

To: Wellington City Council
From: Wellington Zoo Trust
Date: 30 September 2020



First Quarter Report 2020/21 Financial Year

Highlights

- Wellington Zoo has been named by *The Discoverer Blog* as one of the ten best Zoos in the world. In their description they note “*Conservation is high on the agenda at Wellington Zoo. Its staff members collaborate on several research projects including the study of malaria in wild kororā... threats to New Zealand sea lions, and lead poisoning in kākā and tūi bird populations.*” https://www.thediscoverer.com/blog/10-best-zoos-in-the-world/XvHyVpKgiwAG5avy?utm_source=blog&utm_medium=email&utm_campaign=1125335643.
- A multi-levelled Keeper Development Programme has been co-designed with input from a working group of Animal Care staff. The first two levels of the programme were launched in September and a more intricate ‘Specialist’ level will then be developed ready for launch in early 2021.
- WorkSafe have made a SafePlus video at Wellington Zoo which will be one of a series of case studies to be used to promote health and safety in the workplace as everyone’s responsibility. <https://www.youtube.com/watch?v=wCyrP0vhY2k&feature=youtu.be>.
- We have received our first payments from MBIE STAPP¹ and DOC WIRF² grants. This funding is to be used specifically for Wellington Zoo animal care, veterinary supplies and animal housing maintenance.
- The WZT Board approved the Snow Leopard concept design at its July meeting. The next phase of the project will include value engineering the design through developed design stage to ensure the projects stays within the project budget, while still achieving the key design outcomes identified at the start of the project.
- The Memorandums of Understanding have been renewed with Kea Conservation Trust and Associação Mico-Leão-Dourado Golden Lion Tamarins. We also agreed to a further donation to Free the Bears to further their work on the water sustainability project in their Laos sanctuary.
- WZT was asked by WellingtonNZ to participate in a week-long design sprint at Creative HQ on Wellington becoming a ‘green destination’ for tourists and how we can help tourism providers. We were also asked to be an expert interviewee on another design sprint making Wellington a family friendly destination.
- Planning and training for Hero HQ “Minibeasts Behind the Scenes” visitor experience commenced in August and bookings went live on 23 September. This experience provides visitors an opportunity to look behind the scenes at Hero HQ (the Zoo’s reptile and invertebrate habitat) to see how we care for Tarantulas, Giant African Millipedes, Emperor Scorpions and Goliath Stick insects.
- GM Animal Care and Science, Daniel Warsaw, had his MBA research paper ‘*The influence of animal welfare accreditation programmes on zoo visitor perceptions of the welfare of zoo animals*’ published in the 30 July issue of the Journal of Zoo and Aquarium Research.

Challenges this Quarter

The need to move to COVID-19 Alert Level 2 during the quarter impacted on operations with Close Encounters being suspended and Venues bookings restricted due to capped numbers and social distancing requirements. While visitation numbers and retail sales during July and August were buoyant it is expected that September financials will reflect the full impact of COVID-19 restrictions.

Visitor Attendance as at 30 September 2020:

	Current YTD 2020/21		Annual Target	Current YTD 2020/21
Actual	50,149	Student and Education Visits	20,000	4,998
Annual Target	254,000			

¹ Strategic Tourism Assets Protection Programme

² Wildlife Institutions Relief Fund

Highlights



WHĀNAU

Our Role

Achieved Toitū carbonzero certification for seventh year running

Welcomed over 50,000 visitors for free in May and June

Launched two EV charging stations



TINANA

Our Animals

The Nest Te Kōhanga treated 496 native animals

Successfully bred Goliath Bird-Eating Tarantula spiderlings

Birth of critically endangered Cotton-Top Tamarin



HINENGARO

Our Purpose

Developed a new Conservation Strategy

Contributed \$582,613 directly to field conservation through donations and staff time

Launched the Local Conservation Grants Programme supporting six regional projects



WAIKUA

Our Community

Celebrated ten years of The Nest Te Kōhanga

Reached 50,000 followers on Facebook and 10,000 on



ORANGA

A Healthy Organisation

Our Chief Executive was elected to the World Association of Zoos and Aquariums Council (WAZA) and appointed Chair of the Ethics and Animal Welfare Committee

