

EXECUTIVE SUMMARY

The Wellington Zoo Trust had a strong year, meeting or exceeding 16 of 21 targets or a 76% success rate compared to 70% last year. It recorded the following highlights:

Capital Projects

- The Trust met its 25% funding target associated with the 10-year Zoo Capital Programme (ZCP).
- Continued to make good progress on the ZCP which is coming into its final two years.
- *Neighbours*, the Australian precinct, was completed and opened in September 2013.
- Hero HQ won the Best Small Exhibit from a Large Organisation award at the Zoo Aquarium Association conference.

Visitor Engagement

- In response to community requests for later opening hours during summer, in February the Zoo launched *Zoo Twilights* that enabled visitors to come to the Zoo afterhours every Wednesday throughout February. Almost 500 visitors participated.
- Similarly, *Winter Wednesdays* offered reduced entry to visitors through August. Over 6,200 visitors participated.
- The Zoo experienced its busiest day on record during the Wellington Open day, with 7,006 visitors
- Neighbours Night was again successful with 1046 visitors
- Nature Connections project was successfully delivered by all partners with Wellington Zoo as one of the lead partners.

Conservation and Sustainability

- A number of endangered species were welcomed to the Zoo, including: Golden Lion Tamarins, Black and White Ruffed Lemurs, and Cheetah.
- The Zoo welcomed a Sumatran tiger, Senja, as part of the global breeding programme.
- Four Tasmanian Devils arrived at Wellington Zoo as part of the regional conservation programme to save these animals from extinction.
- Conservation Connections theming continues to be a successful and important part of the visitor engagement programme.
- Six new conservation partnerships were started during the year to help support the survival of endangered and critically endangered species in the wild through field conservation projects and stem the illegal animal trade.
- This year the Zoo established an Animal Welfare Committee to ensure that the animals at the Zoo are provided a life worth living, that their quality of life needs are met and that the Zoo is positioned as an industry leader on animal welfare best practice.
- The Zoo successfully retained its carboNZero certification.

Formal Learning

- Over 1,300 children participated in the Zoo's school holiday programme, with a satisfaction rating of 93%. Learning programmes continue to feature strongly in the Zoo's programme offerings.
- *Zoofari* was launched this year. This partnership between Wellington Zoo and The Warehouse enables students from low decile schools to visit the Zoo. Over 1700 students from 16 schools across the region were able to have their costs of visiting the Zoo covered.

SUMMARY FINANCIALS

FINANCIAL PERFORMANCE (\$000)	Actual	Actual	Actual	Budget	Variance
30 JUNE	2011/12	2012/13	2013/14	2013/14	2013/14
Total Revenue	6,472	6,414	6,008	6,329	(321)
Total Expenses	6,171	6,320	5,936	6,329	393
Net Profit after tax and depn	301	94	72	0	72

SUMMARY FINANCIALS

FINANCIAL POSITION					
Total Assets	2,242	2,537	2,527	1,663	864
Total Liabilities	1,519	1,720	1,638	920	(718)
Equity	723	817	889	743	146
CASH FLOWS					
Total Net Cash Flows	(15)	489	106	105	
Opening Cash	1,357	1,342	1,831	1,379	
Closing Cash	1,342	1,831	1,937	1,484	

A review of the financial statements of the Wellington Zoo Trust highlights the following points:

- The Trust generated 56% of its operating costs this year.
- The Trust ended the year with a positive operating surplus of \$71,935 which becomes an operating surplus of \$10,401 after transfers to and from restricted funds.

KEY PERFORMANCE INDICATORS

✓ Achieved ✗ Not Achieved. The tables contain a selection of KPIs and not a complete list.

30 JUNE		2012	2013	2014
25% Vesting Target for CAPEX- based on actual CAPEX spend, targets in the SOI were based on possible CAPEX spend.	Target	\$413.9	\$461.3	\$240.7k
	Actual	\$413.9 ✓	\$461.3 ✓	\$240.7k ✓
Increase admissions by 2% pa on Business Case base 2005-06. <i>Note: targets have been recalibrated upward.</i>	Target	191,982	206,703	216,890
	Actual	216,457 ✓	232,130 ✓	227,434 ✓
Average Income per visitor (ex WCC grant)	Target	>\$14.86	>\$14.88	>\$14.82
	Actual	\$13.87 ✗	\$13.82 ✗	\$14.01 ✗
Ratio of Trust generated income as % of WCC grant	Target	102%	110%	118%
	Actual	107% ✓	115% ✓	117% ✗
Average WCC subsidy per visitor	Target	<\$14.58	<\$13.54	<\$12.52
	Actual	\$12.93 ✓	\$12.06 ✓	\$11.94 ✓
Volunteer Hours (9600 hours = 5FTE)	Target	> 5FTE	> 5FTE	> 5FTE
	Actual	5.5FTE ✓	4.19FTE ✗	4.6FTE ✗

CONTACT OFFICER

RICHARD HARDIE

KPI COMMENTARY

The following explanations were noted for significant variances on KPI targets:

- Although the SOI anticipated the 25% vesting target to be \$400k based on a \$2m spend, the actual capex spend this year was \$962,826 so the target was met. This target has been met every year of the ZCP.
- While the Zoo did not meet the Average Income per Visitor target of \$14.82, the actual result represents the highest average income per visitor to date.
- The Council is no longer reporting "Wellingtonians Visiting the Zoo" through the annual survey so this KPI has been removed.
- The Trust is awaiting the results of a large-scale visitor experience survey to assess what impacts Zoo visitors and how they see the Zoo. The results will be incorporated into future strategic planning and the Executive Summary will be provided to WCC.

OUTLOOK

Key activities and issues anticipated in 2014/15 include:

- Construction will begin in October 2014 on the New Zealand precinct, *Meet the Locals*. This will be a significant addition to the Zoo and complete the work on the current ZCP.
- The serval and caracal exhibit (Grassland Cats) opened in September 2014
- Work will begin on identifying the next areas for capital improvement to be incorporated into ZCP2.



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**ANNUAL REPORT
2013 / 2014**



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Trust Chair Report

Wellington Zoo is now a modern 21st century zoo of world class standing. Our future focus will be continuing the positioning of the Zoo as a conservation and sustainability leader and a place of community connections with wildlife. Our Conservation Connections visitor experience theme has reinforced our 'love not loss' approach to conservation advocacy and has unified the messages in the Zoo about conservation action. We were carbonZero certified again this year – an achievement of which we are extremely proud.

We will begin construction of *Meet The Locals*, our New Zealand precinct in 2014-15. This large area of the Zoo will be our love story for New Zealand and will be an interactive and engaging experience for our visitors. This precinct will celebrate New Zealand and take people on a journey from the sea to the mountains of our amazing country.

We will also open a new Serval and Caracal exhibit in September 2014. This habitat will provide a close look at two very special African cats and add another experience to the African precinct.

We are planning for beyond the end of the current Zoo Capital Plan (ZCP), to identify areas for improvement going forward and to look towards ZCP 2.

We want to ensure more endangered species will call Wellington Zoo home in the future to enable community advocacy for these animals and we continue to support field conservation projects for the animals in our care that are critically endangered in their range state.

I would like to express my thanks for the dedication of our Trustees in supporting the work of the Zoo. The Trustees work in partnership with the Zoo's strategic management team to ensure Wellington Zoo achieves its goals.

As we move into 2014-15 we are very clear about the role Wellington Zoo plays in our community. We have created a place which contributes to social good and community well being. The Zoo is a place of family learning, best practice animal care, conservation excellence and community good.

Wellington Zoo is a world class zoo with a bright future.

Ross Martin
Chair, Wellington Zoo Trust



Chief Executive Report

At Wellington Zoo we celebrate wildlife and encourage people to find their personal connection with nature. With 227,434 visitors this year we have again engaged our community with our animals and our staff.

We opened *Neighbours*, our Australian precinct, complete with Tasmanian Devils this year. This unique experience creates experiences which help our visitors get closer to our animal neighbours from across the ditch. Hero HQ won the best *Small Exhibit from a Large Organisation Award* at the Zoo Aquarium Association Conference this year. We are very proud of this innovative exhibit which is home to the superheroes of the animal world – invertebrates and reptiles.

We welcomed a number of animals to Wellington Zoo this year which are of conservation importance – Golden Lion Tamarins, Sumatran Tiger, Black-and-White Ruffed Lemurs, Tasmanian Devils and Cheetah. These animals are under pressure in the wild and we support field conservation programmes in their range states which seek to keep them safe in the wild.

The Trust was able to generate 56% of its operational costs this year and finished with a positive financial result of \$71,935 which becomes an operating surplus of \$10,401 after transfers to and from restricted funds.

