

**WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY (WREDA)****Quarterly Report for the 3 months ending 30 September 2015****Overview**

This quarter has seen the culmination of WREDA's global search and recruitment of a market-leading Chief Executive Officer, with Chris Whelan arriving in September to take the reins of the organisation. Chris' arrival is a significant milestone in WREDA's development, which has galvanised the team. From an operational perspective, the new era has begun.

Chris arrives at a point where the Business Units have momentum across the breadth of WREDA's existing activities. Continuing a strong year for tourism in Wellington, our direct arrivals from Australia experienced double-digit growth this quarter, and domestic commercial guest nights were up by 11% in July-August. We delivered marketing and venue support for the most successful season of WOW<sup>®</sup> ever, attended by close to 55,000 people. The launch of the first Lightning Lab Manufacturing in Hutt Valley expanded this successful programme beyond digital enterprise. Across WREDA, key performance indicators are tracking in line with budget, and are expected to be largely met or exceeded by year end.

WREDA's first Annual Report was completed on time and resulted in a clean audit opinion with only minor matters raised in the audit management letter. Positively Wellington Tourism, Grow Wellington and Creative HQ effectively joining WREDA half way through the year significantly added to the complexity of the report, so its successful delivery was an excellent achievement.

As a key asset in our strategy to win respect and admiration among leaders and stakeholders, Chris has taken up the mantle as WREDA's lead spokesperson. He has been quoted in the media in relation to all aspects of the organisation's activity, as well as an introductory feature in the Dominion Post, and a long form interview on Newstalk ZB. Opinion pieces for media are in the works, and he has accepted invitations to speak at a number of events and forums. These include a Wellington Employers Chamber of Commerce Breakfast, the AnimFX NZ conference, EY Panel discussion, and the Screen Production and Development Association Conference.

Looking to the future work has commenced work on a new organisational structure for WREDA. This is likely to be completed and socialised with staff and stakeholders during the second quarter. Following completion of this process, Major Events from Wellington City Council will transfer into WREDA.

The search has also begun for a single location for WREDA's offices. This will be an important step in enhancing our operational integration and sending a clear signal, internally and externally, that we are one team. A number of locations have been visited, and several remain under consideration. Our target for co-location is Quarter 3.

Financially, revenue is ahead of budget due to increased funding for the Lean 15 conference, and higher management grant to Venues reflecting higher activity. This has been partly offset by lower uptake, at this stage, of Destination Wellington funding.

Operating expenditure is below budget due primarily to a lower marketing spend. Overall this resulted in a higher than expected surplus when compared to budget. The surplus is expected

to be in line with budget by year end. Detailed financials and commentary are included later in the report.

<b>Summary Financials</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
	<b>30-Sep-15</b>	<b>30-Sep-15</b>	<b>YTD</b>
<b>Financial Performance</b>			
Total revenue	6,060,331	5,910,046	150,285
Operating costs	5,705,490	5,841,772	(136,282)
Depreciation	34,361	32,288	2,073
<b>Net Surplus/(Deficit)</b>	<b>320,480</b>	<b>35,986</b>	<b>284,494</b>
<b>Financial position</b>			
Total assets	6,676,374	7,339,306	(662,932)
Total liabilities	4,855,958	5,364,572	(508,614)
Shareholders funds	1,820,416	1,974,734	(154,318)
<b>Total</b>	<b>6,676,374</b>	<b>7,339,306</b>	<b>(662,932)</b>
<b>Cashflow</b>			
Cash in	7,361,555	8,019,864	(658,309)
Cash out	6,485,995	7,209,676	(723,682)
<b>Net cash surplus/deficit</b>	<b>875,561</b>	<b>810,188</b>	<b>65,373</b>

## Attraction Activities

### Marketing

Tourism marketing to the Australian and local markets followed up the *It's Never Just a Weekend When It's In Wellington* campaign with multi-media campaigns to support the *Gallipoli: The Scale of Our War* and *The Great War Exhibition*. The *Wellington Guide* summer edition was also launched across New Zealand and Australia.