Our reptile breeding facility Te Piringa Iti became operational

Customer Relationship Management (CRM) system Salesforce was implemented with the launch of phase 1

ORANGA
A HEALTHY ORGANISATION

Photo: Wellington Zoo Trust Annual Report 2020

Health, Safety and Wellbeing

- WZT's people leaders participated in St John's Mental Health First Aid Training workshops during August and September. A further workshop will be held in December for staff interested in being part of a WZT Mental Health First Aid team which will triage staff situations if they arise.
- WZT Board Trustees and the Strategic Management Team attended an inhouse Health & Safety Workshop at the end of July. As Health and Safety is the responsibility of the full Board the three-hour workshop took a "deep dive" into health and safety from a strategic governance position and covered how critical risks were identified, assessed and mitigated.
- As part of the Zoo's ongoing Health, Safety and preparedness work, General Manager, Safety, Assets and Sustainability, ran a series of workshops to redevelop the Zoo's Business Continuity Plan (BCP). The BCP will pinpoint the most critical areas of the Zoo and identify potential risks in those areas to better prepare Wellington Zoo to recover as quickly and easily as possible following a significant incident.

Financial Success

- WZT received a "good news" non-standard audit management report with no new issues for 2019/20. Additional audit work this year was around financial sustainability and the going concern assumption due to COVID-19, which was satisfied by WCC's Letter of Comfort. The term "non-standard" captured the impact of COVID-19 on our organisation (as it will with every other organisation audited this year) and is not a modification of WZT's Audit Opinion.

Learning and Development

- WZT Board Trustees held their annual Board Development Session in September which was facilitated by Sally Gough and Karen Fifield. The session was based around the Gallup 34 Strengths Finder³ profiles which were overlaid with those of the Strategic Management Team to indicate where WZT's governance and management strengths lay within the organisation.
- Our People and Culture team attended a Flexible Work Essentials course run by HRINZ with a view to set up a working group across the Zoo to review our Flexible Working Arrangements Policy. Following staff working from home during the COVID-19 lockdown, some expressed a desire to be able to do this more frequently now that we are back in Alert Level 1. Management is now looking at how this would work for Wellington Zoo and needed to ensure a robust, fair and consistent approach to flexible work across the organisation was adopted.
- The Strategic Management Team had a planning day at Zealandia to discuss two major initiatives and how best to implement them: Flexible Working Arrangements Policy (mentioned above); and the development of a Learning and Development Framework for staff.
- The following Staff Learning Sessions/Workshops were held:
 - Team Leader Reptiles and Invertebrates talked about his Conservation Volunteering Leave in the Cayman Islands supporting the National Trust of Caymans Blue Iguana Conservation programme by assisting with the 2020 population census and providing support and training at the captive breeding facility;
 - One of our Rangers used their Conservation Volunteering Leave to help with a University of Otago Masters' student study on the effect of tourism on Hector's Dolphins in Porpoise Bay, Catlins; and
 - Two staff members reported on their trip to Malaysia to work with TRAFFIC, the wildlife trade monitoring network, which was made possible through the Conservation Staff Fund.

Infrastructure Improvements

- During August and September, WZT's IT network upgrade to Office 365 was completed successfully with minimal disruption to staff. New Wi-Fi units were also installed in many of the buildings which expanded the network for Zoo staff and simplified moving laptops around the Zoo connected to the network.
- In July 2020, Wellington Zoo went live with its amended website structure which will make it easier for our virtual visitors to find what they want and improve their overall user experience. The main visual change was the new navigation menu but other changes like tweaks to names of headings and where pages sat on the website were more subtle.

Legal Compliance

- WZT's Annual Report 2019/20 was published on our website and superbly documents the many and varied achievements of our people, care and welfare of our animals, our interaction with the community and various conservation initiatives - <https://wellingtonzoo.com/assets/Resources/Annual-Report-2020-artwork-FINAL-higher-res2.pdf>.