Financial sustainability is important to us so that we can reduce our dependence on city ratepayers and still invest in the conservation outcomes, staff development and community well being initiatives essential in a modern zoo. Wellington Zoo Trust met or exceeded 16 of our 21 targets we set ourselves for 2013-14¹, a 76% success rate compared with 70% last year.

Our Zoo continued to achieve great outcomes this year and the Zoo team showed their dedication and passion for our work every day. We continue to drive for excellence through social entrepreneurship, best practice animal care and creative thinking. We are proud Wellingtonians and we want other Wellingtonians to be proud of their Zoo.

Karen Fifield
Chief Executive



¹ This is for both our internal and external measures.

Strategic Direction

OUR DREAM

To be the best little zoo in the world.

OUR PURPOSE

We celebrate wildlife and encourage people to find their personal connection with nature.

OUR SIX STRATEGIC ELEMENTS:

Our six strategic elements have again guided our progress over the last 12 months, helping us to achieve our dream to be the best little zoo in the world.

1. CREATE OUTSTANDING, INTIMATE AND UNIQUE VISITOR EXPERIENCES

- New animal arrivals
- Building the best little zoo in the world
- New achievements in visitor engagement across the Zoo

2. INTEGRATE CONSERVATION AND SUSTAINABILITY ACROSS THE ORGANISATION

- carboNZero accreditation and environmental sustainability
- Supporting conservation of species in the wild
- Community conservation programmes

3. ACHIEVE FINANCIAL SUSTAINABILITY

- Growing support from partners
- Record visitor numbers, revenue and annual membership

4. BUILD LASTING COMMUNITY SUPPORT AND PARTICIPATION

- Nature Connections
- The Warehouse Zoofari
- Volunteer programme
- Increased involvement with our community

5. SHOW INDUSTRY LEADERSHIP

- Staff representation on industry boards and other committees
- Staff presentations at conferences for the zoo and aquarium industry, education, conservation and advocacy
- Leading the way in approaching animal welfare from a new perspective
- Developing national plans for advocacy for Kiwi
- Veterinary excellence

6. ENSURE ALL STAFF ARE MOTIVATED AND VALUED

- Building the capability and performance of our people
- Growing our people engagement
- Strengthening leadership and management capabilities

1. Create Outstanding, intimate and unique visitor experiences

Animals in our Care

The animals at Wellington Zoo help to connect our visitors with the living world. We provide our animals with the best possible care and share our love for animals with our visitors.



Newborn delights

We celebrated another primate baby boom this year, with our Pygmy Marmosets continuing their phenomenal breeding success by giving birth to four more infants. The family group in the Mojo Café habitat delivered a daughter in September, followed by twins in February 2014. The group in the Mini Monkeys habitat welcomed a newborn in February. We also celebrated the arrival of a newborn Bolivian Squirrel Monkey in November, followed by five more in December – much to the delight of our visitors and staff.

Our mob of Meerkats also bore young again this year, as did Agouti, Derbyan Parakeets, Sun Conures and our Giant Rainforest Mantids in Hero HQ.

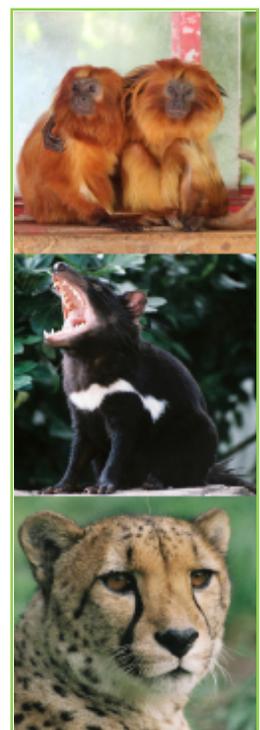
Valuable newcomers

In September we went bananas for primates! We welcomed a pair of beautiful and charismatic Golden Lion Tamarins – the first at Wellington Zoo since 2007 – to contribute to the international conservation breeding programme for these endangered primates. They have settled in well to their new home in the Mini Monkeys habitat. We also introduced a male Black-Handed Spider Monkey to our group of females on Monkey Island, and have high hopes for breeding success.

2013 ended on a high note when four feisty Tasmanian Devils moved into Neighbours, our newly opened Australian walk-through precinct. These curious carnivores were an instant hit with visitors and are proving to be fantastic ambassador animals, creating awareness for the conservation efforts needed to ensure the survival of this endangered species. Tasmanian Devils are under threat due to Devil Facial Tumour Disease, an invasive cancer that is becoming increasingly widespread in the wild population. Wellington Zoo holds these Devils as part of an international programme to maintain an insurance population in zoos and wildlife parks.

A new pair of male Black-and-White Ruffed Lemurs, Lucky and son Ankari, joined us from Hamilton Zoo in April of 2014 – after we bid a fond farewell to our pair of females, Fi and Flavia, who headed to Melbourne Zoo.

We were also delighted to welcome three feline additions to the Zoo in June. Senja the Sumatran Tiger arrived from Mogo Zoo, and moved in to the Asia precinct. She



will be joined by a male Sumatran Tiger in the hope they will become a breeding pair and contribute to the international conservation breeding programme for these critically endangered cats. Visitors also had the opportunity to spot new Cheetah brothers Cango and Kunjuka, who arrived from Orana Wildlife Park to join our Close Encounters programme. We were deeply saddened by the loss of Shomari, who arrived at the Zoo at the same time as Cango. Their brother, Kunjuka, arrived a few days later, and both have been settling in well to life in Wellington.



Fond farewells

This year it was time for three of our Kākā to head north. Harold spread his wings in October and made his way to his new home, a walk-through aviary in Rotorua's Rainbow Springs. He was soon followed by Kohai, who was transferred to Auckland Zoo in May; and Rata, who went to Otorohanga Kiwi House and Native Bird Park in early June.

We were deeply saddened to lose our much-loved female Sumatran Tiger, Cantik, who was euthanased at the age of 21 due to a malignant adrenal tumour, along with severe arthritis. Cantik was an important part of the international conservation breeding programme for these critically endangered tigers, and her legacy lives on at Wellington Zoo through her son, Rokan and other offspring in other zoos in the region.

We also had to say goodbye to Delta, one of the Zoo's two Cheetah brothers, who had to be euthanased due to kidney failure. Delta was a wonderful ambassador for Wellington Zoo, with thousands of visitors meeting him and his brother, Charlie, as part of our Close Encounters programme.

Our three remaining African Wild Dogs, Mongo, Moyo and Jelani, were euthanased due to age related health issues; as were our two elderly Red Pandas, Jay and Reka; Manu the Brown Capuchin; Antonio the Bolivian Squirrel Monkey; and Jackie the Hamadryas Baboon.

Building our 21st Century Zoo

Wellington Zoo is now entering the ninth year of the Zoo's ten year Zoo Capital Programme (ZCP). This programme has improved animal housing, staff facilities and visitor experience.

Accolades

Our recently-opened reptile and invertebrate house Hero HQ was awarded Best Small Scale exhibit from a Large Institution at the Zoo and Aquarium Association (ZAA) Australasian Regional Conference in March of 2014. Hero HQ was praised for its innovative design and vibrant, multi-layered and fascinating visitor experience, a testament to the creativity of our in-house design team.





Significant steps

Our walk-through Australian precinct, Neighbours, was officially opened at the end of September by Her Worship the Mayor, Celia Wade-Brown, and Australian High Commissioner to New Zealand Michael Potts, and is the new home for Eastern Grey Kangaroos, Parma and Tammar Wallabies, Emu, Dingoes, Australian Water Dragons, Brolga Crane and Cape Barren Geese. The design of Neighbours is a continuation of Wellington Zoo’s great creative tradition of designing and building innovative exhibits in-house, and this engaging walk-through exhibit has brought our visitors closer than ever to our Aussie animals – all the while encouraging them to learn more about our animal neighbours across the ditch!

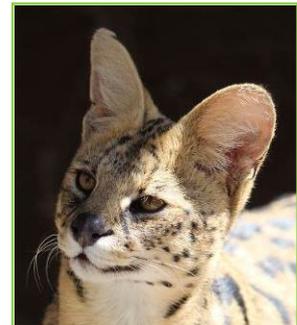
Just in time for the start of the summer holidays, on Friday 13 December Her Worship the Mayor joined us again to celebrate the official opening of a highly anticipated exhibit within Neighbours for four tremendous Tasmanian Devils – joined by Hon Dr Nick Smith, Minister of Conservation; His Excellency Michael Potts, Australian High Commissioner to New Zealand ; Howel Williams, Director Policy and Projects for Department of Primary Industries, Water and Environment Tasmania; and Ross Martin, Wellington Zoo Trust Chair. The specially constructed exhibit was funded with the generous support of Wellington City Council.



