

To: Wellington City Council
From: Wellington Zoo Trust
Date: 31 March 2021



Third Quarter Report 2020/21 Financial Year

Highlights

- Senior Veterinarian, Dr Baukje Lenting, was part of the Wildbase Research Centre Team which was awarded the Massey University Team Research Medal 2020. The award acknowledges this team as a “world class grouping of researchers” with an outstanding portfolio of scientific investigations and research communications that have set the standard for wildlife management, care and rehabilitation.
- WZT formally celebrated the opening of two new/refurbished habitats in January and February:
 - Te Hononga Tuatara Management Area with representatives from Ngāti Koata, as Tuatara kaitiaki, who travelled to Wellington to assist with the relocation of 16 Tuatara from Te Piringa Iiti; and
 - Giraffe Housewarming celebrating the Giraffe House and Savannah redevelopments.
- We had our best numbers ever for Valentine’s Night on 14 February with 1,343 guests welcomed on the evening. The Sales team worked on new ways to increase revenue and profitability of the event, including pre-selling tickets online. The Valentine’s Night event contributed \$28,118 financially.
- We had several high-profile guests visit Wellington Zoo during the quarter:
 - Hon Grant Robertson, Deputy Prime Minister;
 - Hon Ayesha Verrall, Minister for Seniors and Food Safety; and
 - Hon Eugenie Sage, past Conservation Minister.
- WZT’s Kanohi Kitea Te Ao Māori programme launched with a staff-wide survey to assess where staff sat on the continuum of bicultural competency, which will provide a learning baseline. The next stage will be staff workshops rolled out over two consecutive days during May and June.
- We embarked on the first stage of our journey to achieve Rainbow Tick accreditation over the next 12 months. Achieving the Rainbow Tick will allow us to celebrate with pride that we are a progressive, inclusive and dynamic organisation that authentically reflects our rainbow community.
- WZT’s Conservation Manager has been appointed as a WAZA representative on the IUCN¹ NZ Committee.
- Retail Sales have done very well YTD with a purchasing capture rate for Visitors (not including school children) of 10.4% as at 31 March 2021. The retail space has been re-positioned to allow more room for our bestselling ranges, and new products have been introduced.

Challenges this Quarter

- Venues revenue is significantly behind budget as there is a reluctance in the business community to book functions in advance and/or to book large-scale functions such as full Zoo hires which are large revenue drivers.
- Close Encounters revenue is also behind year to date due to moving between Alert Levels (Encounters cannot be run between Alert Levels 2-4) and the discontinuation of Cheetah Close Encounters because of their retirement.
- The impact of less international tourists (typically during summer months) is now being experienced.

Visitor Attendance as at 31 March 2021:

	Current YTD 2020/21
Actual	172,838
Annual Target	254,000

Student and Education Visits

Annual Target	Current YTD 2020/21
20,000	16,531

¹ International Union for Conservation of Nature



Welcome to IHI

Created Jan 16, 2018

Updated Mar 23, 2021

No upcoming events



IHI – H&S Reporting Portal

Quick “how to get started” Guide

ORANGA
A HEALTHY ORGANISATION

Sustain a safety conscious culture

- The new Health & Safety reporting system IHI² (“shining a light on the issues”) was loaded with four years of historical WZT data which will enable long-term trends to be viewed and used for reporting. The programme was fully trialled by our Safety Improvement Team (SIT) during March which involved performing a variety of actions at different levels and testing reporting methods. IHI will be rolled out to staff via learning sessions.
- The General Manager Safety, Assets and Sustainability, presented on WZT’s Emergency Response Team training for a not-for-profit, Global Animal Disaster Management Conference, featuring speakers from around the world.
- WZT’s Strategic Management Team and the Board separately participated in Health & Safety site visits to the Sun Bear habitat and the new Snow Leopard habitat (old Sun Bear dens).
- Staff participated in a fire warden refresh training session in March to ensure everyone at the Zoo knew where the evacuation points were for each of the large buildings.
- In late 2020 the Health & Safety Advisor attended a WorkSafe workshop session designed to better understand the role of Health and Safety Reps in New Zealand, what their motivations were in becoming reps and what some of the common challenges were in a variety of workplaces. WorkSafe followed up this workshop with a secondary interview with GM Safety, Assets and Sustainability in March.

