

Strategic Plan 2012-13 and 2013-14
Statement of Intent 2012-13
Report as at 31 March 2013

2011-12 Key Performance Indicators (KPI)

KPI – Visitation

Visitor Numbers	Target	Result	Target	Result	Target	Result	Target	Result	Annual
	30-Sep-12		31-Dec-12		31-Mar-13		30-Jun-13		Target
City Gallery Wellington	32,000	48,387	35,500	34,711	38,500	38,556	37,000		143,000
Museum of Wellington City & Sea	24,000	17,271	24,000	28,122	23,000	28,694	22,800		93,800
Capital E	23,000	17,314	30,000	13,236	28,000	52,867	21,000		102,000
Cable Car Museum	50,000	35,640	72,000	67,752	60,000	90,711	45,000		227,000
Carter Observatory	11,400	11,146	12,000	13,147	12,800	11,263	13,800		50,000
Colonial Cottage Museum	430	487	720	711	500	617	450		2,100
Cricket Museum	430	273	720		500		450		2,100
Total	141,260	130,518	174,940	157,679	163,300	222,708	140,500		620,000

KPI – Quality of Visit

Quality of the Visitor Experience	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	90%	92%	97%	88%	
Museum of Wellington City & Sea	90%	98%	98%	98%	
Capital E	90%	96%		99%	
Cable Car Museum	90%	92%	92%	93%	
Carter Observatory	90%	91%	89%	91%	
Colonial Cottage Museum	90%	100%	100%	98%	
Average	90%	94.8%		94.5%	

KPI – Repeat Visitation

Repeat Visitation	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	25%	50%	67%	73%	
Museum of Wellington City & Sea	25%	45%	36%	38%	
Capital E	40%	67%		29%	
Cable Car Museum	25%	30%	29%	28%	
Carter Observatory	23%	21%	28%	24%	
Average	27%	42.6%		38.4%	

KPI – Residents' Awareness (Annual Survey)

Residents' Awareness	2012-13	30-Jun-13
City Gallery Wellington	88%	
Museum of Wellington City & Sea	90%	
Capital E	85%	
Cable Car Museum	90%	
Carter Observatory	87%	
Colonial Cottage Museum	55%	
Cricket Museum	55%	

KPI – Collections

Collections aligned with Policy	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
75 % of items aligned with Collections Policy	Currently tracking to achieve target.	Carter collection now incorporated into Museums Wellington. Currently tracking to achieve target.	Review of Carter collection against policy on track for end of year.	

KPI – Non Council Revenue

Non Council Revenue \$'000	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	373	79	96	47	
Museums Wellington	600	99	200	182	
Capital E	1,330	237	257	298	
Carter Observatory	612	142	177	132	
Wellington Museums Trust	3,131	619	770	659	

KPI – Efficiency (Council subsidy per visit)

Subsidy per Visit	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	\$13.73	\$8.86	\$10.70	\$13.58	
Museums Wellington	\$5.05	\$7.17	\$4.88	\$2.97	
Capital E	\$12.60	\$15.36	\$16.58	\$11.30	
Carter	\$7.78	\$6.73	\$0	\$1.41	
Wellington Museums Trust	\$13.04	\$15.47	\$8.07	\$5.85	

KPI – Spend per visit

Spend per Visit	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	\$1.20	\$0.57	\$0.38	\$0.29	
Museums Wellington	\$1.51	\$1.75	\$1.95	\$2.00	
Capital E	\$6.30	\$5.02	\$4.60	\$3.29	
Carter	\$10.41	\$10.31	\$9.94	\$7.20	
Wellington Museums Trust	\$3.18	\$2.79	\$2.90	\$2.55	

KPI Definitions

- Visitation is the total number of visits including general public, education and functions attendees.
- Quality of visit is a combination of the relevance of the experience, the knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.
- Repeat visitation counts the number of visitors who have visited the institution at least once before in the previous twelve months.
- City residents' awareness is the number of city residents who know about our institutions and visit them.
- The percentage of items aligned with the Collections Policy assesses progress towards aligning collections in our care to our Collections Policy.
- Non-Council revenue includes revenue from all other sources.
- Subsidy per visit is calculated by dividing Council base-line funding by the number of visits per year.
- Spend per visit is calculated by dividing admissions/retail/venue hire revenue by the number of visits.