Looking ahead

The final major phase of the ZCP is our New Zealand precinct, Meet the Locals. A developed and detailed design of the precinct has been completed, and the first phase of construction is underway. This large space in the Zoo will tell the unique stories of New Zealand’s flora and fauna. It is our love story for New Zealand.

In the African Savannah precinct, design and construction has commenced on a new exhibit for our four Servals. This modern exhibit is due for completion in September and will also be home to two Caracals when they arrive later in the year.



Visitor Experience

We continued to build and expand on the Conservation Connection theme to engage our visitors with conservation through our animals and staff. Conservation Connection was successfully woven into events, signage, learning programmes and talks.

At Wellington Zoo we know that interaction plays an important role in creating connections, and our visitors have the chance to meet fascinating native and exotic contact animals the minute they enter the Zoo. This year we achieved over 1,200 animal contact hours with visitors across the Zoo.

In 2014 we were excited to be involved with Habitat, a global touch-based mobile game that helps children learn about environmental sustainability in a fun and engaging way. Players complete tasks to earn virtual pins, encouraging kids to visit local places and connect with nature. There are a number of unique pins across Wellington – including one that represents Sasa, one of our Sun Bears. Young visitors can earn a Sasa pin by answering multi-choice questions about Sun Bears, helping them to learn more about the animals in an interactive way. Through the Habitat app players can also earn points through ‘real-world missions’ that reduce their ecological footprint, like walking to school, recycling, and turning off the lights.



Events

With the year filled with new animals, openings and special occasions, we hosted a multitude of events to engage our visitors and enrich their experience with all the exciting new goings-on in the Zoo. Our events have also proved effective in encouraging visitors to take action for the environment.

In September we held Do at the Zoo during Conservation Week – a fun day to celebrate conservation with our visitors and their families, supporting the overarching Conservation Week theme of ‘What’s your whānau doing?’ It was a fantastic day with fun activities and engaging conservation talks throughout the day for over 1,000 visitors. With entry of just \$2 for children, all proceeds from the day went directly to the Wellington Zoo Conservation Fund – allowing our community to personally contribute to animal conservation.

The visitor opening of Neighbours, our walk-through Australian precinct, coincided with the first weekend of September school holidays, seeing the Zoo bustling with visitors of all ages enjoying the chance to get up close to their Australian animal neighbours. Entertainment played on Australian pop culture and backyard fun – with Aussie-themed games and prizes, face painting and special animal talks in the exhibit.

The arrival of Tasmanian Devils was another reason to celebrate all things Australian, and our visitors officially welcomed them with a bang on our Aussie Gala Day in late January. Our Keepers and Visitor Rangers delivered Tasmanian Devil talks throughout the day, and we celebrated with stilt walkers, face-painting, games, prizes, music and giveaways.

On Valentine’s Day we hosted our annual wildly successful adults-only



evening at the Zoo, with over 300 visitors enjoying wine, food and song. The theme for this year's event was 'Conservation is Love', and we delivered a special talk programme that gave our grown-up visitors a chance to learn more about what goes on when the lights go off in the animal kingdom!

Responding to visitor requests for later opening hours in summer, we launched Zoo Twilights – an opportunity for visitors to experience the magic of the Zoo after hours every Wednesday throughout February. We kept our doors open until 8pm on these days, providing the perfect opportunity for people to unwind after work and school with family and friends. Close to 500 visitors came along to enjoy the special evening talk programme, live music and late-night Close Encounters.

Our 'Winter Wednesdays' promotion in August was another success, with over 6,200 visitors taking the opportunity of reduced entry prices to enjoy our winter wonderland through the month.

Wellington Open Day in late May was our busiest day ever, with 7,006 visitors enjoying the Zoo. Over \$9,500 was raised for the Wellington Zoo Conservation Fund. Lessons learned from our previous busiest ever day (Open Day last year) meant that we could improve visitor flow and our entry experience, with no queues forming.

June 5 marked World Environment Day, an annual global event that celebrates positive environmental action. The UN declared 2014 the International Year of Small Island Developing States, and in recognition we celebrated our 'island animals' with visitors on Queen's Birthday Monday, with 10% of entries going to the Wellington Zoo Conservation Fund. Performances from the Junk Monsters delighted



both young and old, along with games, face painting and a costume competition. Kids enjoyed designing their own recyclable canvas bags at Kamala's, and were spellbound at the opportunity to meet a Tuatara at a talk with guest speakers from ZEALANDIA and Matiu/Somes Island. A photo booth with props was also on site to engage visitors with the island wildlife theme, which then gave them a personal memento from the day to take home – and inspire a greater passion for wildlife.

The arrival of our female Sumatran Tiger, Senja, was a great reason to celebrate Wellington Zoo's work with 21st Century Tiger, and our participation in the international conservation breeding programme. The Asia precinct hummed with activities, games, face painting and extra tiger talks throughout Tiger Weekend in mid June, and we invited our visitors to sign a welcome card for Senja as well as write postcards to send to tiger protection rangers in Indonesia.

Living Classroom

The Living Room is the heart of formal learning at the Zoo. Over 11,500 students from over 200 schools visited this year to participate in Ministry of Education Learning Experiences Outside the Classroom (LEOTC) programmes. 50% of students came from Wellington and the Wellington region, and 50%

outside of the region visiting Wellington Zoo to take advantage of our extraordinary learning opportunities.



Our school holiday programme continues to be popular, and we accommodated over 1,300 children over the four school holiday periods throughout the year. We listened to feedback from parents and extended the age range to include 11 and 12-year-olds, and developed several new themed daily sessions. 93% of parents were pleased with their child's experience, and with how much their child's knowledge of wildlife had increased.

We wanted to inspire intermediate-aged students to find their own conservation connections. In the second half of 2013 we launched Wellington Zoo's inaugural Conservation Challenge. Teams of year 7 and 8 students participated in the project, which encouraged them to take action on an environmental issue that

was important to them. The winning team from Seatoun School focused on the issue of litter along the Oruaiti Reserve walkway, and visited Wellington Zoo for a prize giving ceremony and to experience a unique New Zealand Natives Encounter.

Normandale School teacher David Haste spent the two latter terms of 2013 based at Wellington Zoo as a Primary Science Teacher Fellow. The Fellowship is funded by Ministry of Business, Innovation and Employment and administered by the Royal Society, and aims to immerse teachers in a science environment. During his six-month stay, David assisted the Wellington Zoo educators and lent a helping hand to Zoo learning projects, including the Bush Builders programme.

In March of 2014 our Educators participated in the Festival of Education in Frank Kitts Park, organised by the Ministry of Education to highlight learning and collaboration. Here we showcased our unique learning environment with conservation activities and games.

More than 70 secondary school students attended our annual Careers Day on World Environment Day in June. A Veterinarian Nurse and two Keepers spoke about their roles and gave animal demonstrations to the enthralled students, who then got stuck into hands-on volunteer activities to get a taste of Zoo working life.

Continuous feedback from students is crucial for a successful learning environment, and with this in mind we installed engaging feedback boards in the Living Room in order to gather real time data on how school students feel about participating in our learning sessions.



2. Integrate Conservation and Sustainability across the organisation

Keeping conservation at the heart of everything we do at Wellington Zoo is our number one priority. We have continued to participate in local, national, and international conservation efforts both within the Zoo and in the field, and our people led and presented at a raft of environmental sustainability workshops throughout the year.

Sustainability

After becoming the world's first carboNZero certified zoo last year, we successfully achieved this certification again in 2013-14. Our range of sustainability initiatives implemented to reduce our water and power usage and production of waste saw us pass our audit once again with flying colours. We successfully reduced our power consumption by 5% this year, which contributed to our achieving our carboNZero re-certification.

We were proud to be approved for membership of the Sustainable Business Council, a CEO led group of companies that catalyses the New Zealand business community to have a leading role in creating a sustainable future for business, society and the environment. In September we were thrilled to win the Sustainable 60 Marketplace award for excellence in sustainable initiatives. The Sustainable 60 Awards celebrate and reward innovation that supports sustainable business practice in New Zealand, and we were thrilled to add this award to our list of achievements in sustainability initiatives.



Conservation Awareness



In April of 2014 we created a full-time role to highlight the importance of conservation to our organisation and recruited Wellington Zoo's first Conservation Manager, Daniela Biaggio.

This crucial role was designed to fully integrate conservation and sustainability across all areas of the Zoo, to focus on how we communicate our conservation messages with our visitors and wider community, and work alongside our local and international conservation partners.