Improve and maintain the physical assets

- A Renewals Programme Manager joined the team on a year’s fixed term contract. Their role will be to oversee existing renewal projects and to start early planning for the 2021/22 financial year.

² WZT’s name for the eco-Portal platform for H&S incident reporting

Model values aligned behaviours

- Staff are again competing in the Aotearoa Bike Challenge 2021 and as at the end of Quarter 3, the team had collectively cycled over 1600km and were currently running second in the non-for-profit category.

Embed wellbeing for our people

- WZT will manage mental health incidents through our well-established Code Blue or Code Purple protocols. We will continue to provide St John's Mental Health Training refresher courses annually which will provide us with another aid in the Mental Health awareness raising toolbox.
- Wellington Zoo is about to embark on an exciting journey over the next 12 months to achieve Rainbow Tick accreditation. Rainbow Tick will allow us to celebrate with pride that we are a progressive, inclusive and dynamic organisation that authentically reflects our rainbow community.

Meet all legal and compliance requirements

- WZT's draft Statement of Intent 2022/23 was submitted to WCC's CCO Sub Committee on 26 March. The Sol was discussed as part of WZT's Strategic Management Team's annual planning day, as was WCC's Letter of Expectation, capital projects, renewals plan and revenue opportunities. The overarching theme of the planning day was designing the Zoo's future beyond COVID-19.
- The Contract for Services agreement between Wellington City Council and the Trust was reviewed and signed under seal at the Board's March meeting. This is still to be signed by WCC. Implementation is due by 1 July 2021.

Sustain financial success by data driven decision making

- WZT Board approved the Operating Budget 2021/22 noting that prudent decisions had been made to balance the Trust's intent to strive for growth and development while looking ahead to a year which will see our community and business in transition through the COVID-19 Recovery. COVID-19 presented challenges across the 2019/20 and 2020/21 Financial Years and will continue to do so through the 2021/22 Financial Year.
- Retail sales have done very well year to date. The retail space has been re-merchandised to allow more space for our bestselling ranges and some new products have been introduced. Capture rate statistics for Visitor (not including school children) purchasing retail sat at 10.4% as at 31 March 2021.

Commit to outstanding daily visitor care

- Two very successful events were held during the quarter:
 - we had our best numbers ever for Valentine's Night on 14 February with 1,343 guests welcomed contributing \$28,118 to the coffers. The Sales team had worked on some new ways to increase revenue and the profitability of the event, including pre-selling tickets online which had obviously paid dividends; and
 - our 16th Neighbour's Night in January with volunteer help from Wellington City Council's Social Housing team and New World Newtown. Despite the horrendous weather conditions, we still had 600 visitors over the evening.
- A new monkey talk was introduced which included the Capuchins and Spider Monkeys, however primarily focussed on the Squirrel Monkeys.

Grow our people through learning and development

- The first six monthly assessments for the new Keeper Development Programme were submitted by the five Keepers undertaking the programme.

Grow our people through learning and development cont.

- Tick Box was launched to all staff and Board trustees in March 2021. This is an automated, paper-free online induction process which reduces administration time by more efficiently organising, delivering and auditing workplace inductions, and it will be beneficial in ensuring staff's employment journey within Wellington Zoo is a positive one.
- Emeritus Professor David Mellor (co-author of the Five Domains Model for Animal Welfare) was the keynote speaker at an Animal Care and Science team workshop on euthanasia in February 2021.
- Staff attended the following:
 - a workshop on Tiriti o Waitangi facilitated by WREEF³ looking specifically at content from the Treaty education programme; and
 - Learning Sessions:
 - developing molecular barcoding of archival mosquitos at the National History Museum in London; and
 - studying mitigation translocations (translocations of animals away from human developments) for conservation of New Zealand skinks.