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2013	By
Visitor Experience			
Strategies that optimize the use of audience and market research data in programming decisions developed and implemented.	To increase the size and diversity of visitation to our institutions.	<ul style="list-style-type: none"> Collated information from internal data-gathering and seeking to standardise across the institutions. 	30.06.13
Policy on audience diversity developed and implemented.		<ul style="list-style-type: none"> Access and Diversity Policy has been drafted and is now being reviewed by management. 	
Revised marketing plan for City Gallery Wellington developed and implemented to complement balanced exhibition programme, presented, where appropriate, with national and international partners.	To turn around lower-than-budget visitor numbers at City Gallery Wellington experienced in 2011-12.	<ul style="list-style-type: none"> City Gallery's 2012-13 visitation KPI will be achieved. Operational changes have added 6 – 8 weeks of visitation to the Gallery's annual tally. Exhibition strategy in development that will shape a three-year programming schedule. 	30.06.13
Revised marketing plan for Carter Observatory .	To achieve sustainable visitor numbers to support a break-even budget.	<ul style="list-style-type: none"> Reviewing all activities to ensure achievable target audiences are communicated and promoted to. 	30.06.13
Trust education services strategy developed and implemented.	To develop and implement a new strategy for the delivery of education services across the Trust.	<ul style="list-style-type: none"> Our attention has been on Wellington: Education Destination research which will support the development of the education services strategy. 	30.06.13
Trust renegotiates Learning Experience Outside the Classroom (LEOTC) funding contract with the Ministry of Education by 30 June 2014.		<ul style="list-style-type: none"> MoE is proposing changes to the policy guidelines for LEOTC. Increasing access to low-decile schools and employing regional delivery strategies have been highlighted as priorities. 	
Sustainable education targets set and achieved.		<ul style="list-style-type: none"> These will be considered in the context of the strategic plan. 	
Undertake Capital E accommodation feasibility study.	To ensure that Capital E's accommodation is appropriate for its purpose.	<ul style="list-style-type: none"> ToR approved. Phase 1 partially completed. Council formally advised of Trust's plans regarding the Capital E building. Strategic planning workshop held. Strategic Plan including audience and stakeholder research to be presented in July. 	30.06.13
Stage one of the Museum of Wellington City & Sea redevelopment completed and opened.	To develop and implement a visitor experience redevelopment plan for the Museum of Wellington City & Sea .	<ul style="list-style-type: none"> Revised outcomes are in place, with preparation for major grant application on target. 	30.06.13
Planning for stage two underway, with the concept and budget approved for 2014-15.		<ul style="list-style-type: none"> Plan in place and preparing budget for Board approval at April Board meeting. 	

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2012	By
Work with Council to implement further changes to improve environmental conditions at City Gallery Wellington if required.	To ensure the City Gallery Wellington maintains environmental conditions appropriate for the display of art.	<ul style="list-style-type: none"> Council has information on next phase, including cost, to make a decision. 	30.06.13
Complete the Capital E website development.	To develop and implement a digitization strategy to support and enhance destination and virtual visitor experiences.	<ul style="list-style-type: none"> Capital E content has been migrated to new site and site is scheduled to launch in May 2013 subject to independent peer quality assurance / testing. 	30.06.13
Develop and implement a strategy for further website developments across the Trust.		<ul style="list-style-type: none"> A standard for website development will be reviewed by the IT committee once the Capital E website has gone live. 	
Develop a plan for the virtual visitor and the use of technology within the re-developed Museum of Wellington City & Sea's visitor experience.		<ul style="list-style-type: none"> The Technology work group has trialled a 'green screen' and is working towards two further initiatives, one onsite and one off-site. 	
Heritage Collections			
Undertake a review of the Collections Policy, incorporating the Carter Observatory Collection .	To manage heritage collections in line with the Collections Policy, including housing them in appropriate storage.	<ul style="list-style-type: none"> Achieved 	30.06.13
Further items de-accessioned and disposed of in accordance with the Collections Policy.		<ul style="list-style-type: none"> Items continue to be reviewed against the Policy, with items returned to donors or offered to other institutions as time permits. 	
Move the Carter Collection to the Trust's off-site storage facility.	To manage the Carter Observatory Collection in line with the Collections Policy.	<ul style="list-style-type: none"> As above. 	30.06.13
Assess the Carter Collection against the revised Collections Policy.		<ul style="list-style-type: none"> Will be completed on time. 	
The continued conservation of the recovered timbers is reviewed with Council.	To review the conservation of the Plimmer's Ark timbers and implement decisions.	<ul style="list-style-type: none"> The two expert conservators are preparing a plan for the stern timbers as agreed. 	30.06.13
The conservation and interpretation of the Plimmer's Ark relic in-situ at the Old Bank Arcade is continued.		<ul style="list-style-type: none"> Two concepts are being reviewed to update the Old Bank Arcade experience. 	