In June we were thrilled to host world-renowned primatologist and conservationist Dr Jane Goodall DBE at Wellington Zoo. Dr Goodall attended an afternoon tea with Zoo staff and had the opportunity to observe our troop of Chimpanzees. Wellington Zoo, in conjunction with the Allan Wilson Centre, Victoria University of Wellington and The Centre for Science Communication University of Otago, helped to bring Dr Goodall to Wellington as part of her international series of talks, 'Jane Goodall at 80'. The Michael Fowler Centre was sold out as Wellingtonians listened to this inspiring living legend sharing her life's experiences.



Conservation Partnerships

In 2013-14 we proudly started supporting six new conservation partners – reiterating our commitment to working with conservation organisations around the world to ensure the survival of endangered and critically endangered species.



Associação Mico-Leão-Dourado (The Golden Lion Tamarin Association)

Forty years ago, fewer than 200 Golden Lion Tamarins (GLTs) remained – but thanks to zoos and conservation organisations there are now approximately 1,600 living in the wild today. With the arrival of two GLTs in September, we signed a three-year MOU with Associação Mico-Leão-Dourado (The Golden Lion Tamarin Association) in Brazil to support their work in protecting GLTs in their natural habitat, and donated funds to help pay for a communications intern to help them further engage their community with these precious primates.

Proyecto Titi

We also began supporting Proyecto Titi, a conservation organisation working to help protect critically endangered Cotton Top Tamarins and their natural habitats in Colombia. We have been impressed by the success of Proyecto Titi in educating and empowering local communities to protect the natural habitats of these endangered monkeys, and will be supporting them for at least the next three years.



Save the Tasmanian Devil Program

With the arrival of our four Tasmanian Devils we became proud partners with the Save the Tasmanian Devil Program, a Tasmanian government initiative that was established in 2003 in response to the threat of Devil Facial Tumour Disease. These animals are endangered with viral facial tumour disease raging across Tasmania, and conservation breeding has successfully ensured a viable population will be able to be restored to the wild in the future. We have also supported the Program with the purchase of a mobile scale and scanner to be used in the field, enabling them to record the locations of each individual animal.

The Madagascar Fauna and Flora Group

In 2013-14 we signed a new MOU with the Madagascar Fauna and Flora Group, a zoo-based conservation organisation supporting critically endangered Black and White Ruffed Lemurs alongside other threatened wildlife in Madagascar.



Unmask Palm Oil

We signed an MOU with Unmask Palm Oil, the Australasian campaign for mandatory labelling of palm oil, and two of our Keepers hosted an information session on the Wellington Unmask Palm Oil workshop that was held here at the Zoo last year.

TRAFFIC South East Asia

This year we have partnered with DOC International Relations on a joint contribution of AUD\$5,000 to TRAFFIC in South East Asia, a conservation project working to stem the illegal animal trade.

Continuing Partnerships

This year the Zoo Aquarium Association Australasia (ZAA) signed a ten-year MOU with the Department of Conservation (DOC) regarding our relationship across all sectors of our work — including species management, advocacy, partnerships, veterinary research and field conservation. This partnership agreement demonstrates the importance of our work with DOC for native species conservation.

Wellington Zoo Veterinary Science Manager Dr Lisa Argilla travelled to Whenua Hou Codfish Island to assist Kākāpō Recovery as an expert Avian Veterinarian during this year's breeding season, providing veterinary care and advice on the care of chicks and the adult population of Kākāpō on the island.

Dr Argilla is also the project veterinarian for the Chatham Island Albatross Translocation, and has been asked to contribute veterinary input in designing the Yellow-eyed Penguin Trust's seabird rehabilitation facility in Dunedin.



We have continued our partnership with Forest and Bird's Places for Penguins, with regular monitoring of nest boxes along the Wellington coastline, and donated some of our materials to enable the construction of 73 nest boxes for placement on Matiu/Somes Island. Learning Manager Lynn Allan and Visitor Ranger Anneke Mace made the trip to the island in February to help place the nest boxes to house the island's 200 breeding pairs of Little Blue Penguins (Kororā).

Wellington Zoo Life Sciences Manager Paul Horton and Visitor Experience Manager Oli du Bern cycled their way to raising \$1,200 for Free the Bears through the Wellington Zoo Conservation Fund – they biked 700km around the top half of the South Island in just four days as part of the 2014 Kiwi Brevet.



Wellington Zoo staff support for conservation

Thanks to the Wellington Zoo Conservation Fund and our conservation leave initiative, our people were able to carry out a large measure of field conservation work – supporting conservation both inside and outside New Zealand.



Four staff members participated in conservation projects through the support of the Wellington Zoo Conservation Fund in the latter part of 2013. Executive Assistant Libby Callander went to work with our partners at Free the Bears in Cambodia, where she helped assist with strategic planning. Bird Keeper Ryan Cartledge spent 10 days in the South Island assisting the Kea Conservation Trust, and Primate Keeper Jacqui Hooper travelled to Chimp Eden in South Africa, helping to care for their Chimpanzees and fostering a strong relationship between our two organisations. Database and Administration Advisor Rachel Boaden travelled to Stewart Island to volunteer with the Stewart Island/Rakiura Community & Environment Trust (SIRCET) – a non-profit organisation that works to control threats to the bush and bird life around the township in Halfmoon Bay.

Three more staff members made use of their conservation leave; with Visitor Experience Manager Oli du Bern helping out at Free the Bears with important interpretation planning and development; Keeper Joakim Liman working on Te Motu Kairangi, a restoration project in Miramar; and Print and Production Assistant Matt Mitchell designing and conducting a freshwater fish survey at Bream Head in Northland, following on from field work he did in the same reserve last year – where he helped to confirm the discovery of a brand new skink species by capturing a specimen for DNA sampling. This exciting discovery made national news.



Bush Builders

In addition to the learning opportunities in the Living Room, our Bush Builders programme continued to gain momentum in connecting local school children with nature. Our fixed-term Bush Builders Educator role was made permanent to enable us to build on the strong relationships we have with local schools and to ensure the programme does not lose momentum.

In 2013 we helped six urban schools and over 420 students to improve their environmental literacy. We used our Green Zoo, Green You exhibit to launch the 2013 programmes, allowing us to highlight the positive conservation actions Wellington Zoo takes to support student learning. Each school involved completed an 'action phase' in Term 3, which included planting native trees, constructing weta hotels and butterfly gardens, and building bird feeders – all to increase the native flora and fauna in their schools and surroundings.



The evaluation completion rate rose from 2012, and all participating schools in 2013 showed an overall increase in the awareness of the flora and fauna around them. Four of these schools recorded an average increase of over 600% in nature awareness – a fantastic result that proves the enormous value of Bush Builders as a resource for bringing conservation into the school community. Feedback received from teachers and parents has been overwhelmingly positive, and four schools have joined the Bush Builders programme for the 2014 calendar year.

Veterinary Excellence

This year the Veterinary Team at The Nest Te Kōhanga continued to uphold their outstanding reputation for excellence in animal care and native species conservation. The team welcomed back three residents from the Massey University Masterate Programme in Zoo Animal and Wildlife Health, a partnership between Wellington Zoo and Massey University to build specialist veterinary expertise for New Zealand

Manasa, our youngest male Red Panda, sustained severe injuries to his right hind leg in late February, a fractured fibula and dislocated ankle. Our Veterinary Team transported him to Massey University Veterinary Hospital in Palmerston North, where specialist orthopaedic surgeon Richard Kuipers von Lande performed a complex five-hour surgery to repair the leg and placed an external skeletal fixator to help stabilise the joint in Manasa's ankle. The surgery was a great success, and during a follow-up visit to Massey, Richard was able to remove the fixator. Manasa has progressed very well in the following weeks, undertaking regular physiotherapy and consequently weight bearing reliably on the injured leg. This procedure proves the immense value of the partnership Wellington Zoo has with Massey University in providing our animals with the very best veterinary care.



Yindi, our Dingo female, was also taken to Massey University to be examined for observed tremors in her hind limbs by orthopaedic surgeon Andrew Worth, who specialises in canine injuries. Our Veterinary Team worked with Massey University specialist Dr Angus Fechny again this year, for root canal work on one of our Malayan Sun Bears. We also used their radiography services for ultrasounds and x-rays on Rokan, our male Sumatran Tiger.

We have continued to cement our relationship with Pacific Radiology, and in January Flavia, one of our Black-and-White Ruffed Lemurs, was transported to their experts for a CT scan to monitor a nasal cavity mass. Cara the Chimpanzee also had a CT scan in April to monitor an infection in her left ear, and a female Spider Monkey with an enlarged abdomen followed suit in May. Vicky Walsh, a specialist anaesthetist from Massey University, assisted with these procedures.