³ Wellington Regional Environmental Educators Forum

Safe Cat, Safe Wildlife

Love your cat? Get free expert advice, exclusive discounts and the latest information to give your cat the best life.



Integrating the United Nations Sustainable Development Goals

- A Zoo submission was made on He Pou a Rangī⁴'s draft advice to government around reducing emissions in Aotearoa which is relevant to Climate Action SDG 13.
- The Zoo provided input for Wellington City Council's draft Children and Young Person's strategy highlighting the Zoo's contribution to this target group in Wellington, especially for Quality Education SDG 4, Good Health and Wellbeing SDG 3 and Reduced Inequalities SDG 10.

Developing initiatives for social, environmental and economic sustainability

- Management continues to work with Tourism Industry Aotearoa and WellingtonNZ on a sustainable tourism programme (New Zealand Tourism Sustainability Commitment - <https://www.sustainabletourism.nz/>) which included participating in panel interviews with selected providers during March 2021. This initiative focusses on restoring, protecting and enhancing our natural environment to create a high-quality destination of choice for domestic and international travellers.
- WZT continue to be fully involved in rolling out the Safe Cat Safe Wildlife (<https://www.safecat.org.au/>) project in the community and recently installed informative signage in relevant places around the Zoo. This project aims to build a community of cat owners who have the tools to provide their cat with the longest and happiest lives possible by keeping them safe and enriched at home, which in turn protects wildlife.
- Wellington Zoo Trust recently partnered with Kathmandu to provide all staff with new long-sleeved shirts as sun protection (provision of which is in line with our Sun Smart Policy). Kathmandu's philosophy aligns well with that of WZT as both organisations innovate across all areas of business to make a positive social and environmental impact.
- WZT's Conservation Manager, Dr Ox Lennon, was appointed as a WAZA representative on the IUCN NZ Committee and invited to join the NZ Restoration Day Committee, which is a collaboration with GWRC, DOC and local restorationist and conservationists

⁴ Climate Change Commission



Photo: Works in new Ring-Tailed Lemur habitat (S Page)

Science based animal welfare practices so the animals are happy

- A Zoo Monitor⁵ project has commenced to continue the PhD research completed by Samantha Chiew on whether the presence of Zoo visitors on the pier might impact on the use of the pond by the Little Blue Penguins (Kōrora).
- Cheetahs, Cango and Kunjuka, completed their last Close Encounter in February 2021 before their retirement. Cango and Kunjuka have been incredible ambassadors for their species over the last seven years and we will continue to support our conservation partner Cheetah Outreach.

Strategic species planning for our site and staff expertise

- Celeste and Soto produced a Critically Endangered baby Cotton-top Tamarin in February which had not yet been sexed.

Departure

Species	Gender		Date
1 Tasmanian Devil	Female	To Auckland Zoo	27.01.21

Arrivals

Species	Gender		Date
2 Wellington Green Geckos	Male & Female	From a private breeder	14.01.21
2 Ostriches	Female	From a private breeder	17.02.21
1 Emperor Scorpion	Male	Returned from Auckland Zoo	25.02.21
1 Pygmy Marmoset	Male	From Natureland	16.03.21

⁵ Zoo Monitor is animal behavioural monitoring equipment

World leading animal care so the animals live their best lives

- Construction began on the new habitat works for the critically endangered Ring-tailed Lemurs in mid-January. This included the removal of the old fencing and glazing and re-sculpting the area to improve visitor viewing and to meet MPI containment requirements. The Lemurs are scheduled to arrive late-April from Hamilton Zoo.
- The renovation of the Pygmy Marmoset habitat in Mojo Café was completed during the quarter. A new male, Tunche, has arrived and introductions with female Maya have gone well.
- On 5 February we welcomed major funders and supporters to our Giraffe Housewarming event where we officially celebrated the redevelopments of the Giraffe House and surrounding Savannah. Those attending were taken on tours of the facility and our resident Giraffe – Zahara, Zuri and Sunny – enjoyed the extra browsing treats.