Event marketing, with estimated advertising value of over \$610,000 across the quarter, was implemented to support:

- Lux Light Festival
- Visa Wellington On a Plate
- Capital 150<sup>th</sup>
- World of Wearable Art
- Wellington Sevens

Over 200 Wellington stories featured in 18 different international media forums, reaching over 8.5 million people.

The WellingtonNZ.com website and digital media channels show an increase of 208% time on site for the *Word on the Street* blog.

Attraction marketing for the Education sector will focus on the International Student Growth project.

### Events

Work continues on providing support for the Royal Edinburgh Military Tattoo to be held in February.

Potential business events were sought through attendance and presentations at the International Association of Professional Conference Organisers and “**Show Me Wellington 2015**” – the Wellington region’s conference and events expo, involving over 100 exhibitors and 700 buyers and stakeholders.

WREDA supported another highly successful season of WOW which was delivered during this and the following quarter.

Some 87 conventions and events were delivered in Wellington venues, including 9 multi day conferences with over 4,800 delegates

Business event highlights include:

- The Ministry of Justice - CMJA 17th Triennial Conference 2015 (4 day international conference for 360 delegates)
- Gold Awards 2015 – celebrating excellence in Wellington business
- New Zealand Association of Event Professionals
- New Zealand Council of Trade Unions Women's Leadership Conference
- New Zealand Fire Service - 2015 Health & Safety Summit
- New Zealand Institute of Medical Radiation Technology Conference
- NZBio conference

The Quarterly totals for shows and performances were:

- 68,693 tickets sold
- 76 performances
- 22% came from outside of the Wellington region.
- Total attendance – 93,940

Event Highlights

- Ryan Adams – Sold out
- Disney on Ice Season – sold 22,592 tickets across 13 shows (average. 1,738)
- Alan Davies (2 shows) – First show sold out, Second show 88% sold
- Tall Blacks vs Australian Boomers – Sold out
- RNZB: A Midsummer Night’s Dream – sold 6,124 tickets across 5 shows (average. 1,225)
- Lord of the Dance – sold 8,940 tickets across 8 shows (average. 1,118)
- NZSO: Renee Fleming – sold out

## **Development Activities**

### **Business Start-ups/ Accelerators**

The WREDA initiated Lightning Lab Manufacturing Accelerator in Lower Hutt has commenced and will run for the next three months. It creates an intensive 'boot-camp' environment to support, accelerate and grow early stage manufacturing businesses.

The Result 9 Accelerator is New Zealand's first Accelerator for Government services and has been well-received by the Ministry of Business, Innovation and Employment with three out of the five project teams being funded to proceed with their solutions.

### **Contracts**

We are currently renegotiating the Regional Business Partnership Programme contract with Callaghan Innovation and New Zealand Trade and Enterprise. Under this contract, which maintains WREDA's links with the high growth business sector, we provide business and innovation support services, deliver the Business Mentors programme, provide Business Capability grant funding and support access to R&D grant funding, and provide innovation advice to regional businesses. , We have proposed a joint working arrangement with the Wellington Employers Chamber of Commerce to deliver this contract.

Venues have negotiated a new Food and Beverages contract which will provide an improved commercial return.

### **Services**

Maintaining quality service for the cruise ship season has resulted in gaining the Trip Advisor Excellence Award.

Work is continuing to create a consolidated WREDA digital presence, building on existing success and investment in the WellingtonNZ.com website. The aim is to drive internal business integration and efficiencies in resource across websites, social media and e-newsletters.

Work is under way in preparation for new H&S legislation which comes into effect on April 4, 2016. This will be ongoing as new regulations and standards are introduced

### **Joint Ventures**

WREDA will sub-contract the Wellington Employers Chamber of Commerce to provide business mentoring services in order to deliver the Regional Business Partnership Programme in conjunction with New Zealand Trade and Enterprise and Callaghan Innovation.