Native Treatments in The Nest Te Kōhanga

With a budding reputation for excellence in care of New Zealand native species, The Nest Te Kōhanga welcomes many native patients each year – and 2013-14 was no exception. Nearly 500 native patients were treated at The Nest Te Kōhanga this year. They were brought in from the SPCA, the Department of Conservation, ZEALANDIA and local members of the community, showing the growing recognition of The Nest Te Kōhanga as a prominent centre for native wildlife care.



In 2013-14 we worked with the Department of Conservation (DOC) in an ongoing recovery programme for Grand and

Otago Skinks, New Zealand's two rarest reptiles. Our Veterinary Team welcomed 27 Eastern Otago Skinks in October. These rare lizards were housed at the Zoo for a health check and quarantine period, after which they were released at the Orokonui Ecosanctuary – providing a predator-free environment for the skinks to breed. We then took in a population of their western cousins, removed from their habitat near Wanaka to receive health checks before moving on to wildlife breeding organisations throughout New Zealand. Some of these endangered reptiles remained in our care, and we now house eight pairs of Grand and Otago Skinks at Wellington Zoo – with a goal to increase their numbers by breeding, and releasing their offspring into protected sites.

This partnership with DOC demonstrates our passion for connecting our community with nature, and is a fantastic example of conservation agencies working together to ensure the ongoing survival of an endangered New Zealand species.

We treated a number of patients from ZEALANDIA this year, and were able to release the majority back into the sanctuary after successful treatment. These included an underweight Little Spotted Kiwi chick found foraging during the day, an injured Kākā and a Red-Crowned Kākāriki, and a Tuatara that was found outside the perimeter fence and was admitted to The Nest Te Kōhanga for medical treatment. This runaway reptile had to undergo a tail amputation in the hands of our Veterinary Team due to severe injuries sustained, and is continuing to recover well. Our Veterinarian also travelled to the sanctuary to perform health checks on four Kākā chicks as a result of lead poisoning.

Four Brown Teal (Pāteke) also spent received treatment in The Nest Te Kōhanga for lead toxicity. These endemic birds are classified as endangered, with less than 2,500 left in the wild.

In August our Veterinary Team treated nine juvenile Motuara Island Rowi for dermatitis, and were devastated when the chicks died in September due to a respiratory tract infection, resulting from the bark on which they were housed. Wellington Zoo has since worked closely with the Department of Conservation to share the learning from this tragedy with other Kiwi care providers.

We also cared for two Haast-Tokoeka Kiwi chicks in early 2014, due to the deaths of seven out of 10 birds on the crèche island where they were located. Both birds made excellent progress during their time at Wellington Zoo and we were thrilled to return them to the Department of Conservation for release in March. The Haast-Tokoeka Kiwi is the second most endangered Kiwi species and classified as “nationally critical”, with approximately 400 remaining in the wild – so caring for these precious birds was a very special opportunity.





Veterinary Research

A Veterinary Research Policy has been developed to guide our Veterinary research collaborations, projects and goals, ensuring they contribute to keeping conservation at the heart of everything we do.

This year our Veterinary team began contributing to a Massey University research project aiming to understand beak and feather disease in parrots, and the risks this might pose to our New Zealand parrots. This disease has been found in parrot populations around the world, and causes a weakening of the immune system that can be devastating for the species affected. With many of our native parrot species endangered, understanding how the disease is spread could be critical for protecting them in the future.

3. Achieve financial sustainability

Significant investment is needed to run a 21st century zoo, keeping the needs of our visitors and community forefront whilst ensuring that we uphold the highest level of animal care. Since becoming a charitable trust in 2003 we have had to increase our share in our operational costs. This year we generated direct revenue to cover approximately 56% of these costs, and were thankful for the generous support of Wellington City Council along with our sponsors, supporters, and revenue from visitation.



We are proud to achieve another clean audit this year and have met or exceeded 16 out of 21 of our key performance measures.

We ran a special venue hire promotion from March to June, resulting in 42 full days of venue hire in this period. A significant number of new first-time customers took up this special offer, allowing a brand new audience to fall in love with the Zoo. The Archibald Centre, Living Room and The Nest Te Kōhanga Boardroom all exceeded their revenue targets, supported by this promotion. We also saw a significant rise in Children’s Birthday Party bookings this

year, with a multitude of youngsters enjoying the magic of the Zoo on their special day.

Revenue from Close Encounters is also ahead of budget, supported by the increasingly popular Red Panda, Meerkat, Cheetah, Lion and Giraffe experiences.

We continued our focus on sourcing sustainable products for the Zoo shop as part of our revised retail strategy. The shop is stocked with new products – from Fair Trade items sourced from Colombia, a ‘Neighbours’ themed display of Australian species items, and our new Green Zoo, Green You range of environmentally-friendly gifts.



The table below shows our key earnings for this financial year.

Visitor admissions	\$2,442,776
Fundraising for capital projects	\$107,241
Zoo shop retail sales	\$307,612
Operational sponsorship and grants	\$188,454

In addition to these returns we exceeded our visitation goal again this year, seeing 227,434 visitors through our doors – ahead of our target of 216,890.

Strong commercial partnerships

In 2013-14 we were touched by the phenomenal level of support from our sponsors and partners. We formed a new relationship with The Warehouse, who presented us with a cheque for just over \$25,000 for the Warehouse *Zoofari* programme – a tremendous result that went far in helping us achieve our goal of making zoo-based learning more accessible to our community. We also signed a partnership agreement with NZ Bus, which has been instrumental in transporting the *Zoofari* students to the Zoo.

Principal Funder – Wellington City Council	
Major Partner - ASB	
Brian Whiteacre Trust	Pub Charity
Canon NZ Ltd	Saatchi & Saatchi
Fonterra Brands (Tip Top) Ltd	The Dominion Post
Infinity Foundation Limited	The Holdsworth Charitable Trust
Koala Trust	The Radio Network
Massey University	The Warehouse Group
New Zealand Community Trust	Thomas George Macarthy Trust
New Zealand Lotteries Grants Board	Trade Me
NV Interactive	Wellington Community Trust
NZ Bus	Weta Digital
Pacific Radiology	World Wildlife Fund

The World Wildlife Fund (WWF) helped us purchase materials for Bush Builders, and we received a generous grant from Brian Whiteacre Trust to help fund food and medications in The Nest Te Kōhanga. Tip Top continued their support of our community events and provided us with sponsorship for 'Do at the Zoo'.

We were also successful in applying for a 2013 Canon Environmental Grant, and as a result our Bush Builders programme received a high spec CANON 7000S for the educators, several digital cameras for the children's use, and two pairs of binoculars.

We strengthened our relationship with Trade Me, and ran five special auctions throughout the year – including the opportunities to name a baby Pygmy Marmoset and be the first to meet our new Cheetah.



Raising our profile

It has been a great year for bringing new visitors to the Zoo. With the arrival of Tasmanian Devils at the start of the December school holidays, our well-recognised 'The Devils Are Here' ad campaign with Saatchi & Saatchi

received high praise from our visitors and wider community, and was instrumental in encouraging new audiences to get to know their Zoo.

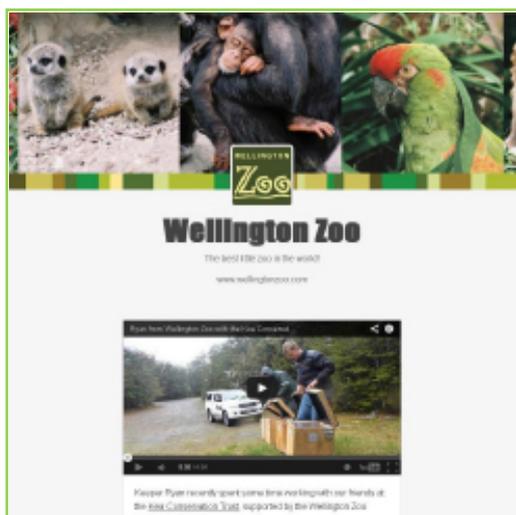
Our media profile continued to grow this year, with nearly 250 news stories placing us in the spotlight. Whether on the silver screen, over the radio or on the written page, our community loved hearing about all the goings-on at their Zoo.

This included great coverage of our new Neighbours precinct, The Warehouse *Zoofari*, our Sustainable 60 Award win and our work with the Department of Conservation in caring for Grand and Otago Skinks; along with the arrivals of our Tasmanian Devils, Golden Lion Tamarins, new Cheetah brothers, and Senja the Sumatran Tiger.

Several high-profile procedures at The Nest Te Kōhanga attracted media attention throughout the year, particularly our successful tail amputation surgery on an injured Tuatara – footage of which made 3 News 6pm timeslot. We also made headlines in August when an injured Leopard Seal swam ashore in Lyall Bay and our Veterinary Team rushed to its aid.