The Nest Te Kōhanga Wildlife Admissions	2015	2016	2017	2018	2019	2020	2021
January	63	67	76	54	78	84	38
February	51	41	52	70	57	55	51
March	60	39	33	57	51	44	43
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	19	
October	19	43	28	40	30	93	
November	33	41	37	44	44	36	
December	67	58	61	48	58	47	
	478	429	443	512	483	277	



Photo: Ngāti Koata relocating Tuatara into Te Hononga (A Howell)

Recognition and involvement of the Zoo's conservation expertise

- Te Hononga Tuatara Management Area was formally opened on 22 January 2021 with representatives from Ngāti Koata as Tuatara kaitiaki and Taranaki Whānui as mana whenua travelling to Wellington Zoo to assist with the relocation of our 16 Tuatara from Te Piringa Iti. Major stakeholders, funders and supporters attended the event and the Tuatara have since settled well into their new homes.
- The Nest Te Kōhanga team assisted Zealandia with:
 - blood/faecal testing of Kiwi in Zealandia to help research ongoing issues with Toxoplasmosis that are becoming more prevalent in some Kiwi; and
 - treating a very unwell Hihi (Stitchbird) and nurturing it back to health for release back into Zealandia. Now confirmed as a female, they will be an invaluable addition to the vulnerable population of ~25 females.
- During the quarter the:
 - Conservation Manager gave a lecture around Zoos and Conservation to Victoria University of Wellington students;
 - Animal Care Manager did a podcast, to a global audience, with Sabrina Brando of Animal Concepts and PAWS⁶ on the Five Domains of Animal Welfare at Wellington Zoo; and
 - Conservation Manager addressed the Society for Research on Amphibians and Reptiles New Zealand.
- Senior Veterinarian, Dr Baukje Lenting, was part of the Wildbase Research Centre Team which was awarded the Massey University Team Research Medal 2020. The award acknowledges this team as a “world class grouping of researchers” with an outstanding portfolio of scientific investigations and research communications that have set the standard for wildlife management, care and rehabilitation.

⁶ Practical Animal Welfare Science

Effective field partnerships for long term conservation outcomes

- Conservation Partner collaboration included:
 - re-signing a five-year Memorandum of Understanding with Fauna and Flora International Vietnam which works towards conserving two critically endangered species, the northern white-cheeked gibbon and the Saola; and
 - as part of our MoU we forwarded Cheetah Outreach Trust's annual grant which will be used for the Trust's Livestock Guarding Dog Project. This project places Anatolian Shepherd dogs with South African farmers to protect livestock from cheetah attack, which in turn reduces conflict between humans and cheetah.

Focused investment in conservation innovations

- Local Conservation Grants final reports were received from:
 - Kapiti Coast Biodiversity Project (new management tools for small scale lizard conservation);
 - Otari Wilton's Bush (Ex situ conservation of *Dactylanthus taylorii*);
 - Makara Peak Supporters (Kōhanga o Porokapa); and
 - Trent Bell and Yachal Upson (trailing the world's first "no dig" live capture trap for lizards).



Photo: Sasa Sun Bear, new Behind the Scenes Experience

Integrating Te Ao Māori within the Zoo

- Work on WZT's Te Ao Māori project, Kanohi Kitea continued with staff completing a survey to assess where we sat on the continuum of bicultural competency. These results will inform the basis of the Kanohi Kitea project and the next step will be full day workshops in May and June.

Maintaining lasting partnerships for community support and conservation outcomes

- During the quarter we hosted:
 - the Deputy Prime Minister, Hon Grant Robertson;
 - Minister of Food Safety Hon Ayesha Verral;
 - Hon Eugenie Sage, past Conservation Minister.
 - Jacquelyn Shannon, new Deputy Director General, Biodiversity and Engagement, DOC;
 - WCC's Executive Leadership Team and WCC's Governance & Strategy senior leadership team; and
 - 30 delegates from the Federated Farmers Dairy Council where we discussed animal welfare practice.
- Wellington Zoo attended a meeting at WellingtonNZ looking at the Education sector, Civics and Nationhood to understand the market for out of town schools coming to Wellington and how we could more easily facilitate their experiences.
- Visitors included:
 - January School Holiday programme sold out with 360 attending (greater than 2019 stats);
 - The delayed Zoofari schools (from last year) visited in February and March; and
 - "Late Fridays" in March proved popular and a total of 1,870 visitors came through the doors which on a per-day basis was the best result we have had to date.
- We again ran our "biggest fan in Jan" competition for Zoo Crew members. The winner visited the Zoo 25 times in January (they were the runner up last year) and the next most frequent visitor came 24 times during the month.