³ <https://www.gallup.com/cliftonstrengths/>

Ehara taku toa i te toa takitahi, engari he toa takitini

My warrior will never stand alone, my warrior will always stand as one of many

Inspired by Tūmataunga (Tū) we will save wildlife and wild places. Tū is the primary guardian of people and encourages us to be strong and brave in facing challenges. In times of need Tū can be called on for strength and resolve. Tū knows that in order to protect and care for people we must protect and care for the environment. Our futures are inherently bonded.

Our goal for Wellington Zoo's conservation work is to make a genuine and ongoing contribution to saving wildlife and wild places in Wellington, in New Zealand, and around the world. We will achieve this by working with our community, supporting our partners, developing our people, and leading projects for impact on the ground.

Millions of people and their livelihoods, animals and their habitats are suffering from the impacts of climate change. Recognising the urgency of this crisis for wildlife and humanity, our conservation work will aim to improve resilience to climate change impacts. Me tiaki, kia ora! We must protect the environment so all things will thrive.

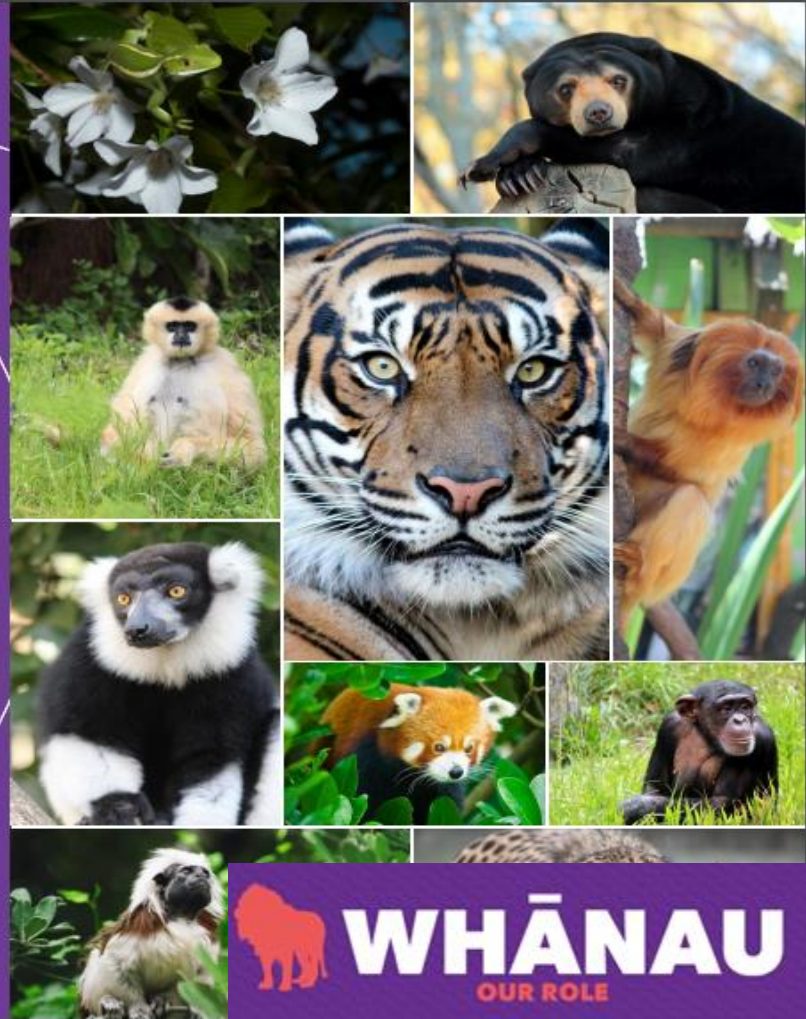


Photo: WZT Conservation Strategy 2020 Launch

- WZT's Conservation Strategy 2020-23 was launched to the WZT team late September. The goal is to make an impactful and ongoing contribution to saving wildlife and wild places regionally, nationally and internationally and the Strategy gives us focus for our conservation work going forward. A separate stakeholder and supporter event to launch the Conservation Strategy is planned for later in the year.
- General Manager, Animal Care and Science, Daniel Warsaw was elected to the New Zealand ZAA Committee at its Annual General Meeting in July.
- WZT's 8th Toitū carbon zero audit was completed on 29 September. We used 70 tonnes less carbon than last year so we will again attain certification.
- The 2019/20 annual contribution to conservation measure was 7.1% compared to that of 7.6% the year before. This was lower due to the suspension of international travel and less time spent by staff members on international projects. Close to \$1 million has been raised for WZT's Conservation Fund over the past decade.