In Education, WREDA is working with a coalition of local education providers, as well as the Wellington Chamber of Commerce and Education New Zealand, to build local capacity, work readiness and employment pathways. A bid for funding will be submitted to Education NZ and Wellington City Council in November.

Wellington supported Tourism New Zealand and Air New Zealand via hosting famils, overseas workshops and training of 103 travel agents and tour operators in South America, India and Australia during this quarter.

The *Let Wellington Inspire Your Creative Spirit* regional campaign will also be launched in Australia, in partnership with Tourism New Zealand.

Investment by Wellington Airport enabled a second phase of the campaign supporting Jetstar's new routes from Melbourne and Gold Coast.

Support will continue for regional development projects such as increased hotel inventory in Wellington city, the development of a Convention Centre, Film Museum and Airport runway extension for Wellington.

WREDA is also actively involved in assisting with design, operating models and feasibility analysis for the Convention Centre and Indoor Arena projects.

## **Looking Ahead**

### **Projects**

In partnership with Te Papa, WREDA will be supporting the New Zealand-wide *DreamWorks Animation Exhibition*.

The *Wondrous Wellington Advent Calendar* will be back for its sixth year, celebrating and promoting local businesses and adding some Christmas vibe as the city builds towards Christmas.

In early November WellingtonNZ.com will launch its investment hub showcasing an expanding range of commercial opportunities to attract business investment in the region.

CreativeHQ plan to run two more accelerators in Wellington over the next financial year; one aimed at increasing the number of women in tech start-ups, a second R9 Accelerator designed to drive innovation in Government services. An Accelerator to attract Chinese entrepreneurs and start-ups, and potential investors, using Wellington as a stepping stone to the NZ and US markets. Is also being planned

The end of October will see the second largest conference ever delivered in Wellington – Royal Australasian College of Ophthalmologists – with over 1000 delegates, 250 exhibitors and 150 “satellite” conference delegates.

The second quarter will also see delivery of Robbie Williams' “Let Me Entertain You” Tour at the Basin (October 31). Work is continuing to leverage other promoter interest based on this initiative.

Installation and opening of Mojo at the St James Theatre is on track for late November/early December. The strengthening of the theatre is likely to commence over the next few months.

Work is also underway with the Webstock organisers to celebrate the 10<sup>th</sup> anniversary of Webstock in February 2016.

## **Venues Project**

The Venues Project represents the operations of the 5 Wellington City Council venues operated by WREDA. Any surplus or deficit is solely for the account of Wellington City Council.

Event revenue was up for the quarter by \$254,599, resulting from higher Convention & Event (C&E) business (up \$362,000) offset by lower Performance & Exhibition (P&E) revenue than budget (\$107,000).

Commission revenues are up on budget by \$121,000 as a result of higher catering and technical sales particularly in the C&E business with events like the Ministry of Justice - CMJA 17th Triennial Conference, 2015 Gold Awards, and the NZ Fire Service Health & Safety Summit receipting healthy food and beverage revenue.

Other revenue is down by \$15,000 driven by lower car parking revenue as a result of the James Smith car park recent re-opening and the needs of events (including container storage) taking up car parks at the Michael Fowler Centre. Interest income is down predominantly due to lower interest rates.

Gross margin is \$84,000 down on budget largely as a result of a mix of revenue between C&E and P&E. This should be back on target by year end.

Cost of sales (direct event cost) is up \$313,250 on budget and again largely as a result of the mix of C&E event to P&E events.

Salaries and other employment costs were over budget by a total of \$98,537 largely as a result of contractor costs in finance and other and additional spend in on health and safety compliance advice (emergency management procedures). Other areas over budget include spend on staff training and development, and staff welfare with sessions to lift staff engagement the main focus.

