

To: Wellington City Council CCO Performance Committee

From: Chairperson, Wellington Zoo Trust

Date: 18 May 2007

Third Quarter Report 2006/07 Financial Year

Visitor and Conservation Highlights

- ④ Visitor Numbers for the quarter were 54,120 including 24,199 children (5,858 visitors above budgeted attendance).
- ④ The ARAZPA conference "Towards 2107: meeting the challenges of the coming century" was held at Te Papa 18-22nd March and 150 delegates attended. The conference is estimated to have brought revenues of \$.300,000 to Wellington.
- ④ The four-month-old, sunbear cub, Sasa, went on display for the first time in January.
- ④ In February 2007, the Zoo launched daily kiwi encounters for the visitors with the one-legged bird "Tahi".
- ④ The Chimpanzees moved into the new Chimp house on 21st February 2007. Animal welfare and the visitor experience have been greatly enhanced.
- ④ Our annual Neighbours BBQ on Thursday 22 February was attended by 282 adults and 128 children, 50 more than last year.
- ④ The Zoo's cockatoo and blue tongued skink featured in the Museum of Wellington City and Sea's 'Animals on the Wharf Picnic' on Sunday 4th February.
- ④ Centenary events continued with excellent visitor response. Events included Twilight Cinema, Valentine's night opening, and a specially commissioned play, "An elephant never forgets".
- ④ Children's Day on Sunday 4th March was a fitting finale to our Centenary celebrations with almost 2000 visitors.



Zoo Staff had make up done by Body FX for the Cuba Carnival Illuminated Night Parade

- ④ The Go Wellington Zoo branded bus was launched at the Cuba Street Carnival Illuminated Night Parade.

Other key points

- ④ The Rotary Club of Wellington's annual gala dinner on Friday 9th February raised about \$27,000 towards the Club's funds for supporting zoo initiatives.
- ④ A grant of \$200,000 from the New Zealand Community Trust enabled the restart of the planning for the Hospital.
- ④ Criticism in the media of the Zoo's cheetah encounters highlighted the need to communicate more with animal rights groups and other community organisations about the Zoo's work.

A table showing progress against all KPIs for the quarter is attached at [Appendix 1](#).

1. Financial Results

1.1 Financial results

The operating surplus for the quarter is \$88,857 against a budgeted surplus of \$36,185. This is as a result of income being above budget by \$67,664 but expenditure for the quarter being higher than budgeted by \$14,992.

- ④ Visitor Numbers for the quarter were 54,120 including 24,199 children. This is a great result being above budgeted attendance of 48,262 visitors by 5,858. Admission numbers were up by 14% on the five year average and up by 15% on the three year average for the quarter.
- ④ Total Visitor Revenue stands at 116% of budget for the quarter which includes revenue from attendances, events, encounters and retail purchases.
- ④ Personnel Expenditure is below budget for the quarter. This is due to vacancies in the quarter which have now been filled and we no longer have a Team Leader of Horticulture staff position. This cost is now shown under Contracts, Services and Materials.
- ④ Other expenditure is above budget for the quarter largely due to the Team Leader of Horticulture staff position now being outsourced to a professional landscaping company.

Other revenue related activities included:

- ④ We will continue discussing renewal of the Catering Contract which expired during April 2007. An extension for six months has been negotiated with Eva Dixon's café.
- ④ We started a Commercial product review with a workshop of key staff in January. Linda Meade, Corporate Finance Director for Deloitte, provided pro bono advice and facilitation of the workshop. Further work will be undertaken over the coming months in preparation for the new financial year.

The quarterly Operating Statement is attached at Appendix 2.

1.2 Capital Expenditure

The Zoo Trustees oversee the spending on two Wellington City Council Capital Expenditure (CAPEX) projects. These projects are CX125 Zoo Renewals and CX340 Zoo Upgrades.

CX125 Zoo Renewals

The total budget for this project is \$351,850. The total budget will be expended by year end.