Photo: New Visitor Experience area at Giraffe House

- Phase 1 of the Giraffe House Management project has been completed with the new trainer and fencing installed in late September. The second phase of the improvement works includes new feeders and browse holders, both in the House and the habitat, along with a building refresh and paint. The full project is scheduled for completion by the end of December.
- Sun Bear Sasa and Sumatran Tiger Senja's immunotherapy training is going very well with Senja now accepting an injection from the Keeper. Once this behaviour is fully embedded, and Senja is consistent with her involvement, the treatment will start.

Species Planning

Arrivals

Species	Gender		Date
Cape Barren Goose	Female	From Willowbank Wildlife Reserve	8/7/2020

Native Animal Admissions to The Nest Te Kōhanga

	2015	2016	2017	2018	2019	2020
January	63	67	76	54	78	84
February	51	41	52	70	57	55
March	60	39	33	57	51	44
April	30	28	22	37	36	0
May	37	33	47	33	34	2
June	34	23	21	38	24	28
July	33	17	20	36	18	39
August	26	15	24	25	23	25
September	25	24	22	30	30	
October	19	43	28	40	30	
November	33	41	37	44	44	
December	67	58	61	48	58	
	478	429	443	512	483	277



Photo: Cilia, Wellington Zoo's new Cotton Top Tamarin baby (endangered)

- Conservation Partners:
 - Proyecto Titi have named our newly born female Cotton Top Tamarin Cilia; and
 - Inger Perkins from our conservation partner, West Coast Penguin Trust, visited in July and met with The Nest Te Kōhanga team as part of our conservation medicine collaboration with the transport of injured and/or sick penguins to our hospital for treatment.
- Animal Care Manager, Jo Thomas, presented to Probus Wellington on the complex dynamics of our Chimpanzee group. This endangered species live within complex communities and by understanding the hierarchical grouping and allegiances it helps our community understand how important it is that we protect these animals.



Photo: Jacinda Nyala

- During COVID-19 lockdown, two new-born Nyala calf were named Jacinda and Dr Ashley. On sending a message to Jacinda to tell her what we had done, she responded with a letter and a handwritten note: *“Thank you so much again!! Neve often visits the zoo without me – hopefully she’ll see the baby Nyala next visit!”*
- Considering the COVID-19 situation, it was encouraging to receive grants from the Koala Trust (\$8,867.75) and Brian Whiteacre Trust (\$5,000) for The Nest Te Kōhanga during the quarter. The demand for financial support from Trusts and Foundations is significant and it is great to know that these organisations are still wanting to support the amazing work we do here at Wellington Zoo.
- Mayor Andy Foster attended our 3 July Board meeting and a full staff meeting during September and presented on WCC’s vision for the City and of Wellington Zoo’s fit into this vision.
- Victoria University held their annual “Big Day Out” employee engagement event and we had an opportunity to highlight our partnership work during this occasion. Two of our team presented to over 85 Victoria University library staff members about Wellington Zoo and what the partnership with them had achieved for conservation.
- We have received funding from The Warehouse for the Zoofari programme which will begin in Term One 2021. The Zoofari programme enables many students from low decile schools to visit and receive free educational experiences with a special focus on conservation at zoos across New Zealand.
- Wellington Zoo’s Learning Team hosted a secondary school Science Heads of Departments and Capital City Science Educators’ teacher hui on 29 July. The opportunity was used to showcase the work our Learning Team does and to market ourselves direct to the Science/Biology teachers.
- Marketing kicked off its school holiday advertising campaign outside of Wellington (upper South Island/lower North Island regions) aiming to capitalise on domestic tourism. The campaign includes digital billboards, radio and Facebook advertising.