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2013	By
Organisation Effectiveness			
Budget or better is achieved.	To ensure the Trust's budget is break-even and that depreciation is fully funded.	<ul style="list-style-type: none"> ▪ Costs associated with the Trust's decision to not operate within the Capital E building are assessed at approximately \$166,000 which will result in a deficit of approximately \$126,000. We have asked Council to consider a rent holiday to cover the projected loss. 	30.06.13
Collaborative three-year rolling programme planning continues.		<ul style="list-style-type: none"> • Further sessions are planned for Q4. 	
Negotiate a new agreement with Council.	To manage and operate Carter Observatory as part of the Trust on a cost neutral basis to the Trust, and as agreed with Council.	<ul style="list-style-type: none"> ▪ Draft agreement prepared and presented for consideration. 	30.06.13
Budget or better is achieved.		<ul style="list-style-type: none"> • Carter is projected a deficit of \$40,000 which is better than the SOI budget of an \$89,000 deficit. 	
Visitation revenue strategy (admissions and retail) developed and implemented.	To continue to develop the Trust's revenue generation capability.	<ul style="list-style-type: none"> ▪ Carter will look at local markets to develop loyalty through season cards initiatives and repeat visitation through promotion of planetarium presentations. ▪ Further admission initiatives will be explored at City Gallery as the programme develops. ▪ A restructure of commercial and visitor services has been completed following the resignation of the Commercial Manager. 	30.06.13
Commercial venue hire strategy developed and implemented.		<ul style="list-style-type: none"> ▪ Promotional collateral has been revised for the autumn/winter season. ▪ Business Managers continue to review strategies. 	
Planning for Cable Car Museum expansion and commercial opportunities underway.		<ul style="list-style-type: none"> ▪ This is on hold while the team focus on the Museum of Wellington City & Sea development. 	
Museum of Wellington City & Sea commercial opportunities (potentially retail expansion, including food and beverage) are developed in line with the redevelopment programme.		<ul style="list-style-type: none"> ▪ The café business plan is being developed following the trial of the Coronation Café over summer. A plating kitchen is to be part of the top floor development. 	
Commercial opportunities associated with Capital E accommodation confirmed through business case.		<ul style="list-style-type: none"> ▪ This will be considered as part of the accommodation brief for Capital E following the development of the Strategic Plan. 	