CX125	Available	Status
AV Equipment	\$2,000	Y
Building Refurbishments	\$73,850	P
Equipment Renewals	\$12,000	P
Fencing	\$70,000	P
General Drainage	\$50,000	P
Guttering Renewals	\$5,000	P
Hospital Equipment	\$22,000	P
Learning Equipment/Signs	\$10,000	P
Security	\$43,000	P
Service Area Refurbishment	\$5,000	P
Service Roads	\$5,000	P
Staff Accommodation Refurbishments	\$28,000	P
Water Reticulation & Storage Tanks	\$20,000	P
Workshop Equipment	\$6,000	P
AMP Budget	\$351,850	

Y = Done N = Not yet P= Partially

CX340 Zoo Upgrades

The total upgrade budget approved for 2006/07 is \$1,800,000 with an additional amount of \$1,690,000 carried forward from 2005/06. Added to this budget is an amount of \$721,500 in grants, making a total budget of \$4,211,500 available for upgrades.

Expenditure to 31 March 2007 totals \$2,167,487 with the bulk of the balance being allocated to three major projects - the Chimpanzee Indoor House, the Amphitheatre and the Mixed African Exhibit.

Work on the Amphitheatre started late January and the project is expected to be completed by mid August 2007.

1.3 Fundraising

- ④ We contributed to a successful evening at the Rotary Club of Wellington's annual gala dinner on Friday 9th February (we are one of the beneficiaries) with partners from Go Wellington, Pacific Radiology and Saatchi & Saatchi.
- ④ A grant of \$200,000 was received from the New Zealand Community Trust which enabled the restart of the planning for the Hospital project and take it to the point where contract documents will be completed.
- ④ Funding for the first year of Green Corridor Project has been secured from the Wellington Region Foundation (\$61,000).
- ④ After the February Board meeting, trustees and staff took part in a Fundraising Workshop. This was facilitated on a pro bono basis by Jonathan Russell, General Manager of Saatchi and Saatchi, Wellington. It was a productive afternoon generating ideas to progress fundraising for the Zoo Capital Programme.

2. Zoo Activities

2.1 Visitors and events

- ⑤ Visitor Numbers for the quarter were 54,120 including 24,199 children. This is a great result being above budgeted attendance of 48,262 visitors by 5,858.
- ⑤ In February 2007, the Zoo launched daily kiwi encounters for the visitors. Wellington Zoo received an advocacy bird from Department Of Conservation that had lost a leg due to a gin trap. Tahi is on display in the twilight for an hour each day and a guide is present to engage with the public.
- ⑤ Our annual Neighbours BBQ was held on Thursday 22 February 2007 from 5-8pm. It was attended by 282 adults and 128 children, 50 more than last year. Volunteers from the Wellington City Council City Housing Unit printed invitations, donated the sausages and ran the sausage sizzle. There were some great giveaways for the children. It was a fun evening and a chance to meet our neighbours. Karen Fifield showed the local MP, Annette King, around the Zoo. Councillor Robert Armstrong also attended this event.
- ⑤ As part of the Museum of Wellington City and Sea's "Public Zoo" exhibition, the Museum held an 'Animals on the Wharf Picnic' on Sunday 4th February 2007. Gerry Whitehouse Tedd, our Animal Conditioner and Trainer, took a cockatoo and a blue tongued skink to this event for the public to encounter these animals up close.
- ⑤ On Monday 5 February, the Zoo stayed open until 8pm and then Twilight Cinema played the film 'Over the Hedge' in Newtown Park. There were special animal talks and performances of Wellington Zoo's very own play, "An elephant never forgets". Visitors were also given the opportunity to vote for their favourite name for the sun bear cub.
- ⑤ For Valentines Night this year, the Zoo remained open until 8.30pm for adults only and 254 visitors came to experience the zoo in the evening. Eva Dixon's sold wine and picnic hampers from the kiosk.
- ⑤ Children's Day was on Sunday 4th March. It was a fabulous day with 1929 visitors joining us and a very fitting finale to our Centenary celebrations (which began with our birthday weekend visitation of 1,498 people). Celebrations included an address by the Governor General's wife Mrs Susan Satyanand, live African drummers, a bouncy castle, a birthday cake and plenty of free giveaways. The Zoo's Historic Elephant House was open for the three final performances of the play "An Elephant Never Forgets", especially written for the Zoo's centenary. The event was covered by Capital Times and the Dominion Post.

- ④ The winners of our Centenary competition were announced and won a return trip for their family to Taronga Zoo, Sydney, Australia for a Roar and Snore sleepover over Easter weekend. This competition was supported by Wellington Rotary and Taronga Zoo.
- ④ The Cuba Carnival Illuminated Night Parade was held on Saturday 24th February and fourteen Zoo staff participated by walking beside the Go Wellington Zoo branded bus. It has been sign written with Zoo photos and messages. Our staff were really well received by the crowd and there have been several people who have rung to book an encounter or venue since the parade.