- As at 30 September 2020 Wellington Zoo had 51,202 Facebook followers, 13,874 Instagram followers, 9,271 Twitter followers and 1,170 LinkedIn followers. It was also a busy month for media with interviews on Newstalk ZB, and Stuff about our Goliath Bird Eating Tarantulas, and various other articles in the NZ Herald, DomPost, FMCG Business, Bendigo Advertiser and Australasian Leisure Management.
- In the week commencing 21 September, we participated in “The Great Kererū Count” and to celebrate rangers and volunteers ran some fun Kererū-themed activities at The Nest Te Kōhanga. Activities included a Kererū colouring competition, Kererū origami and learning how to make anti-window strike decorations.
- The WZT Board of Trustees expressed a desire to financially support a specific WZT initiative and settled on Te Ao Māori Project, which will ensure we respect and integrate Te Tiriti o Waitangi into our governance and practices across the entire Zoo. This will be a five-year project with Year 1 covering the development of culturally distinctive pathways for Māori through Zoo staff being competent in areas of tikanga Māori.



Craig Ellison
Board Chair, Wellington Zoo Trust

Appendix 1 – Wellington Zoo Strategy Framework 2020/21

Required WCC Performance Measures	Pre COVID-19 Target 20-21	Tracking YTD 30.09.20			COVID-19 Budget 20-21	Tracking YTD 30.09.20			Comments as at 30.09.20
		#	%			#	%		
Visitors	254,000	50,149	20%	🟢	173,882	50,149	29%	🟢	
Student and education visits	20,000	4,998	25%	🟢	14,645	4,998	25%	🟢	Zoo led Conservation education programmes and student self-guided visits.
Council operating grant per visitor	\$13.76	\$17.42	NA	🔴	\$20.10	\$17.42	NA	🟢	Annual Measure based on visitor numbers and WCC grant
Full cost to Council	\$21.77	Annual Measure	NA	🟡	\$31.80	Annual Measure	NA	🟡	This target is generated by WCC and is not controlled by the Trust. It includes depreciation and shared services costs, CCO team costs, insurance, CAPEX interest and the OPEX grant. To be reassessed over 2020-21.
Trading Revenue per visit (excl. grants & interest)	\$17.77	\$25.97	NA	🟢	\$18.63	\$25.97	NA	🟢	
Non-Council donations and funding	\$324k	Annual Measure	NA	🟡	\$222K	Annual Measure	NA	🟡	Non-Council operational grants, donations, sponsorships and bequests. This target does not include any capital funding.
Percentage of operating costs generated by Trust	59%	NA	66%	🟢		NA	66%	🟢	
Trust generated income as percentage of the Council grant	144%	NA	147%	🟢		NA	147%	🟢	
Additional WZT Performance Measures									
		#	%			#	%		Notes
Measure visitor feedback and satisfaction	8.5	9.4	NA	🟢	8.5	9.4	N/A	🟢	This target is based on the overall experience rating which is measured out of ten. Please note we did not collect surveys in Level 2, this result is based on the surveys that were collected in September
Number of vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) at the Zoo	25	30	120%	🟢	25	30	120%	🟢	IUCN Red List and DOC National list
Percentage of native animals released to the wild after triage and treatment by the Nest Te Kōhanga (TNTK)	50%	NA	66%	🟢	50%	NA	66%	🟢	Post 72-hour triage period.
% of OPEX directly contributed to field conservation	7%	NA	Annual Measure	🟡	7%	NA	Annual Measure	🟡	This measure uses the Zoo Aquarium Association (ZAA) Australasia Framework to measure direct contributions to field conservation.
Number of field conservation projects supported for threatened (NZ) and vulnerable, endangered or critically endangered (global) species	12	15	125%	🟢	12	15	125%	🟢	Now includes three Local Conservation Grant projects as well as our other conservation commitments.
Participate in zoo-based research projects, scientific papers and presentations	10	11	110%	🟢	10	11	110%	🟢	These projects are directly related to conservation medicine, animal welfare science and visitor engagement research. 1. Pathogens of yellow eyed penguins – Master's thesis in preparation by Emily Kay. 2. Disease screening of Fijian bats – Master's thesis in preparation by Jessica McCutchan (Resident). 3. What disturbances of clinical significance to physiological homeostasis are occurring during anaesthesia across a range of zoo animals – Master's thesis submitted by Nigel Dougherty (Resident). 4. The ethics and animal welfare of aged animal management in zoos – Master's thesis in preparation by Alison Clarke (Resident). 5. Investigating marine predation injuries to yellow-eyed penguins – Master's thesis in preparation by Kathryn Johnson (Resident). 6. Lead exposure in rural and urban Tūi – Undergraduate project in preparation for publication by Alisdair Eddie and TNTK team. 7. Total ear canal ablation in a lion – case study being written up for publication by Dr Helen Orbell and TNTK team. 8. Lysosomal storage disease in a South Island Kākā (Nestor meridionalis meridionalis) – case study being written up