Occupancy costs are over by \$46,995 as a result of a focus on preventative maintenance which has driven up maintenance costs in the quarter; however maintenance costs will be able to be managed within the full year budget and therefore this is expected to be a phasing difference.

IT and communications costs are down predominantly in software maintenance as we anticipated additional costs associated with hosting the Event Business Management Software with the software developer from the beginning of this financial year. Small savings are also being made in phone and data lines.

Administration costs are \$40,470 over budget resulting from increased spend on replacement uniforms for the operations team as well as new work boots and high visibility gear. There were also low value assets purchases – some of which can be capitalised.

Professional services are over original budget due to employing a contractor to develop the long term asset development and maintenance plan which will help to drive venue efficiencies and savings in the future.

Overall, this has resulted in a year to date loss of \$296,790 compared with a budget surplus of \$806. At this stage, it is expected that this deficit will reverse and the year end result will be in line with the budget.

## Positively Wellington Venues

STATEMENT OF COMPREHENSIVE INCOME	YTD Actual 30-Sep-15	YTD Budget 30-Sep-15	Variance YTD
<b>Revenue</b>			
Event revenue	3,942,483	3,687,884	254,599
Shareholder grants	-	-	-
Government grants	-	-	-
Partner revenue	-	-	-
Visitor Centre	-	-	-
CHQ services	-	-	-
CHQ Third party funding	-	-	-
CHQ Sponsorship	-	-	-
Sub lease and carpark revenue	51,179	54,279	(3,100)
Interest income	14,992	22,500	(7,508)
Other income	132,177	136,178	(4,001)
<b>Total Revenue</b>	<b>4,140,832</b>	<b>3,900,842</b>	<b>239,991</b>
<b>Direct Costs</b>			
Cost of sales	1,950,022	1,636,772	(313,250)
Wages (events etc)	557,777	547,258	(10,519)
Other direct costs	-	-	-
<b>Total Direct Costs</b>	<b>2,507,799</b>	<b>2,184,030</b>	<b>(323,769)</b>
<b>Operating Expenses (overheads)</b>			
Salaries and wages	901,711	838,312	(63,400)
Other employment costs	91,583	66,966	(24,618)
Occupancy costs	272,325	225,370	(46,955)
Marketing	82,402	78,210	(4,192)
Major Events Support	-	-	-
Utilities	198,468	196,670	(1,799)
IT and communications	38,172	57,285	19,113
Insurance	28,333	28,353	20
Administration costs	101,316	60,846	(40,470)
Vehicle expenses	15,989	14,214	(1,775)
Travel costs	11,732	9,200	(2,532)
Professional fees	64,265	21,551	(42,714)
Director fees	20,833	22,917	2,083
Other operating expenses	-	-	-
<b>Total Operating Expenditure</b>	<b>1,827,130</b>	<b>1,619,893</b>	<b>(207,237)</b>
<b>Total Expenditure</b>	<b>4,334,929</b>	<b>3,803,924</b>	<b>(531,005)</b>
<b>Net Surplus/(Deficit) before Depreciation and Tax</b>	<b>-194,097</b>	<b>96,918</b>	<b>(291,015)</b>
Interest expense	-	-	-
WREDA one off costs	50,328	24,999	(25,329)
Depreciation	52,365	71,113	18,747
Movement in investment valuation	-	-	-
Taxation expense	-	-	-
<b>Net Surplus/(Deficit)</b>	<b>(296,790)</b>	<b>806</b>	<b>(284,433)</b>

## **Plan on a Page**

WREDA's strategy is summarised in the Plan on a Page which is based around the 5 pillars as noted below. As the Chief Executive has only been on board since September a number of the strategies have not been significantly advanced. However a number of activities have undertaken, in summary, these are noted below.