2.2 Learning and Conservation

- ④ The ARAZPA conference “Towards 2107: meeting the challenges of the coming century” was held at Te Papa 18-22nd March and 150 delegates attended. Dr Jackie Ogden, currently the Director of Animal Programs Disney's Animal Kingdom in Florida and internationally renowned for her conservation work, attended as Keynote Speaker. The programme for the conference included more than 90 papers, workshops and posters and was opened with a Powhiri at the Te Papa Marae on 19th March. Several of our Board members chaired sessions. The advantage of hosting the Conference was that 45 staff attended either the whole conference or selected sessions and that so many of our people had access to this type of industry professional development.
- ④ The four-month-old, sunbear cub went on display for the first time in January. Its mother, Chomel, had also been out of the limelight since the birth in September. The cub was named Sasa in February after a public and staff vote.
- ④ After 51 years of living in the old chimp house, the Chimpanzees moved into the new Chimp house on 21st February 2007 and it went extremely well with all 12 chimps inside on the first day. Anecdotally, the keepers are noticing improvement in the behaviour of the troop; Chimps are using the nests for sleeping and the visitor experience has been greatly enhanced.
- ④ The 2007 school year has begun with the Learning Team developing four new lessons that align to the curriculum: dinosaurs (using tuatara as a living example), animal training, selective breeding and tourism. For the tourism lesson, students use the zoo as a case study and hear about all aspects of the Zoo's operations including marketing, retail, and visitor experience. Bookings for March were on target and teachers have begun to book for the end of the school year.
- ④ We also launched the Kereru Discovery programme (a joint partnership with Te Papa, Department of Conservation, Victoria University and Karori Wildlife Sanctuary) with Otari Wilton Bush. The Zoo's research fellow began placing radio telemetry on kereru in Otari Bush and the students will participate in the collection of scientific data in May.

- ④ Funding for the first year of Green Corridor Project has been secured from the Wellington Region Foundation (\$61,000). The Green Corridor Project is a broad-based community project, using school children as the gateway to the community. The aim of this project is to increase awareness in urban children (and their parents) about their local environment, monitor the wildlife that lives close to the city centre, and to establish and maintain a sustainable population of native birds by creating a continuous Green Corridor of native planting in the heart of Wellington.
- ④ The Wellington Zoo Learning team hosted the annual conference of Australian and New Zealand educators in late March for 3 days. The conference was a good opportunity for Wellington Zoo to showcase its integrated learning programmes and to learn from other zoos.
- ④ Visitor learning (i.e. the informal learning that occurs during a visit) remains a high priority. The second phase of researching visitor learning began in February, with the study of how visitors use signs at the zoo and what information they retain after reading them. The results will be complete by mid year and will form the bases of a development plan for all future signage at the zoo.
- ④ Guides and Islands keepers can now be found around the zoo with contact animals (cockatoo, skink, etc). This is the first step in increasing the intimate encounters zoo visitors can have with animals and part of a bigger initiative to maximise visitor experience.
- ④ Karen Fifield, Chief Executive Officer, met with the Director General of the Department of Conservation in January to discuss the ways the two organisations can align more into the future. While the Wellington Zoo Trust relationships at individual level are sound, the organisational goals are often at odds. The Strategic Team at Department of Conservation will be invited to participate in a workshop with key Wellington Zoo Trust staff to develop a Conservation strategy for the Zoo and ensure both alignment and better understanding of how the organisations may work together in the future.
- ④ Criticism in the media during March of the Zoo's cheetah encounters highlighted the need to strengthen relationships with animal welfare organizations. Plans are in place to meet with the key critics and build a greater understanding of the Zoo's conservation strategy and the place that the encounters programme plays in this.