Additional WZT Performance Measures									
		#	%			#	%		Notes
Participate in zoo-based research projects, scientific papers and presentations Cont.									for publication by Dr Bob Jolly, Dr Stuart Hunter and TNTK team. 9. Surgical repair of a meningoencephalocoele in a Kākāpō – paper in preparation, Baukje Lenting co-author. 10. Plastic ingestion is an underestimated cause of death for southern hemisphere albatrosses – paper in preparation, Baukje Lenting, Phil Kowalski and Shelly Butcher co-authors. 11. The influence of animal welfare accreditation programmes on zoo visitor perceptions of the welfare of zoo animals - published in Journal of Zoo and Aquarium Research, Daniel Warsaw author.
Maintain Zoo and Aquarium Association Animal Welfare Accreditation	Achieved	Annual Measure		👉	Achieved	Annual Measure		👉	Occurs every three years. Next accreditation in early 2022.
Maintain Toitū carbonzero certification	Achieved	Annual Measure		👉	Achieved	Annual Measure		👉	Toitū carbonzero audit has occurred, waiting for confirmation
Safety Improvement Team meeting attendance	80%	3 meetings	96%	👍	80%	3 meetings	96%	👍	Measured against those staff available to attend meetings. Sept. meeting delayed a week due to availability of staff and early apologies given.
Successful emergency drill/incident debriefs held	8	2	25%	👉	8	2	25%	👉	Includes emergency drills, trial evacuations and real incidents occurring which require debriefing.
Volunteer engagement survey	1	Annual Measure		👉	1	Annual Measure		👉	This annual survey measures the satisfaction levels of those volunteering across the organisation.
Staff recognition programme	1	Annual Measure linked to Gold Agouti Awards		👉	1	Annual Measure		👉	This measure refers to the year-long recognition of staff excellence at full staff meetings and culminates in the annual staff awards event in August. This has been moved to 1 October this year due to the impact of COVID-19 Alert Level change from AL1 to AL2.
Staff learning and development sessions held	10	2	20%	👉	10	2	20%	👉	In-house learning opportunities from both internal and external speakers.

Appendix 2 – Financial Statements

CCO: Wellington Zoo Trust			
Quarter One 2020/21		\$NZ000's	
Actual 30-Jun-20	EARNINGS STATEMENT	Actual 30-Sep-20	Budget 30-Sep-20
	Revenue		
3178	Trading Income	942	312
3680	WCC Grants	888	874
665	Other Grants	266	38
237	Sponsorships and Donations-Operational	55	60
269	Sponsorships and Donations-Capital	0	0
27	Investment Income	2	3
207	Other Income	23	11
8,263	Total Revenue	2,176	1,298
	Expenditure		
6,101	Employee Costs	1,446	1497
2,327	Other Operating Expenses	542	557
5	Depreciation	0	0
	Interest		
174	Vested Assets		
8,607	Total Expenditure	1,988	2,054
(344)	Net Surplus/(Deficit) before Taxation	188	(756)
0	Taxation Expense		
(713)	Operating Surplus (Deficit)	188	(756)
(344)	Net Surplus/(Deficit)	188	(756)
-8.6%	Operating Margin	8.6%	-58.2%