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2013	By
<p>City Gallery commercial plan developed and implemented.</p> <p>Trust-wide fundraising strategy implemented. Fundraising projects are identified and aligned with strategic priorities.</p>		<ul style="list-style-type: none"> ▪ Focus is on the development of the foyer which includes the entrance, meeting and greeting and retail. ▪ Venue hire continues to be a strength of City Gallery. ▪ Funding priorities are on track to reach targets or have strategies in play to mitigate against underachievement ▪ A part-time fixed term fundraiser is being recruited for the Museum Redevelopment. A further fundraiser coordinator resource is being considered. 	
<p>Continue formal and informal strategies to build collaboration and to leverage greater benefits from Council's investment.</p> <p>Other strategies reviewed and agreed with group.</p> <p>Collaborative marketing plan for Cable Car Precinct developed and implemented in partnership with Positively Wellington Tourism (PWT), Parks and Gardens, <i>Zealandia</i>, and the Cable Car company.</p> <p>Ensure that at least one cross-Council Controlled Organization (CCO) project is identified for completion in 2013-14.</p>	<p>To collaborate with other Council visitor attractions and Positively Wellington Tourism (PWT) to optimise the Council's investment in Wellington attractions.</p>	<ul style="list-style-type: none"> ▪ Co-operation amongst Visitor Experience CCOs continues to be very positive. The Wellington Attraction Card Initiative has not been progressed although interest remains high. Part of "expression of interest" to RAF. ▪ Audience and market research is underway. Following analysis a marketing plan will be developed. ▪ An economic impact research tool will be explored with our CCO colleagues in Q4. Initial responses to this project have been positive. 	<p>30.06.13</p>
<p>Continue to develop the relationship with Museum of New Zealand Te Papa Tongarewa (Te Papa).</p> <p>Achieve at least one collaborative project.</p>	<p>To explore mutually beneficial opportunities for closer collaboration with Te Papa.</p>	<ul style="list-style-type: none"> ▪ Te Papa has been preoccupied with its restructure; however, there is continued interest in working with the Trust. So far we have explored or completed: <ul style="list-style-type: none"> ○ possible collection loans for City Gallery; ○ collaboration on Wellington: Education Destination research; ○ achieved sponsorship of the 2013 Capital E Festival; and ○ the CEOs involvement in the Museum of Wellington City & Sea Redevelopment Advisory Committee ▪ Achieved. 	<p>30.06.13</p>

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2013	By
Reinstate the Trust's environmental sustainability committee.	To operate in an environmentally sustainable way by ensuring that all aspects of our business have the least harmful effect on the environment that is reasonable in all circumstances.	<ul style="list-style-type: none"> ▪ Achieved 	30.06.13
Review sustainability policy.		<ul style="list-style-type: none"> ▪ Achieved 	
Achieve agreed targets.		<ul style="list-style-type: none"> ▪ A benchmarking audit will be carried out by institutions during Q3 in tandem with setting KPI's around cutting waste and improving efficiency. 	

Budget 30-Jun-12	STATEMENT OF FINANCIAL PERFORMANCE		Actual Qtr to 30-Sep-12	Budget Qtr to 30-Sep-12	Actual Qtr to 31-Dec-12	Budget Qtr to 31-Dec-12	Actual Qtr to 31-Mar-13	Budget Qtr to 31-Mar-13	Budget Qtr to 30-Jun-13	Total YE 30-Jun-13	Total YE 30-Jun-14	Total YE 30-Jun-15
Revenue												
1,619 Trading Income	306	423	377	423	840	423	423	1,694	1,513	1,513		
6,164 Council Operating Grant	1,573	1,573	1,573	1,573	1,573	1,573	1,573	6,291	6,241	6,241		
1,769 Council Rental Grant	442	442	442	442	442	442	442	1,769	1,769	1,769		
779 Other Grants	177	194	220	194	170	194	194	778	714	714		
206 Sponsorships and Donations	25	80	59	80	17	80	80	321	230	230		
59 Investment Income	24	16	15	16	3	16	16	65	65	65		
343 Other Income	87	69	100	69	30	69	69	274	264	264		
10,939 Total Revenue	2,634	2,798	2,786	2,798	3,076	2,798	2,798	11,192	10,796	10,796		
Expenditure												
4,758 Employee Costs	1,159	1,174	1,030	1,174	1,345	1,174	1,174	4,698	4,797	4,889		
1,769 Council Rent	442	442	442	442	442	442	442	1,769	1,769	1,769		
4,131 Other Operating Expenses	828	1,109	944	1,109	1,425	1,109	1,109	4,437	3,919	3,909		
375 Depreciation	96	94	64	94	127	94	94	376	376	376		
0 Interest	0	0	0	0	0	0	0	0	0	0		
11,033 Total Expenditure	2,526	2,820	2,481	2,820	3,339	2,820	2,820	11,281	10,861	10,943		
-94 Net Surplus/(Deficit) before Taxation	108	-22	305	-22	-263	-22	-22	-89	-65	-147		
Taxation Expense												
-94 Net Surplus/(Deficit)	108	-22	305	-22	-263	-22	-22	-89	-65	-147		
-0.9% Operating Margin	4.1%	-0.8%	11%	-0.8%	(0.085)	-0.8%	-0.8%	-0.8%	-0.6%	-1.4%		

