,339	13,155	(1,184)	9,269
Office equipment	529	473	(56)	345	544	199	2,465
Specialist services	18,414	18,356	(58)	22,917	22,933	16	14,347
Travel expense	2,361	2,188	(173)	2,819	2,656	(163)	1,413
Meeting & entertainment	116	251	135	183	412	229	140
Printing, stationery & postage	13,311	13,533	222	13,829	13,959	130	8,029
Miscellaneous expenses	314	673	359	425	780	355	402
Depreciation & amortisation	239	239	-	478	477	(1)	582
Audit fees	80	80	-	160	160	-	110
Total Expenses	116,541	112,930	(3,611)	137,786	134,193	(3,593)	74,880
Surplus / (deficit)	(5,060)	(7,140)	2,080	(14,113)	(11,308)	(2,805)	11,608

Statement of financial position
As at 31 December 2023

Statement of financial position \$'000	As at 31 December 2023			Full Year			2022/23
	Actual	Budget	Variance	Forecast	Budget	Variance	
Assets							
Current Assets							
Cash and cash equivalents	15,851	10,592	5,259	6,898	4,134	2,764	25,928
Debtors and other receivables	35	5	30	35	5	30	23
Goods and services tax receivable	2,571	518	2,053	233	245	(12)	1,367
Inventory	39	35	4	20	20	-	25
Prepayment	36	54	(18)	36	36	-	109
<i>Total current assets</i>	<i>18,530</i>	<i>11,204</i>	<i>7,326</i>	<i>7,222</i>	<i>4,440</i>	<i>2,782</i>	<i>27,453</i>
Non-Current Assets							
Property, plant, and equipment	468	471	(3)	409	412	(3)	530
Intangible assets	1,049	1,034	15	869	855	14	1,226
<i>Total non-current assets</i>	<i>1,517</i>	<i>1,505</i>	<i>12</i>	<i>1,279</i>	<i>1,267</i>	<i>12</i>	<i>1,756</i>
Total Assets	20,048	12,709	7,339	8,501	5,707	2,794	29,209
Liabilities							
Current Liabilities							
Revenue in advance	4,998	1,219	(3,779)	4,010	1,294	(2,716)	4,774
Creditors and other payables	2,035	3,307	1,272	740	752	12	5,211
Employee entitlements (current)	1,586	1,735	149	1,375	1,375	-	2,736
<i>Total current liabilities</i>	<i>8,619</i>	<i>6,260</i>	<i>(2,359)</i>	<i>6,125</i>	<i>3,421</i>	<i>(2,704)</i>	<i>12,721</i>
Non-Current Liabilities							
Employee entitlements (non-)	76	60	(16)	76	65	(11)	76
<i>Total non-current liabilities</i>	<i>76</i>	<i>60</i>	<i>(16)</i>	<i>76</i>	<i>65</i>	<i>(11)</i>	<i>76</i>
Total Liabilities	8,695	6,320	(2,375)	6,202	3,486	(2,716)	12,797
Net Assets	11,352	6,389	4,963	2,299	2,221	78	16,412
Equity							
Opening equity	16,412	13,529	2,883	16,412	13,529	2,883	4,804
Surplus / (deficit)	(5,060)	(7,140)	2,080	(14,113)	(11,308)	(2,805)	11,608
Capital contributions	-	-	-	-	-	-	-
Total Equity	11,352	6,389	4,963	2,299	2,221	78	16,412

Statement of cash flows
For the period ending 31 December 2023

Statement of cash flows \$000	Year-to-Date			Full Year			2022/23
	Actual	Budget	Variance	Forecast	Budget	Variance	
Cash flows from operating activities							
Receipts from Crown	110,195	103,605	6,590	121,214	119,624	1,590	83,961
Interest received	491	60	431	551	120	431	454
Receipts from other revenue	1,008	100	908	1,133	1,191	(58)	4,787
Payments to employee related expenses	(61,985)	(58,578)	(3,407)	(75,616)	(71,788)	(3,828)	(32,870)
Payments to suppliers	(58,581)	(56,996)	(1,585)	(67,445)	(67,687)	242	(37,701)
Goods and services tax (net)	(1,204)	849	(2,053)	1,134	1,122	12	(1,198)
<i>Net cash flows from operating activities</i>	<i>(10,077)</i>	<i>(10,960)</i>	<i>883</i>	<i>(19,029)</i>	<i>(17,418)</i>	<i>(1,611)</i>	<i>17,432</i>
Cash flows from investing activities							
Receipts from sale of property, plant, and equipment	-	-	-	-	-	-	-
Purchase of property, plant, and equipment	-	-	-	-	-	-	(28)
Purchase of intangible assets	-	-	-	-	-	-	-
Maturity of short-term investments	-	-	-	-	-	-	30,000
Placement of short-term investments	-	-	-	-	-	-	(30,000)
<i>Net cash flows from investing activities</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>(28)</i>
Cash flows from financing activities							
Receipts of capital contributions	-	-	-	-	-	-	-
<i>Net cash flows from financing activities</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Net increase / (decrease) in cash and cash equivalents	(10,077)	(10,960)	883	(19,029)	(17,418)	(1,611)	17,404
Opening balance	25,928	21,552	4,376	25,928	21,552	4,376	8,524
Closing balance	15,851	10,592	5,259	6,898	4,134	2,764	25,928

Reconciliation of net surplus / (deficit) to net cash flow from operating activities

Reconciliation of net surplus/(deficit) to net cash flow from operating activities (\$000)	Year-to-Date			Full Year			2022/23 ¹
	Actual	Budget	Variance	Forecast	Budget	Variance	
Net surplus / (deficit)	(5,060)	(7,140)	2,080	(14,113)	(11,308)	(2,805)	11,608
Add / (less) non-cash items							
Depreciation and amortisation expense	239	239	-	478	477	1	582
Loss / (gain) on disposal of assets	-	-	-	-	-	-	-
Increase / (decrease) in employee entitlements (non-current)	-	-	-	-	5	(5)	21
<i>Total non-cash items</i>	<i>239</i>	<i>239</i>	<i>-</i>	<i>478</i>	<i>482</i>	<i>(4)</i>	<i>603</i>
Working capital movements							
(Increase) / decrease in debtors and other receivables	(11)	-	(11)	(11)	-	(11)	2,683
(Increase) / decrease in inventory	(13)	15	(28)	5	30	(25)	19
(Increase) / decrease in prepayment	74	18	56	73	35	38	(3)
Increase / (decrease) in revenue in advance	224	(2,025)	2,249	(764)	(1,950)	1,186	31
Increase / (decrease) in creditors and other payables	(3,176)	(2,555)	(621)	(4,471)	(5,110)	639	2,947
Increase / (decrease) in goods and services tax	(1,204)	849	(2,053)	1,134	1,122	12	(1,198)
Increase / (decrease) in employee entitlements (current)	(1,150)	(360)	(790)	(1,361)	(719)	(642)	742
<i>Net movement in working capital</i>	<i>(5,256)</i>	<i>(4,059)</i>	<i>(1,197)</i>	<i>(5,394)</i>	<i>(6,592)</i>	<i>1,198</i>	<i>5,222</i>
Net cash flows from operating activities	(10,077)	(10,960)	883	(19,029)	(17,418)	(1,611)	17,432

¹ Some items in the statement of cash flows have been reclassified to be consistent with the statement of revenue and expense classification. As a result, prior year comparative information has been restated. The changes are purely presentation and do not have an impact on final balances and accounting policies.