Actual 30-Jun-20	STATEMENT OF FINANCIAL POSITION	Actual 30-Sep-20	Budget 30-Sep-20
	Shareholder/Trust Funds		
0	Share Capital/Settled Funds	0	0
0	Revaluation Reserves	0	0
1,280	Restricted Funds	1,248	1322
242	Retained Earnings	430	-1217
1,522	Total Shareholder/Trust Funds	1,678	105
	Current Assets		
2,912	Cash and Bank	3,539	1843
300	Accounts Receivable	653	150
87	Other Current Assets	178	100
3,299	Total Current Assets	4,370	2,093
	Investments		
0	Deposits on Call	0	0
0	Other Investments	0	0
0	Total Investments	0	0
	Non-Current Assets		
0	Fixed Assets	0	0
0	Other Non-current Assets	0	0
0	Total Non-current Assets	0	0
3,299	Total Assets	4,370	2,093
	Current Liabilities		
545	Accounts Payable and Accruals	526	550
	Provisions		0
1,232	Other Current Liabilities	2,166	1438
1,777	Total Current Liabilities	2,692	1,988
	Non-Current Liabilities		
0	Loans - WCC	0	0
0	Loans - Other	0	0
0	Other Non-Current Liabilities	0	0
0	Total Non-Current Liabilities	0	0
1,522	Net Assets	1,678	105
1.9	Current Ratio	1.6	1.1
46.1%	Equity Ratio	38.4%	5.0%

Actual 30-Jun-20	STATEMENT OF CASH FLOWS	Actual Sep-20	Budget Sep-20
	<i>Cash provided from:</i>		
3178	Trading Receipts	942	312
3680	WCC Grants	888	1,641
665	Other Grants	266	38
506	Sponsorships and Donations	55	60
27	Investment Income	2	3
268	Other Income	1,648	11
8324		3,801	2,065
	<i>Cash applied to:</i>		
5,801	Payments to Employees	1,492	1,497
3,501	Payments to Suppliers	1,682	557
0	Net GST Cashflow		0
0	Other Operating Costs (VESTING)		0
	Interest Paid	0	0
9302		3,174	2,054
-978	Total Operating Cash Flow	627	11
	Investing Cash Flow		
	<i>Cash provided from:</i>		
0	Sale of Fixed Assets		0
	Other		
0		0	0
	<i>Cash applied to:</i>		
	Purchase of Fixed Assets		0
	Other -vesting Cash for Capital Projects	0	0
0		0	0
0	Total Investing Cash Flow	0	0

Actual 30-Jun-20	STATEMENT OF CASH FLOWS (CONT)	Actual 30-Sep-20	Budget 30-Sep-20
	Financing Cash Flow		
	<i>Cash provided from:</i>		
	Drawdown of Loans		
	Other		
0		0	0
	<i>Cash applied to:</i>		
	Repayment of Loans		
	Other		
0		0	0
0	Total Financing Cash Flow	0	0
(978)	Net Increase/(Decrease) in Cash Held	627	11
3,890	Opening Cash Equivalents	2,912	1,832
2,912	Closing Cash Equivalents	3,539	1,843

Actual 30-Jun-20	CASH FLOW RECONCILIATION	Actual 30-Sep-20	Budget 30-Sep-20
(344)	Operating Surplus/(Deficit) for the Year	188	(756)
	Add Non Cash Items		
5	Depreciation	0	0
	Other (movement restricted funds)	-32	
(339)		156	(756)
	Movements in Working Capital		
168	(Increase)/Decrease in Receivables	(353)	0
5	(Increase)/Decrease in Other Current Assets	(91)	2
(849)	Increase/(Decrease) in Accounts Payable	(19)	(1)
37	Increase/(Decrease) in Other Current Liabilities	934	766
(639)		471	767
	Net Gain/(Loss) on Sale:		
0	Fixed Assets	0	0
	Investments	0	0
0		0	0
(978)	Net Cash Flow from Operations	627	11