Maintaining lasting partnerships for community support and conservation outcomes Cont.

- The Sun Bear Behind the Scenes Experience was launched and pre-sold vouchers showed a steady level of interest. Ten percent of this revenue will go to the Wellington Zoo Conservation Fund.
- Wellington Zoo enjoyed wide-ranging media coverage over the quarter including:
 - Stuff and TVNZ ran stories about TNTK treating the Red Billed Gull that had been shot and the Albatross with plastic ingestion;
 - TVNZ, story focused on hooks and twine left by fishermen and the subsequent impact on wildlife;
 - Wellington City Council site put up a story about Neighbour's Night and Te Hononga;
 - TV3's The Project crossed live for Valentine's Night;
 - TV1's Seven Sharp, "Wild Weekend" in the Capital competition;
 - TVNZ On Demand, "Ad on Pause"; and
 - NZ Herald, launch of Sun Bear Behind the Scenes
- Social Media stats for the quarter: Facebook Followers (52,718) and Users (1,030); Instagram Followers (15,616) and Engagement (1,085); Twitter Followers (9,472) and Engagement (585); and LinkedIn Followers (1,353) and Engagement (47). There were an impressive 109,400 Facebook (February) engaged user hits around a video of a Capybara getting scratched during a Close Encounter.

Engaging, message driven experiences to build community environmental action

- Overall, 25 staff participated in two "Weedingsdays" (held on a Wednesday) where weeding work was undertaken on WZT's restoration site off Manchester Street to free the native plants previously planted to give them room to grow. Conservation Volunteers NZ and 13 Scots College boarding house students also separately helped weed this site during the quarter.
- Staff separately presented to Upper Hutt Grey Power and Over 60's Moonshine Upper Hutt group on the Zoo's conservation and sustainability journey:



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 31.03.21			Comments as at 31.03.21
		#	%		
Visitors	254,000	172,838	68%	🟡	
Student and education visits	20,000	16,531	83%	🟢	Zoo led Conservation education programmes and student self-guided visits.
Council operating grant per visitor	\$13.76	\$15.16	NA	🔴	Annual Measure based on visitor numbers and WCC grant
Full cost to Council	\$21.77	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	\$19.17	NA	🟢	
Non-Council donations and funding	\$324k	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	54%	🟢	
Trust generated income as percentage of the Council grant	144%	NA	126%	🟢	
Additional WZT Performance Measures					
		#	%		Notes
Measure visitor feedback and satisfaction	8.5	8.8	NA	🟢	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%	🟢	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	70%	🟢	Post 72-hour triage period.
% of OPEX directly contributed to field conservation	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	12	100%	🟢	Pilot Local Conservation Grants projects are complete.
Participate in zoo-based research projects, scientific papers and presentations	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 for publication by Dr Bob Jolly, Dr Stuart Hunter and TNTK team. 9. Surgical repair of a meningoencephalocele 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		🟡	Occurs every three years. Next accreditation in early 2022.
Maintain Toitū carbonzero certification	Achieved	Annual Measure		🟡	Toitū carbonzero audit has occurred, waiting for confirmation
Safety Improvement Team meeting attendance	80%	5	95%	🟢	Measured against those staff available to attend meetings. 5 meetings held to date. Nov meeting was delayed until after Dec. Board meeting
Successful emergency drill/incident debriefs held	8	3	38%	🟡	Shake-out drill combined with a Code Green Drill and debrief to Code Green Incident. Fire drills carried out in mid-December.
Volunteer engagement survey	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		🟢	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	4	30%	🟡	In-house learning opportunities from both internal and external speakers.