Total YE 30-Jun-12	STATEMENT OF FINANCIAL POSITION		Actual Qtr to 30-Sep-12	Budget 30-Sep-12	Actual Qtr to 31-Dec-12	Budget 31-Dec-12	Actual Qtr to 31-Mar-13	Budget 31-Mar-13	Budget 30-Jun-13	Total YE 30-Jun-13	Total YE 30-Jun-14	Total YE 30-Jun-15
Shareholder/Trust Funds												
2,123	Share Capital/Settled Funds		2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123
0	Revaluation Reserves		0	0	0	0	0	0	0	0	0	0
42	Restricted Funds		42	38	42	38	42	38	38	38	38	38
1,812	Retained Earnings		1,920	1,459	2,224	1,437	1,962	1,414	1,392	1,392	1,327	1,179
3,977	Total Shareholder/Trust Funds		4,085	3,620	4,389	3,598	4,127	3,575	3,553	3,553	3,487	3,340
Current Assets												
7	Cash and Bank		-7	14	345	14	309	14	14	14	14	14
801	Accounts Receivable		526	239	691	239	1,426	239	165	165	174	182
172	Other Current Assets		282	105	432	105	260	105	221	221	232	243
980	Total Current Assets		801	358	1,469	358	1,995	358	400	400	420	439
Investments												
534	Deposits on Call		2,031	239	500	221	1,897	424	18	18	-111	-145
0	Other Investments		0	0	0	0	0	0	0	0	0	0
534	Total Investments		2,031	239	500	221	1,897	424	18	18	-111	-145
Non-Current Assets												
4,324	Fixed Assets		4,244	4,049	4,361	4,055	4,315	4,061	4,071	4,071	4,148	4,044
18	Other Non-current Assets		15	20	5	20	0	20	16	16	13	10
4,342	Total Non-current Assets		4,259	4,069	4,366	4,075	4,315	4,081	4,087	4,087	4,161	4,054
5,856	Total Assets		7,091	4,666	6,335	4,654	8,206	4,863	4,505	4,505	4,470	4,347
Current Liabilities												
1,561	Accounts Payable and Accruals		1,107	303	1,417	306	1,946	530	315	315	320	320
318	Provisions		302	606	291	612	316	618	500	500	525	551
0	Other Current Liabilities		0	0	0	0	0	0	0	0	0	0
1,879	Total Current Liabilities		1,408	909	1,708	918	2,262	1,148	815	815	845	871
Non-Current Liabilities												
0	Loans - WCC		0	0	0	0	0	0	0	0	0	0
0	Loans - Other		0	0	0	0	0	0	0	0	0	0
0	Other Non-Current Liabilities		1,598	138	238	139	1,817	140	137	137	137	137
0	Total Non-Current Liabilities		1,598	138	238	139	1,817	140	137	137	137	137
3,977	Net Assets		4,085	3,620	4,389	3,598	4,127	3,575	3,553	3,553	3,487	3,339
0.522	Current Ratio		0.569	0.394	0.860	0.390	0.882	0.312	0.491	0.491	0.497	0.503
0.68	Equity Ratio		0.58	0.78	0.69	0.77	0.503	0.74	0.79	0.79	0.78	0.77