The Wellingtonian, the Hutt News and a local Newlands paper all helped raise awareness for the Bush Builders programme, and both the Dominion Post and the Wellingtonian profiled our new Conservation Manager, Daniela Biaggio.



We saw excellent growth in our online databases, bolstering our digital promotion channels and enabling us to share Zoo news even more widely within our community. Visitors continued to make the most of the Zoo's online resources, increasingly using mobile devices to do so – website visits from tablets grew by almost 50%, and 77% on mobile phones. Our newsletter database grew to 15,970, up almost 30%. Our Facebook fanbase grew from 17,086 to 24,241 – approximately 7,150 more than the previous year – while our Twitter followers increased from 5,000 to over 6,140. Our Marketing and Communications team established the Wellington Zoo Tumblr account,

allowing our staff to share their stories and blog about their adventures on Conservation Leave.

4. Build lasting community support and participation



As a charitable trust, the support and participation of our community is vital to Wellington Zoo. This year our Zoo Crew membership base continued to grow – with 2,529 new members joining our ranks. To thank our Zoo Crew for their loyalty, we invited them to bring a friend for free in the last two weeks of March. This offer saw 328 new visitors through our doors and encouraged new long-term memberships. We also embraced new relationships with Wellington's two universities, Victoria and Massey, and were successful in reaching tertiary students – a relatively untapped audience. With free passes for first year students in orientation packs, we also offered a special student discount on Zoo Crew memberships, of which 144 students took advantage.

In 2013-14 Wellington Zoo became a lead partner in the new Wellington Regional Amenities Fund (WRAF) project Nature Connections, alongside ZEALANDIA and other key partners Staglands, Pukaha Mt Bruce, DOC & the Harbour Islands Kaitiaki Board representing Matiu/Somes Island. Nature Connections aims to build stronger links between these partners – sharing stories, ideas and a staff training framework designed to improve face-to-face visitor interactions and connect Wellington's ecological attractions to promote our natural capital.



Project Leader Dr Sarah Rusholme and Project Coordinator Linda Cardiff have worked closely with interpretation specialist John Pastorelli to offer four Nature Connections workshops throughout the year. The project team also collaborated to produce 15 short videos to showcase connecting stories and conservation efforts, inviting visitors to 'Join us to discover Wellington's inspiring nature stories'. These clips will be displayed in visitor areas throughout the Zoo and on partner sites in 2014.



All children should have the chance to connect with nature on a personal level, and the unique learning environment at Wellington Zoo can help them do just that. In September we were proud to announce The Warehouse *Zoofari*, a three-year partnership with The Warehouse to help the Wellington regions' low decile schools visit the Zoo for conservation-based learning programmes. The Warehouse raised just over \$25,000 through in-store fundraising, a wonderful result that allowed us to invite 16 decile 1-3 schools to participate in the programme. Students from Titahi Bay School

were the first to visit Wellington Zoo for their *Zoofari* session in May, and have since been joined by eight other schools to delight in nature-based hands-on learning at the Zoo.

Our volunteers recognise Wellington Zoo as a valuable place to give back to their community, and we treasure their ongoing dedication and invaluable support. Over the last year 91 volunteers contributed over 8,800 hours of their time to helping out in the Zoo. We have also welcomed the support of our corporate volunteers, with 39 groups getting stuck into a wide range of zoo related tasks.

We love meeting our Zoo neighbours, and we look forward each year to treating them to a night at their Zoo. On 30 January we held our ninth annual Neighbours Night, an evening that makes



Wellington Zoo accessible to all members of our community and connects them with the animals they live near.

Over 1,000 of our Newtown neighbours came along for a free sausage sizzle, ice creams for kids, face-painting, and special animal talks and enrichment activities. The Dominion Post Subscriber weekend and Wellington City Council family days were held at the Zoo in March, and were both well attended by a flurry of local families.

We were delighted to welcome celebrated painter and passionate environmentalist Phill Waddington, 2013 Wellingtonian of the Year – Environment, as Wellington

Zoo's inaugural 2014 Artist in Residence. Since January Phill has begun creating a new body of work influenced by the animals at Wellington Zoo, and is donating his commission to the construction of our Meet the Locals precinct.

5. Show industry leadership



Leading the way

This year Wellington Zoo established an Animal Welfare Committee – a testimony to our dedication to excellence in animal welfare. The Committee, which had its inaugural meeting in April, is chaired by Wellington Zoo Chief Executive Karen Fifield, and consists of Wellington Zoo staff and external experts: Councillor Iona Pannett, Environment Committee Chair; Iain Torrance, Wellington SPCA Chief Executive; and Massey University Professor David Mellor. The Committee's role is to ensure that the

animals at Wellington Zoo are treated with dignity and respect, that their quality of life needs are met and that Wellington Zoo is positioned as an industry leader, an advocate and an authority on animal welfare best practice.

Wellington Zoo staff hold seven studbook and species coordinator positions, which include the responsibility for studbook maintenance for animals of particular species in the Australasian region. Our Collection Development Manager, Simon Eyre, holds the studbook for Meerkats, Porcupines, Nyala and Auckland Green Geckos. Simon also shares the species coordinator position for Tuatara with Kristin Kennedy; Pygmy Marmosets with Jacqui Hooper; and Cheetah with Amanda Tiffin.

Our people also play important roles within the Zoo and Aquarium Association (ZAA) committees. In addition to her role as Wellington Zoo Chief Executive, Karen Fifield is the President of ZAA Australasia, and sits on the New Zealand committee for the International Union for Conservation of Nature. In 2014 Karen was appointed to Wellington Conservation Board by Minister of Conservation, The Hon Dr Nick Smith. She is also a member of the NZ Animal Behaviour and Welfare Consultative Committee, and the GROW Wellington Board.



Collections Development Manager Simon Eyre is Chair of the ZAA Accreditation and Animal Welfare Committee, and this year became a member of the Department of Conservation's Permitting Processing Review Working Group. Simon is also the convenor of the Carnivores and Small Exotic Taxonomic Advisory Group (TAG), a member of the Australasian Species Management Programme Committee), and the ZAANZ liaison for the Ministry of Primary Industries and Environmental Protection Authority. Mauritz Basson, General Manager Animal Care, is the

Ungulate TAG husbandry advisor.

Dr Lisa Argilla is the Principal Veterinary Advisor for the ZAANZ Fauna TAG, and Dr Baukje Lenting is the secondary advisor. Dr Argilla and Dr Lenting are also adjunct lecturers in the Institute of Veterinary,

Animal and Biomedical Sciences at Massey University, and have both been reappointed as committee members for the NZVA Wildlife Society.

The leadership demonstrated by Zoo staff extends beyond animal care, as our expertise in other fields also recognises. Visitor Experience Manager, Oli du Bern, is the secretary of the Interpretation Network New Zealand (INNZ) committee, leading the best practices and professional standards in interpretation. Learning Team Manager, Lynn Allan, sits on the Capital Science Educators Committee.

Oli du Bern was asked to develop a national advocacy document for all holders of Kiwi to ensure advocacy messages are cohesive and complementary across the country. He presented this plan to the Kiwi Recovery Group, and received positive feedback from Kiwi holders nationwide. He followed this up by leading a workshop at the National Kiwi Hui in April.

Sharing our stories

To share and exchange knowledge, our people actively participated in conferences around the world. Taking advantage of these opportunities ensures Wellington Zoo staff are at the forefront of zoo industry developments, with access to share our stories with the wider industry.

In October, Chief Executive Karen Fifield presented a paper on Wellington Zoo's carboNZero certification at the World Association of Zoos and Aquariums Congress in Florida. She also attended the IUCN Conservation Breeding Specialist Group Conference that same month.

General Manager Community Engagement Amy Hughes presented a paper on Nature Connections with Project Manager, Dr Sarah Rusholme, at the ZAA conference in Auckland. Collections Development Manager Simon Eyre ran accreditation workshops, and Visitor Experience Manager Oli du Bern presented on our newly developed Green Zoo, Green You exhibit and Wellington Zoo's sustainability journey. Amy also attended the WAZA International Zoo Marketing Conference in Bristol, where the worldwide WAZA campaign 'Biodiversity is Us' was launched.

Veterinary Science Manager Dr Lisa Argilla co-convened the organisation of the scientific programme for the NZ Veterinary Association Wildlife Society Annual Conference, held in November. Dr Argilla also wrote a guest blog for The Museum of New Zealand Te Papa Tongarewa about our work in caring for 650 storm-wrecked Broad-Billed Prions at The Nest Te Kōhanga in 2011.

Learning Manager Lynn Allan presented on involving community in conservation at the 2014 New Zealand Association for Environmental Education Conference in Christchurch, using her work with the Golden Lion Tamarin Association in Brazil as an example.