### **Sustainable Growth**

- Lightning Lab Manufacturing commenced
- Result 9 Accelerator well received
- Work commenced on increasing international students
- Renegotiation of the Regional Business Partnership programme

### **Events and Activities**

- Marketing of major exhibitions
- Assisting in marketing WOW
- Visa Wellington on a Plate
- 87 conventions and events

### **Influential and Connected**

- Increasing and improving WREDA's network with key stakeholders
- Participating in Education Summit

### **Creativity, Culture and Technology**

- Supporting and presenting a number of activities
- Creative HQ activities

### **Regional Narrative**

- Undertook a number of successful marketing campaigns



## Key Performance Indicators

Performance Measure 2015/16	YTD Actual	YTD Budget	Forecast for the year	Budget for the year	Commentary
1. Total direct spend from out of region visitors attending supported events			>\$90m	>\$90m	Budget is expected to be achieved
2. Major events over the entire portfolio will achieve an economic benefit for every dollar invested			20:1	20:1	Budget is expected to be achieved
3. Major events will exceed attendances at their supported events			700,000	>500,000	The Tattoo, rugby test and the NZ Festival will push attendances to in excess of 700,000
4. Venues will achieve a minimum utilisation rate across all of its venues	51%	56%	>53%	>56%	
5. Maintain Wellington's Convention and Incentive market share of the multi-day conference market within the NZ market	18%	16%	16%	16%	Budget is expected to be achieved
6. Number of direct Australian visitor arrivals will exceed 2014/15 levels	20%*	2%	8%	2%	The impact of the increased Jetstar services to the Gold Coast and Melbourne which had not commenced in September 2014
7. Increase in international commercial guest nights	-4%*	4%	4%	4%	Budget is expected to be achieved
8. Increase spend of international visitors to Wellington will exceed 2014/15	20%*	4%	5%	4%	Higher visitors due in part to the impact of the Jetstar services.
9. The number of "visits" to the WellingtonNZ website will exceed (relative to	1%*	10%	10%	10%	Budget is expected to be achieved

2014/15)					
Performance Measure 2015/16	YTD Actual	YTD Budget	Forecast for the year	Budget for the year	Commentary
10. The value of shareholdings in third party companies received by WREDA in return for providing services will exceed			\$900,000	\$900,000	The valuations are carried out every 6 months, at this stage the budget is expected to be achieved
11. Completion of growth sector plans for: <ul style="list-style-type: none"> <li>• Screen</li> <li>• ICT/ Digital</li> <li>• Education</li> <li>• Creative</li> </ul>	Screen growth plan completed		On track	June 2016	ICT/Digital completed by February 2016 Education(international student growth) completed by December 2016 Creative completed by June 2016
12. Increase in value of new businesses setting up in Wellington from the pipeline	\$1.3m	n/a	On track	Total of \$45 million EVA over 3 years	\$22m for 2016
13. Attract screen production to Wellington with a combined production value of:	\$70 m	n/a	\$73m	\$20m	
14. WREDA is a single integrated organisation with new structure.	n/a	n/a	On track	By June 2016	It is expected WREDA will be a single integrated organisation located in one location by June 2016
15. Increase in the number of jobs in the region	n/a	n/a	On track	Average of 2,000 jobs per year over 3 years	Updated information available early November
16. Number of businesses established in region increased by:	n/a	n/a	On track	200	Updated information available February 2016
17. Help accelerator and incubator companies raise capital	\$1.8m	\$0.75m	\$4m	\$3m pa	

**\* Data only available to 31 August**

## Financials

The financial results noted below are for the WREDA Group, excluding the results of the “Venues Project”. The surplus or deficit for the Project is solely for the account of Wellington City Council. The WREDA financial statements only includes the costs of salaries and wages for the Venues operations, which are reimbursed by way of a management grant from Wellington City Council.

The financial results of the Venues Project are detailed above.

In respect of the first quarter revenue overall is running ahead of budget due to increased funding received for Creative HQ’s Lean15 conference, increased activity in Venues resulting in a higher management grant to compensate higher wages and increased drawdowns for Creative HQ Lightning Lab and Venture Up programmes. This has been partly offset by lower drawdown of Destination Wellington funding in the first quarter.