Appendix 2 – Financial Statements

CCO: Wellington Zoo Trust		\$NZ000's	
Quarter Three 2020/21			
Actual 30-Jun-20	EARNINGS STATEMENT	Actual 31-Mar-21	Budget 31-Mar-21
	Revenue		
3178	Trading Income	3217	2137
3680	WCC Grants	2635	2621
665	Other Grants	609	81
237	Sponsorships and Donations-Operational	245	80
269	Sponsorships and Donations-Capital	55	0
27	Investment Income	6	8
207	Other Income	86	70
8,263	Total Revenue	6,853	4,997
	Expenditure		
6,101	Employee Costs	4,424	4491
2,327	Other Operating Expenses	1,712	1738
5	Depreciation	0	0
	Interest		
174	Vested Assets		
8,607	Total Expenditure	6,136	6,229
(344)	Net Surplus/(Deficit) before Taxation	717	(1,232)
0	Taxation Expense		
(713)	Operating Surplus (Deficit)	662	(1,232)
(344)	Net Surplus/(Deficit)	717	(1,232)
-8.6%	Operating Margin	9.7%	-24.7%

Actual 30-Jun-20	STATEMENT OF FINANCIAL POSITION	Actual 31-Mar-21	Budget 31-Mar-21
	Shareholder/Trust Funds		
0	Share Capital/Settled Funds	0	0
0	Revaluation Reserves	0	0
1,280	Restricted Funds	1,224	1322
242	Retained Earnings	959	-1693
1,522	Total Shareholder/Trust Funds	2,183	(371)
	Current Assets		
2,912	Cash and Bank	4,440	1261
300	Accounts Receivable	311	150
87	Other Current Assets	119	100
3,299	Total Current Assets	4,870	1,511
	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	4,870	1,511
	Current Liabilities		
545	Accounts Payable and Accruals	518	600
	Provisions		0
1,232	Other Current Liabilities	2,169	1282
1,777	Total Current Liabilities	2,687	1,882
	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	2,183	(371)
1.9	Current Ratio	1.8	0.8
46.1%	Equity Ratio	44.8%	-24.6%

Actual 30-Jun-20	STATEMENT OF CASH FLOWS	Actual Mar-21	Budget Mar-21
	<i>Cash provided from:</i>		
3178	Trading Receipts	3,217	2,137
3680	WCC Grants	2635	3,282
665	Other Grants	609	81
506	Sponsorships and Donations	300	80
27	Investment Income	6	8
268	Other Income	3,954	70
8324		10,721	5,658
	<i>Cash applied to:</i>		
5,801	Payments to Employees	4,396	4,491
3,501	Payments to Suppliers	4,797	1,738
0	Net GST Cashflow		0
0	Other Operating Costs (VESTING)		0
	Interest Paid	0	0
9302		9,193	6,229
-978	Total Operating Cash Flow	1,528	(571)
	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 31-Mar-21	Budget 31-Mar-21
	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	1,528	(571)
3,890	Opening Cash Equivalents	2,912	1,832
2,912	Closing Cash Equivalents	4,440	1,261

Actual 30-Jun-20	CASH FLOW RECONCILIATION	Actual 31-Mar-21	Budget 31-Mar-21
(344)	Operating Surplus/(Deficit) for the Year	717	(1,232)
	Add Non Cash Items		
5	Depreciation	0	0
	Other (movement restricted funds)	-56	
(339)		661	(1,232)
	Movements in Working Capital		
168	(Increase)/Decrease in Receivables	(11)	0
5	(Increase)/Decrease in Other Current Assets	(32)	2
(849)	Increase/(Decrease) in Accounts Payable	(27)	49
37	Increase/(Decrease) in Other Current Liabilities	937	610
(639)		867	661
	Net Gain/(Loss) on Sale:		
0	Fixed Assets	0	0
	Investments	0	0
0		0	0
(978)	Net Cash Flow from Operations	1,528	(571)