In June of 2014 Wellington Zoo hosted New Zealand's first SHAPE of Enrichment workshop, with attendees from around the country. Over four days attendees learnt more about the theory of enrichment and got hands-on developing enrichment items for our animals. This workshop was an excellent opportunity for our people to share their knowledge within the Zoo and with other organisations in the industry.

6. Ensure motivated and valued staff

Building the capability and performance of our people

Our people have the technical and professional skills, knowledge and attitudes to be high performers, enhance productivity, and deliver professional and timely services to our visitors and stakeholders.

To encourage a culture of continuous learning, we provided our staff with informal learning sessions throughout the year. These ranged from informative sessions on the Nature Connections project,



Unmask Palm Oil and our carboNZero certification; to staff sharing their knowledge and experiences from field work and conservation leave. An interactive session delivered by the Learning Manager provided an excellent overview of the LEOTC programme, and one of our keepers delved into the ins and outs of designing and outfitting a species-specific exhibit. Our Collection Development Manager covered the different methods used for sustainable population management for our animal collection, along with an introduction to the Five Domains welfare model

External facilitators also visited the Zoo and provided sessions to build on their existing knowledge. We hosted John Pastorelli, an expert in visitor experience and the developer of the POWER model for visitor engagement. He delivered two Building on Power Workshops aimed at enriching both formal and informal presentation skills. Doctor Carolyn Hogg, the ZAA Science and Policy Manager and Tasmanian Devil Species Coordinator shared her fascinating knowledge and expertise on Tasmanian Devils, and Nic Bishop from Australia held a number of animal behaviour and conditioning workshops, which focussed on different techniques for animal training. In addition a member of the Wellington Improvisation Troupe delivered a learning session on improvisation, providing our Keepers and Visitor Rangers with valuable skills in spontaneity and flexibility.

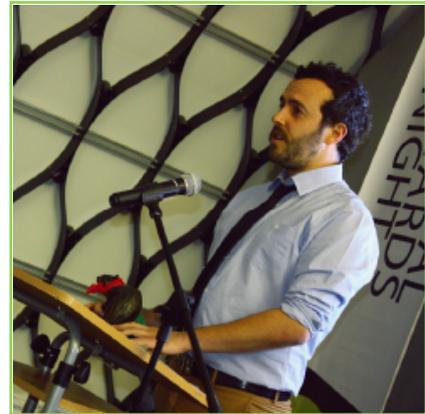
A consultant from the Employer Chamber of Commerce delivered a session focused on the different types of hazards found in our workplace, and a facilitator from Deaf Aotearoa delivered an introductory NZ sign language learning session during New Zealand sign Language Week. Synergy Health provided an overview of the resources, events, competitions and other features provided through our new wellness initiative, Tracksuit Inc.

Our people have also had external training opportunities to build capability and performance. Four members of the Community Engagement team attended the Interpretation Network of New Zealand national workshop in Auckland. Visitor Experience Manager Oli du Bern attended a cultural workshop for heritage interpretation professionals at Te Hongoeka Marae in Plimmerton. Along with Zoo Educator Thom Adams, Oli also attended a learning and audience engagement hui at The Museum of New Zealand Te Papa Tongarewa, and, with Conservation Manager Daniela Biaggio, took part in a two-day Auckland Conservation Psychology workshop. General Manager People & Culture Jo Ring attended the 2014 ATC Strategic Workforce Planning Conference.

General Manager Community Engagement Amy Hughes attended an advanced Community Based Social Marketing workshop with a focus on environmental behaviour change, hosted by the Department of Conservation. Learning Manager Lynn Allan took part in the Hutt EnviroSchools hui, a great opportunity to network with environmentally minded schools and a fertile recruitment ground for our Bush Builders programme.

Growing our people engagement

We held our second Gold Agoutis Annual Awards Night here at the Zoo in August, an event which recognises excellence and long service across the organisation. We rewarded people for a range of categories aligned with our six strategic elements, along with the CE's choice for Individual Excellence and Team Excellence. The evening was, once again, a fantastic opportunity to bring staff together to recognise and celebrate significant milestones, individual and organisational achievements, and foster a positive organisational culture.



The Great HoB Enrichment Challenge of 2013 was a staff-organised event that brought teams together from across the Zoo and challenged them to work together creatively in making enrichment items for our troop of Chimpanzees. Many laughs were had, and the playful primates delighted in exploring their treat-filled rumpus room.



Our annual Zoolympics event took place in March and was another action-packed occasion full of fun, laughter and quirky challenges that enhanced morale and team-building.

We used the expertise of Sean Phillips, a Stanford MBA intern, to develop a Human Resource Metrics Dashboard – an invaluable tool for calculating and reporting on employee demographics, readily identifying trends and providing more comprehensive information to inform decision making.

We also ratified a new collective agreement with the Central Amalgamated Workers Union, which runs from 1 December 2013 to 1 December 2016.

Strengthening leadership and management capabilities

General Manager People & Culture Jo Ring worked with TetraMap International and finalised a case study which showcases how TetraMap continues to be an invaluable resource for strengthening our leadership and management capabilities.



General Manager Community Engagement Amy Hughes was accepted into the 2014 Sustainable Business Council Future Leaders' Programme, and Learning Manager Lynn Allan participated in a LEAD – a ten-month KiwiBank leadership development programme that aims to strengthen the important skills our managers need to be inspiring and effective leaders.

Health and Wellbeing

We care about the health and wellbeing of our people, and this year we launched a new wellness programme, Tracksuit-inc®. This programme gives staff opportunity to participate in a range of health related activities throughout the year.

All staff continue to have access to the Employee Assistance Programme Services for personal and professional assistance; and were once again given the opportunity for free flu vaccinations in autumn. We are still partnered with SpecSavers to provide all staff with discounts on optician services.

MoleMap clinics were also offered to staff on site at a discounted rate. MoleMap is an advanced melanoma skin cancer detection programme designed to protect the deadly effects of melanoma skin cancer by diagnosing it at the earliest possible stage. The service will now be offered on an annual basis with all our wellness initiatives.

Trustees



Francie Russell, Ross Martin, Linda Meade, Simon Marsh. Absent: Alan Dixon

Ross Martin (Chair)

Ross is a Chartered Accountant and successful businessman. He joined the Wellington Zoo Trust after a successful career in Public Transport in the Asia Pacific Region. He is a strong supporter of the Zoo's Visitor Engagement, Learning and Conservation strategies and is a passionate Wellingtonian. His vision for the Zoo is to build a financially resilient and beautifully presented community facility that is loved by all Wellingtonians and visitors to Wellington. Amongst other roles, Ross is also Chair of the Wellington Free Ambulance.

Francie Russell (Deputy Chair)

Francie is an inaugural Zoo trustee and is involved with the philanthropic and business sectors in Wellington. Ensuring a unique experience is key to the success of the facility, and this is the prime focus of her involvement. Other board appointments include NZ Art Show, Wellington Netball Centre, Tana Umaga Foundation and Maranui Surf Life Saving Club. Francie is also a Justice of the Peace.

Simon Marsh

"Swampy" Marsh is a Wellington City Councillor and lives with his family in his eastern ward suburb of Seatoun. Swampy remains connected with Wellington's business community through his successful radio advertising business. Since becoming a Trustee he has become a proud disciple of Wellington Zoo.

Linda Meade

Linda provides commercial and other specialist financial advice to a range of businesses and organisations spanning the public and private sectors. Over the last 25 years she has worked in London and Switzerland as well as New Zealand. Linda is a Partner in the Deloitte Financial Advisory Services team in Wellington. Linda is also the Director and co-owner of Daisies Early Education & Care Centre, a high quality early childhood education centre based in Johnsonville, Wellington.

Alan Dixson

Alan was educated in England at the University of Nottingham where he obtained a BSc in Zoology and at the University of Birmingham Medical School, where he was awarded a PhD and a DSc in Biological Sciences. His research has involved comparative studies of reproductive biology and the evolution of sexuality in primates. He has held posts at the Zoological Society of London (1976-1983), Medical Research Council UK (1983-1999), International Medical Research Centre in Gabon (1989-1992) and was Director of Conservation and Science at the Zoological Society of San Diego in the USA (1999-2005). He is currently a Professor in the School of Biological Sciences at Victoria University of Wellington, and has published more than 140 papers and books, including "The Natural History of the Gorilla"(1981), "Sexual Selection and the Origins of Human Mating Systems"(2009), and "Primate Sexuality: Comparative Studies of the Prosimians, Monkeys, Apes, and Humans" (second edition 2012).