Overall, revenue is \$150,285 ahead of budget as detailed below;

	\$
Lower uptake of Destination Wellington funding	(210,086)
Higher salaries in Venues resulting in higher grant income	98,537
Higher I site revenue	24,424
Increased funding for the Lean15 conference	165,000
Higher drawdowns for Creative HQ programmes	55,000
Other	17,410
<b>Total</b>	<b>150,285</b>

Operating expenditure is below budget as a result of lower marketing costs (phasing of expenditure), lower insurance as a result of obtaining cover via Wellington City Council policies, delays in some Grow Wellington programmes and lower director fees. This has been partly offset by higher salaries in Venues (the result of higher activity), higher leave accruals in Tourism, and the I- Site cost of sales is also up due to increased activity. The higher WREDA start-up costs reflect the timing of expenditure in the first quarter.

Higher IT and travel costs reflect additional costs of the Lean15 conference, as noted above, this has been offset by increased revenue grants.

At this stage the majority of the variances are due to timing and are expected to reverse by year end.

Operating expenditure is \$134,209 below budget due to;

	\$
Higher cost of sales for I-site	16,896
Increased wages – Venues	98,537
Higher leave accruals	19,741
Timing of Grow Wellington programmes	(43,384)
Increase in travel costs Lean15	41,000
Increased IT costs Lean15	25,922
Insurance savings	(27,000)
Lower marketing - phasing	(284,853)
Phasing of WREDA one off costs	28,062
Lower cost of membership – Economic Development Agencies	(14,890)
Lower director fees	(16,335)
Other	22,095
<b>Total</b>	<b>(134,209)</b>

## WREDA

### Consolidated excluding Venues Project

STATEMENT OF COMPREHENSIVE INCOME	YTD Actual 30-Sep-15	YTD Budget 30-Sep-15	Variance YTD
<b>Revenue</b>			
Event revenue	10,000		10,000
Shareholder grants	4,408,572	4,520,121	(111,549)
Government grants	150,000	150,000	
Partner revenue	436,846	436,432	414
Visitor Centre	357,974	333,550	24,424
CHQ services	214,292	158,886	55,406
CHQ Third party funding	281,787	165,000	116,787
CHQ Sponsorship	122,391	51,000	71,391
Sub lease and carpark revenue	26,829	27,634	(805)
Interest income	23,674	27,423	(3,749)
Other income	27,966	40,000	(12,034)
<b>Total Revenue</b>	<b>6,060,331</b>	<b>5,910,046</b>	<b>150,285</b>
<b>Direct Costs</b>			
Cost of sales	363,963	347,067	(16,896)
Wages (events etc)	557,777	547,258	(10,519)
Grow Wellington/CHQ delivery costs	331,476	374,860	43,384
<b>Total Direct Costs</b>	<b>1,253,216</b>	<b>1,269,185</b>	<b>15,969</b>
<b>Operating Expenses (overheads)</b>			
Salaries and wages	2,699,962	2,608,657	(91,306)
Other employment costs	151,843	135,391	(16,453)
Occupancy costs	137,192	142,284	5,092
Marketing	971,024	1,255,877	284,853
Major Events Support			
Utilities	11,662	13,560	1,898
IT and communications	106,791	80,869	(25,922)
Insurance		27,000	27,000
Administration costs	95,424	110,314	14,890
Vehicle expenses	11,371	14,894	3,523
Travel costs	58,350	15,741	(42,609)
Professional fees	13,530	21,081	7,551
Director fees	43,983	60,318	16,335
Other operating expenses	68,079	31,601	(36,478)
<b>Total Operating Expenditure</b>	<b>4,369,212</b>	<b>4,517,586</b>	<b>148,375</b>
<b>Total Expenditure</b>	<b>5,622,428</b>	<b>5,786,772</b>	<b>164,344</b>
<b>Net Surplus/(Deficit) before Depreciation and Tax</b>	<b>437,903</b>	<b>123,274</b>	<b>314,629</b>
Interest expense			
WREDA one off costs	83,062	55,000	(28,062)
Depreciation	34,361	32,288	(2,073)
Movement in investment valuation			
Taxation expense			
<b>Net Surplus/(Deficit)</b>	<b>320,480</b>	<b>35,986</b>	<b>284,494</b>