2.3 Animal Collection

Significant Births

- 0.0.3 Otago skinks
- 0.0.1 Emerald dove
- 0.0.5 Banded rail
- 0.0.4 Meerkats

Transfers

- ④ Two successful clutches of Kaka chicks have been bred at Wellington Zoo. One clutch will be released at Maungatautari Ecological Island near Cambridge and one clutch for release at Karori Wildlife Sanctuary.
- ④ Two new female porcupines arrived from the UK on 27 February. They have now completed 30 days of quarantine and one has been shipped to Orana Park in Christchurch and the other will stay here as part of the breeding programme.
- ④ Approximately 40 Tarantulas arrived in March from Czechoslovakia. They are currently in quarantine but will be on display in the scaly nursery and the Living Room shortly.
- ④ Two Bearded Dragons, exchanged from Ti Point Reptile Park, Leigh, came out of quarantine and are on display down by the old nocturnal house. They share the exhibit with two Shingleback skinks and two Blue tongue skinks.
- ④ A male Cape Barren goose arrived from Brooklands Zoo, New Plymouth and after 30 days in quarantine, was introduced to the female at Bottom birds in March.

Health

- ④ Sean, the Sunbear, partially fractured his lower left canine and it was surgically removed by three vets from Massey University in a three hour operation. The tooth was too damaged for a root canal so they removed the whole tooth in one piece. Sean recovered very well and is eating with gusto!
- ④ Two monal chicks hatched late January after incubation by a surrogate chicken and are doing well.
- ④ Three baby Otago skinks hatched early February. They are all over 10cm in length and weigh 1.5-2.5g and are incredibly cute. There was a great photo in the Dominion Post and the story was in other regional papers – the Press, Waikato Times, Timaru Herald, Taranaki Daily News, and Auckland's Community papers.
- ④ For several months, our keeping staff had been helping raise kaka chicks at Karori Wildlife Sanctuary. Of the two nest boxes that we looked after, a total of nine kaka chicks survived and all have fledged.

- A kaka chick was brought into our hospital from Karori Wildlife Sanctuary because he had stayed in the nest box a lot longer than he should of. X-rays helped diagnose lead poisoning unfortunately he died during anaesthesia when we checked the metal particles in his stomach (with an x-ray) and took blood for further testing.

Proposed Animal Collection additions

Pygmy marmoset	2:2:0	Approval to import received.	Import delayed due to medical treatment
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0:0:0 = male : female : gender unknown

Denise Church
Chairperson

APPENDIX 1 - Measures

Financial measures

Measure	Frequency of measure	Target 2006/07	Progress Q1 06/07	Progress Q2 06/07	Progress Q3 06/07	On Target for Year End?
Average WCC subsidy per customer	Quarterly	\$15.60	\$15.60	\$16.33	\$12.41	Yes
Average retail income per retail Customer	Quarterly	\$8.50	\$8.19	\$8.86	\$8.57	Yes
Average income per Visitor (excluding WCC grant)	Quarterly	\$11.70	\$10.28	\$12.68	\$9.88	Yes
Ratio of Trust generated income as % of WCC grant	Quarterly	75%	66%	78%	80%	Yes

City outcomes measures

This set of measures includes activities under the Trust Deed objectives.

Measure	Frequency of measure	Target 2006/07	Progress Q1 06/07	Progress Q2 06/07	Progress Q3 06/07	On Target for Year End?
Conservation/environment						
Conservation Programme Managed Species (% total of collection)	Annually	38%	30%	30%	30%	No
Participation in <i>in situ</i> conservation projects	Annually	2	New measure	Karori Kaka Kereru discovery	Karori Kaka Kereru discovery	Y
Reduction of ecological footprint	Quarterly	2005/06 year volumes will form baseline Water 05% Electricity 05% Solid waste 40%	Water usage for quarter 40% below baseline volume	Water usage for first two quarters 36% below baseline volume	Water usage for first three quarters 17% below baseline volume	NA
Animal well-being						
Animal Wellbeing – Compliance with Animal Welfare Act requirements	Quarterly	Requirements met	Requirements met	Requirements met	Requirements met	Requirements met
Education/economic development						
Learning outcomes - effectiveness	Quarterly	>97% teachers agree learning was effective	>95% teachers agree learning was effective	100% teachers agree learning was effective		Yes
Number of school visits (students)	Quarterly	14,000	2,915	5,595	2,817	Yes
Number of learning programmes contributed to (other than LEOTC)	Annually	3	New measure			NA

Number of research programmes	Annually	2	New measure	NA	NA	NA
<i>Social and recreation</i>						
Number of Visitors per year	Quarterly	172,000	43,061	41,145	54,120	Yes
Number of Sleepovers (participants)	Quarterly	3700	432	1,614	908	Yes