Total YE 30-Jun-12	STATEMENT OF CASH FLOWS	Actual Qtr to	Budget	Total YE	Total YE	Total YE						
		30-Sep-12	Qtr to 30-Sep-12	31-Dec-12	Qtr to 31-Dec-12	31-Mar-13	Qtr to 31-Mar-13	30-Jun-13	Qtr to 30-Jun-13	30-Jun-13	30-Jun-14	30-Jun-15
	Cash provided from:											
1,534	Trading Receipts	660	447	117	423	404	423	382	1,675	1,493	1,493	
7,933	WCC Grants	3,897	2,015	957	2,015	3,897	2,015	2,015	8,060	8,010	8,010	
779	Other Grants	218	194	253	194	196	194	194	778	714	714	
206	Sponsorships and Donations	25	80	59	80	17	80	80	321	230	230	
59	Investment Income	24	16	15	16	3	16	16	65	65	65	
343	Other Income	100	69	115	69	34	69	69	274	264	264	
10,854		4,923	2,821	1,516	2,797	4,551	2,797	2,756	11,173	10,776	10,775	
	Cash applied to:											
4,745	Payments to Employees	1,159	1,173	1,030	1,173	1,345	1,173	1,177	4,698	4,797	48,890	
5,782	Payments to Suppliers	1,915	1,715	1,295	1,715	1,594	1,494	2,057	6,981	6,380	6,374	
-100	Net GST Cashflow	197	-172	199	-172	178	-172	-172	-690	-722	-723	
0	Other Operating Costs	0	0	0	0	0	0	0	0	0	0	
0	Interest Paid	0	0	0	0	0	0	0	0	0	0	
10,427		3,272	2,716	2,523	2,716	3,117	2,494	3,061	10,989	10,455	54,542	
427	Total Operating Cash Flow	1,651	105	-1,007	81	1,434	303	-305	184	321	235	
	Investing Cash Flow											
	Cash provided from:											
0	Sale of Fixed Assets	0	0	0	0	0	0	0	0	0	0	
0	Other	0	0	0	0	0	0	0	0	0	0	
	Cash applied to:											
225	Purchase of Fixed Assets	167	100	173	100	74	100	100	400	450	270	
0	Other	0	0	0	0	0	0	0	0	0	0	
225		167	100	173	100	74	100	100	400	450	270	
-225	Total Investing Cash Flow	-167	-100	-173	-100	-74	-100	-100	-400	-450	-270	

Budget 30-Jun-12	STATEMENT OF CASH FLOWS (CONT)	Actual Qtr to 30-Sep-12	Budget Qtr to 30-Sep-12	Actual Qtr to 31-Dec-12	Budget Qtr to 31-Dec-12	Actual Qtr to 31-Mar-13	Budget Qtr to 31-Mar-13	Budget Qtr to 30-Jun-13	Forecast to 30-Jun-13	Forecast to 30-Jun-14	Forecast to 30-Jun-15
Financing Cash Flow											
<i>Cash provided from:</i>											
0	Drawdown of Loans	0	0	0	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0	0	0	0
<i>Cash applied to:</i>											
0	Repayment of Loans	0	0	0	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0	0	0	0
202	Net Increase/(Decrease) in Cash Held	1,484	5	(1,180)	(19)	1,361	203	(405)	(216)	(129)	(35)
338	Opening Cash Equivalents	540	248	2,024	253	845	234	437	248	32	(97)
540	Closing Cash Equivalents	2,024	253	845	234	2,206	437	32	32	(97)	(132)

Budget 30-Jun-12	CASH FLOW RECONCILIATION	Actual Qtr to 30-Sep-12	Budget Qtr to 30-Sep-12	Actual Qtr to 31-Dec-12	Budget Qtr to 31-Dec-12	Actual Qtr to 31-Mar-13	Budget Qtr to 31-Mar-13	Budget Qtr to 30-Jun-13	Forecast to 30-Jun-13	Forecast to 30-Jun-14	Forecast to 30-Jun-15
(94)	Operating Surplus/(Deficit) for the Year	108	(22)	305	(22)	(263)	(22)	(22)	(89)	(65)	(147)
Add Non Cash Items											
378	Depreciation	96	94	64	94	127	94	94	376	376	376
0	Other	0	0	0	0	0	0	0	0	0	0
284		204	72	369	72	(136)	72	72	287	311	229
Movements in Working Capital											
20	(Increase)/Decrease in Receivables	275	(82)	(165)	0	(735)	1	74	(8)	(8)	(9)
(17)	(Increase)/Decrease in Other Current Assets	33	105	(151)	0	172	1	(116)	(11)	(11)	(12)
222	Increase/(Decrease) in Accounts Payable	(232)	3	311	3	528	224	(215)	15	5	0
(82)	Increase/(Decrease) in Other Current Liabilities	1,371	7	(1,371)	7	1,604	7	(121)	(100)	25	26
143		1,447	34	(1,376)	9	1,570	231	(378)	(103)	11	6
Net Gain/(Loss) on Sale:											
0	Fixed Assets	0	0	0	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0	0	0	0
427	Net Cash Flow from Operations	1,651	105	(1,007)	81	1,434	303	(305)	184	321	235
0		0	0	(0)	0	0	(0)	(0)	(0)	0	(0)