STATEMENT OF FINANCIAL POSITION	Actual 30-Sep-15	Budget 30-Sep-15
<b>Shareholders Equity</b>		
Paid up capital	-	-
Retained earnings	1,000	1,000
<b>Total Shareholder/Trust Funds</b>	<u>1,819,416</u>	<u>1,973,734</u>
<b>Current Assets</b>		
Cash and cash equivalents	-	-
Other current assets	2,651,938	3,049,158
<b>Total Current Assets</b>	<u>2,247,372</u>	<u>2,509,481</u>
<b>Investments</b>	-	-
<b>Non-current Assets</b>		
Fixed assets	-	-
Other non-current assets	376,072	379,675
<b>Total Non-current Assets</b>	<u>1,400,992</u>	<u>1,400,992</u>
<b>Total Assets</b>	<u>6,676,374</u>	<u>7,339,306</u>
<b>Current Liabilities</b>		
Accounts payable	-	-
Other current liabilities	1,440,613	1,701,047
<b>Total Current Liabilities</b>	<u>3,415,345</u>	<u>3,663,525</u>
<b>Non-current Liabilities</b>		
<b>Total Liabilities</b>	<u>4,855,958</u>	<u>5,364,572</u>
<b>Net Assets</b>	<u>1,820,416</u>	<u>1,974,734</u>

STATEMENT OF CASH FLOWS	YTD Actual 30-Sep-15	YTD Budget 30-Sep-15	Variance YTD
<b>Cash Flows From Operating Activities</b>			
<i>Inflows</i>			
Trading Receipts	- 468,871	- 554,200	
Shareholder grants	- 5,573,803	- 6,265,355	(691,552)
Partner revenue	- 436,846	- 438,000	(1,154)
Other Income	- 878,700	- 760,809	117,891
<i>Outflows</i>			
Payments to Employees	- 2,886,025	- 3,184,340	298,315
Payments to Suppliers	- 3,133,713	- 3,755,082	621,370
Net GST Cashflow	- 358,742	- 250,000	(108,742)
Other Operating Costs	- 40,000	- 17,254	(22,746)
<b>Net Cash Flows From (Used In) Operating Activities</b>	<b>939,741</b>	<b>811,688</b>	<b>(1,363,012)</b>
<b>Cash Flows From (Used In) Investing Activities</b>			
<i>Inflows</i>			
Sale of fixed assets	-	-	
Sale of investment assets	-	-	
Other	-	-	
<i>Outflows</i>			
Purchase of fixed assets	- 67,515	- 3,000	(64,515)
Purchase of investments	-	-	
Other	-	-	
<b>Total Investing Cash Flow</b>	<b>(67,515)</b>	<b>(3,000)</b>	<b>(64,515)</b>
<b>Cash Flows From (Used In) Financing Activities</b>			
<i>Inflows</i>			
Investment income	-	-	
Other	- 3,335	- 1,500	(1,835)
<i>Outflows</i>			
Interest paid	-	-	
Other	-	-	
<b>Total Financing Cash Flow</b>	<b>3,335</b>	<b>1,500</b>	<b>1,835</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>875,561</b>	<b>810,188</b>	<b>65,373</b>
<b>Opening Cash Equivalents</b>	<b>2,084,271</b>	<b>2,458,470</b>	
<b>Closing Cash Equivalents</b>	<b>2,651,938</b>	<b>3,049,158</b>	