Organisational health and capability measures

Measure	Frequency of measure	Target 2006/07	Progress Q1 06/07	Progress Q2 06/07	Progress Q3 06/07	On Target for Year End?
<i>Community Support</i>						
- Volunteer hours (FTE)	Quarterly	4 FTE	3.4 FTE	4.1 FTE	5.02 FTE	Yes
-Zoo Crew membership	Annually	1100	New measure	209	406	No
<i>Zoo staff</i>						
Staff turnover (permanent staff)	Annually	Approx 15%	New measure	NA	NA	
Staff with personal development plans (PDPs) in place	Q2	>90%	New measure	New format being development	New format being development	
Level of completion of training initiatives in PDPs	Q4	>60%	New measure	NA	NA	
<i>Customer satisfaction measures</i>						
Wellingtonians visiting the Zoo (WCC Residents' Satisfaction Survey)	Annually	47%	New measure			
Satisfaction rating in WCC Residents' Satisfaction Survey.	Annually	85%	New measure			

APPENDIX 2 – Financial Statements

Wellington Zoo Trust

OPERATING STATEMENT OF FINANCIAL PERFORMANCE For the Quarterly Results to 31 March 2007 and YTD March 2007

3rd Quarter(01 January 07 - 31 March 07)				YTD March 07				
Actual	Budget	Variance	Variance		Actual	Budget	Variance	Variance
\$'s	\$'s	\$'s	%		\$'s	\$'s	\$'s	%
63,654	61,000	2,654	4%	Sale of Goods	188,435	182,000	6,435	4%
434,524	367,175	67,349	18%	Admissions Income	1,103,918	1,131,888	(27,970)	(2%)
11,557	10,000	1,557	-	Interest	56,707	22,000	34,707	158%
12,400	10,000	2,400	24%	Café License Fee	30,000	30,000	0	0%
18,889	18,888	1	0%	MOE Grants	56,667	56,666	1	0%
671,874	671,875	(1)	(0%)	WCC Operating Grants	2,015,622	2,015,625	(3)	(0%)
(6,296)	0	(6,296)	-	Grants and Sponsorship Received-Operational	63,765	-	63,765	0%
1,206,602	1,138,938	67,664	6%	Total Operating Income	3,515,114	3,438,179	76,935	2%
225,000	0	225,000	-	Grants and Sponsorship Received-Capital	225,000	100,000	125,000	-
225,000	-	225,000	-	Total Non-Operating Income	225,000	100,000	125,000	-
1,431,602	1,138,938	292,664	26%	Total Income	3,740,114	3,538,179	201,935	6%
620,139	669,405	49,266	7%	Employee Remuneration	1,852,716	1,991,316	138,600	7%
83,596	61,630	(21,966)	(36%)	Other Employee Costs	195,287	184,887	(10,400)	(6%)
703,735	731,035	27,300	4%	Personnel Expenditure	2,048,003	2,176,203	128,200	6%
62,256	53,875	(8,381)	(16%)	Marketing Costs	187,882	161,625	(26,257)	(16%)
38,632	38,500	(132)	(0%)	Administration Costs	136,520	115,500	(21,020)	(18%)
11,000	7,750	(3,250)	0%	Animal Acquisition Costs	20,941	23,250	2,309	0%
2,985	10,875	7,890	73%	Travel & Accommodation	28,779	32,625	3,846	12%
6,834	6,625	(209)	(3%)	Telecommunication Costs	22,010	19,875	(2,135)	(11%)
39,335	13,250	(26,085)	(197%)	Professional Costs	94,332	48,750	(45,582)	(94%)
0	400	400	100%	IT Costs	1,164	1,200	36	3%
41,208	46,900	5,692	12%	Utility Costs	137,920	156,100	18,180	12%
5,227	3,510	(1,717)	(49%)	Vehicle & Plant Costs	15,066	10,530	(4,536)	(43%)
201,764	170,799	(30,965)	(18%)	Contracts, Services & Material	567,076	511,905	(55,171)	(11%)
4,769	19,234	14,465	75%	Depreciatn & Loss/Gain on Sale	14,305	57,700	43,395	75%
414,010	371,718	(42,292)	(11%)	General Expenses	1,225,995	1,139,060	(86,935)	(8%)
1,117,745	1,102,753	(14,992)	(1%)	Total Operating Expenses	3,273,998	3,315,263	41,265	1%
0	0	0		Vesting of Assets	162,500	-	(162,500)	-
-	-	-		Total Vesting Expense	162,500	-	(162,500)	
1,117,745	1,102,753	(14,992)	(1%)	Total Expenses	3,436,498	3,315,263	(121,235)	(4%)
88,857	36,185	52,672		Total Operating Surplus/(Deficit)	241,116	122,916	118,200	
225,000	-	225,000		Total Non-Operating Surplus/(Deficit)	62,500	100,000	(37,500)	
313,857	36,185	277,672		TOTAL SURPLUS / (DEFICIT)	303,616	222,916	80,700	

WELLINGTON ZOO TRUST
Combined Statement of Financial Position

As at 31 March, 2007



	Current Year YTD 2007	Last Year YTD 2006	Last Year FULL YEAR 2006
Assets			
Total Current Assets	2,054,418	1,461,244	1,058,745
Total Non Current Assets	245,109	77,868	69,865
Total Assets	2,299,527	1,539,112	1,128,609
Liabilities			
Total Current Liabilities	1,423,054	936,297	487,638
Total Other Current Liabilities	41,888	77,709	110,001
Total Liabilities	1,464,942	1,014,007	597,639
Net Assets	834,585	525,105	530,970
<i>This is represented by:</i>			
Equity			
Public Equity			
Retained Earnings	530,870	(135,112)	(135,112)
Public Equity-Accumulat_ Funds	100	100	100
Public Equity	530,970	(135,012)	(135,012)
Equity Excl. Operating Surplus	530,970	(135,012)	(135,012)
Total Income			
Sales, Fees and User Charges	1,083,756	1,004,050	1,239,938
Other Income	2,656,358	2,722,430	3,590,230
Total Income	3,740,114	3,726,480	4,830,168
Total Expenses			
Personnel Expenditure	2,048,003	1,958,545	2,619,861
General Expenses	1,225,996	1,107,817	1,544,324
Total Vested Assets	162,500	-	-
Total Expenses	3,436,500	3,066,362	4,164,185
Net Surplus / (Deficit) Before Allocations	303,615	660,118	665,983
Total Operating Surplus / (Deficit)	303,615	660,118	665,983
Total Equity	834,585	525,105	530,970

Wellington Zoo Trust					
Statement of Cashflows (GST inclusive)					
For the nine months ended 31st March 2007					
			Month	YTD	2005
Cash flows from operating activities					
Cash was provided from:					
	Receipts from customers	190,292		1,662,524	1,221,507
	Grant received			3,266,575	2,571,438
	Other income	180,242		419,656	342,507
			370,533	5,348,755	4,135,452
Cash was applied to:					
	Payments to suppliers	428,794		2,226,507	1,450,154
	Payments to employees	195,097		2,097,602	1,500,582
	Other operating expenses			-	-
			623,891	4,324,109	2,950,736
	Net cash inflow (outflow) from operating activities		(253,357)	1,024,646	1,184,715
Cash flows from investing activities					
	Bank interest	4,951		68,691	16,639
			4,951	68,691	16,639
	Net cash inflow (outflow) from investing activities		4,951	68,691	16,639
					-
Cash flows from financing activities					
			-	-	-
	Net increase (decrease) in cash held		(248,406)	1,093,337	1,201,355
	Cash balance at beginning		2,203,836	862,093	127,860
	Cash balance at end		1,955,430	1,955,430	1,329,215
Made up of:					
	Current Account		355,430		
	Term Deposit		1,600,000		
			1,955,430		

CCO: Wellington Zoo Trust
Quarter Three 2006/07

Actual 30-Jun-06	EARNINGS STATEMENT	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07
	Revenue			
1539	Trading Income	380	414	497
2363	WCC Grants	672	672	672
836	Other Grants	11	59	-6
	Sponsorships and Donations		20	205
48	Investment Income	25	20	12
44	Other Income	27	29	31
4,830	Total Revenue	1,115	1,214	1,411
	Expenditure			
2,554	Employee Costs	638	706	704
1,593	Other Operating Expenses	403	399	409
17	Depreciation	5	5	4
0	Interest			
	Vested Assets	163	0	0
4,164	Total Expenditure	1,209	1,110	1,117
666	Net Surplus/(Deficit) before Taxation	(94)	104	294
0	Taxation Expense			
666	Net Surplus/(Deficit)	(94)	104	294
13.8%	Operating Margin	-8.4%	8.6%	20.8%

Actual	STATEMENT OF FINANCIAL POSITION	As at	As at	As at
30-Jun-06		30-Sep-06	31-Dec-06	31-Mar-07
	Shareholder/Trust Funds			
0	Share Capital/Settled Funds	0	0	0
0	Revaluation Reserves	0	0	0
776	Restricted Funds	776	776	776
-245	Retained Earnings	-339	-235	59
531	Total Shareholder/Trust Funds	437	541	835
	Current Assets			
365	Cash and Bank	422	306	334
146	Accounts Receivable	45	46	45
66	Other Current Assets	62	47	76
577	Total Current Assets	529	399	455
	Investments			
500	Deposits on Call	1,150	500	1,600
0	Other Investments	0	0	0
500	Total Investments	1,150	500	1,600
	Non-Current Assets			
64	Fixed Assets	60	55	50
6	Other Non-current Assets	22	169	195
70	Total Non-current Assets	82	224	245
1,147	Total Assets	1,761	1,123	2,300
	Current Liabilities			
367	Accounts Payable and Accruals	384	213	383
152	Provisions	220	226	225
97	Other Current Liabilities	720	143	857
616	Total Current Liabilities	1,324	582	1,465
	Non-Current Liabilities			
0	Loans - WCC	0	0	0
0	Loans - Other	0	0	0
0	Other Non-Current Liabilities	0	0	0
0	Total Non-Current Liabilities	0	0	0
531	Net Assets	437	541	835
0.9	Current Ratio	0.4	0.7	0.3
46.3%	Equity Ratio	24.8%	48.2%	36.3%

Actual	STATEMENT OF CASH FLOWS	Qtr to	Qtr to	Qtr to
30-Jun-06		30-Sep-06	31-Dec-06	31-Mar-07
	<i>Cash provided from:</i>			
4,697	Trading Receipts	465	543	654
0	WCC Grants	1512	0	1512
	Other Grants		38	204
	Sponsorships and Donations			
48	Investment Income	25	29	15
0	Other Income	125	48	247
4,745		2,127	658	2,632
	<i>Cash applied to:</i>			
0	Payments to Employees	782	621	694
3,960	Payments to Suppliers	443	694	762
26	Net GST Cashflow	176	-10	0
	Other Operating Costs (VESTING)	0	0	0
	Interest Paid	0	0	0
3,986		1,401	1,305	1,456
759	Total Operating Cash Flow	726	(647)	1,176
	Investing Cash Flow			
	<i>Cash provided from:</i>			
	Sale of Fixed Assets			
	Other			
0		0	0	0
	<i>Cash applied to:</i>			
25	Purchase of Fixed Assets			
	Other -vesting Cash for Capital Projects	0	162	0
25		0	162	0
(25)	Total Investing Cash Flow	0	(162)	0

Actual 30-Jun-06	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07
	Financing Cash Flow			
	<i>Cash provided from:</i>			
	Drawdown of Loans			
	Other			
0		0	0	0
	<i>Cash applied to:</i>			
	Repayment of Loans			
	Other			
0		0	0	0
0	Total Financing Cash Flow	0	0	0
734	Net Increase/(Decrease) in Cash Held	726	(809)	1,176
128	Opening Cash Equivalents	862	1,588	779
862	Closing Cash Equivalents	1,588	779	1,955
Actual 30-Jun-06	CASH FLOW RECONCILIATION	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07
666	Operating Surplus/(Deficit) for the Year	(94)	104	294
	Add Non Cash Items			
17	Depreciation	5	5	4
	Other (Gifted Hospital Assets)			
683		(89)	109	298
	Movements in Working Capital			
15	(Increase)/Decrease in Receivables	101	(1)	1
3	(Increase)/Decrease in Other Current Assets		15	(26)
148	Increase/(Decrease) in Accounts Payable	(5)	(199)	189
(90)	Increase/(Decrease) in Other Current Liabilities	719	(571)	714
76		815	(756)	878
	Net Gain/(Loss) on Sale:			
	Fixed Assets	0	0	0
	Investments	0	0	0
0		0	0	0
759	Net Cash Flow from Operations	726	(647)	1,176