Strategic Management Team



Back: Karen Fifield, Daniel Warsaw, Amy Hughes, Susan Macdonald.
Front: Jo Ring, Percy, Mauritz Basson. Absent: Ross Provan

- Karen Fifield, Chief Executive
- Mauritz Basson, General Manager Animal Care
- Daniel Warsaw, General Manager Business & Partnerships
- Amy Hughes, General Manager Community Engagement
- Susan Macdonald, Chief Financial Officer
- Ross Provan, Manager Capital Development
- Jo Ring, Manager People & Culture

Appendix: Financial Statements

WELLINGTON ZOO TRUST

FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2014

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Audit Opinion
page ii, iii & iv

Independent Auditor's Report

To the readers of Wellington Zoo Trust's financial statements and statement of service performance for the year ended 30 June 2014

The Auditor-General is the auditor of Wellington Zoo Trust (the Trust). The Auditor-General has appointed me, Debbie Perera, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and statement of service performance of the Trust on her behalf.

We have audited:

- the financial statements of the Trust on pages 6 to 30, that comprise the statement of financial position as at 30 June 2014, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Trust on pages 31 to 32.

Opinion

In our opinion:

- the financial statements of the Trust on pages 6 to 30:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect the Trust's:
 - financial position as at 30 June 2014; and
 - financial performance and cash flows for the year ended on that date; and
- the statement of service performance of the Trust on pages 31 to 32:
- complies with generally accepted accounting practice in New Zealand; and
- fairly reflects the Trust's service performance achievements measured against the performance targets adopted for the year ended 30 June 2014.

Our audit was completed on 8 August 2014. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Trustees and our responsibilities, and we explain our independence.

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements and statement of service performance are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements and statement of service performance. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements and statement of service performance, whether due to fraud or error. In making these risk assessments, we consider internal control relevant to the preparation of the Trust's financial statements and statement of service performance that fairly reflect the matters to which they relate. We consider internal control in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Trustees;
- the adequacy of all disclosures in the financial statements and statement of service performance; and
- the overall presentation of the financial statements and statement of service performance.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance. Also we did not evaluate the security and controls over the electronic publication of the financial statements and statement of service performance.

We have obtained all the information and explanations we have required and we believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Trustees

The Trustees is responsible for preparing financial statements and a statement of service performance that:

- comply with generally accepted accounting practice in New Zealand;
- fairly reflect the Trust's financial position, financial performance and cash flows; and

- fairly reflect its service performance achievements.

The Trustees is responsible for such internal control as it determines is necessary to enable the preparation of financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error. The Trustees is also responsible for the publication of the financial statements and statement of service performance, whether in printed or electronic form.

The Trustees' responsibilities arise from the Local Government Act 2002.

Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you based on our audit. Our responsibility arises from section 15 of the Public Audit Act 2001 and section 69 of the Local Government Act 2002.

Independence

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than the audit, we have no relationship with or interests in the Trust.



Debbie Perera
Audit New Zealand
On behalf of the Auditor-General
Palmerston North, New Zealand

Statement of Compliance and Responsibility

For the year ended 30 June 2014

Compliance

The Board and management of the Wellington Zoo Trust confirm that all the statutory requirements of the Local Government Act 2002 regarding financial and operational management have been complied with.

Responsibility

The Board and management of the Wellington Zoo Trust accept responsibility for the preparation of the annual Financial Statements and the judgements used in them.

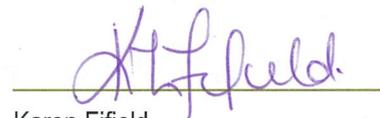
They also accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the financial reporting and performance information of the Wellington Zoo Trust.

In the opinion of the Board and management, the annual Financial Statements for the year ended 30 June 2014 fairly reflect the financial position, results of operations and service performance achievements of the Wellington Zoo Trust.



Ross Martin
Chairperson and Chairperson Finance, Audit and
Risk Committee

8 August 2014



Karen Fifield
Chief Executive

8 August 2014

Statement of Comprehensive Income

For the year ended 30 June 2014

	Note	Actual 2014 \$000	Actual 2013 \$000
INCOME			
Grants and Operating Income	1	5,817	5,928
Finance Income	4	84	80
Operating Income		5,901	6,008
Capital Grants and Donations	1	107	406
TOTAL INCOME		6,008	6,414
EXPENDITURE			
Operating Expenditure	2	5,674	5,839
Depreciation	6	21	20
Operating Expenditure		5,695	5,859
Vesting of Capital Grants and Donations	3	241	461
TOTAL EXPENDITURE		5,936	6,320
NET SURPLUS/(DEFICIT) before taxation	5	72	94
Income Tax Expense	11	-	-
NET SURPLUS/(DEFICIT) for the year		72	94
Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		72	94

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2014

	Note	2014 \$000	2013 \$000
Equity Opening Balances			
Accumulated Funds and retained earnings		295	287
Restricted Funds		522	436
Total Equity-Opening Balance		<u>817</u>	<u>723</u>
Changes in Equity			
Retained Earnings			
Transfers from Retained Earnings	14	(312)	(566)
Transfers to Retained Earnings	14	251	480
Restricted Funds			
Transfers from restricted funds	15	(251)	(480)
Transfers to restricted funds	15	312	566
Net Income recognised directly in equity		-	-
Comprehensive Income			
Surplus/(deficit) for the year to retained earnings		72	94
Other comprehensive income		-	-
Total comprehensive income		<u>72</u>	<u>94</u>
Total changes in equity		<u>72</u>	<u>94</u>
Equity Closing Balances			
Accumulated Funds and retained earnings		306	295
Restricted Funds		583	522
Total Equity-Closing Balance		<u>889</u>	<u>817</u>

The accompanying notes form part of these financial statements.

Statement of Financial Position

as at 30 June 2014

	Note	2014 \$000	2013 \$000
ASSETS			
Current Assets			
Cash and cash equivalents	7	1,937	1,831
Trade and other receivables	8	461	485
Prepayments	8	10	6
GST Receivable	8	2	63
Inventories	9	48	61
		<u>2,458</u>	<u>2,446</u>
Non-Current Assets			
Property, Plant and Equipment	10	69	90
Work in Progress	10	-	1
		<u>69</u>	<u>91</u>
TOTAL ASSETS		<u>2,527</u>	<u>2,537</u>
LIABILITIES			
Current Liabilities			
Trade, other payables and accruals	12	830	1,110
Income in Advance		201	147
Monies held in trust	12	333	202
Employee Benefits	13	262	249
		<u>1,626</u>	<u>1,708</u>
Non-Current Liabilities			
Employee Benefits	13	12	12
		<u>12</u>	<u>12</u>
TOTAL LIABILITIES		<u>1,638</u>	<u>1,720</u>
NET ASSETS		<u>889</u>	<u>817</u>
EQUITY			
Retained Earnings	14	306	295
Restricted Funds	15	583	522
TOTAL EQUITY		<u>889</u>	<u>817</u>

The accompanying notes form part of these financial statements

Statement of Cash Flows

For the year ended 30 June 2014

	Note	2014 \$000	2013 \$000
Cash flows from operating activities			
Cash was provided from:			
Operating Revenue		6,133	6,630
Interest Received	4	84	80
Net GST Received		61	5
Cash was applied to:			
Payments to Suppliers and employees		(6,174)	(6,213)
Net GST Paid			-
Net cash inflow from operating activities	16	<u>104</u>	<u>502</u>
Cash flows from investing activities			
Cash was applied to:			
Receipts from sale of property, plant and equipment		2	-
Purchase of property, plant and equipment		-	(13)
Net cash (outflow) from investing activities		<u>2</u>	<u>(13)</u>
Net Increase/(Decrease) in Cash and cash equivalents held		106	489
Cash and cash equivalents at beginning of year		1,831	1,342
Cash and cash equivalents at end of year	7	<u>1,937</u>	<u>1,831</u>
Made up of:			
Cash and bank balances		180	167
Current Investments		1,757	1,664
Closing Cash Balance		<u>1,937</u>	<u>1,831</u>

The accompanying notes form part of these financial statements.

Statement of Accounting Policies

For the year ended 30 June 2014

Reporting Entity

The Wellington Zoo Trust (the Trust) is a charitable trust registered under the Charitable Trusts Act 1957 domiciled in New Zealand and is also a council-controlled organisation as defined under Section 6, Part 1 of the Local Government Act 2002, by virtue of the Council's right to appoint the Board of Trustees. The Trust was established on 1 July 2003 by the Wellington City Council.

The financial statements have been prepared in accordance with the requirements of the Charitable Trusts Act 1957 and section 69 of the Local Government Act 2002.

The Trust is reliant on the Wellington City Council (the Council) for the majority of its income and operates under a Contract for Services with the Council. The Contract for Services was negotiated for a period of 3 years to 30 June 2012. This contract has been re-extended for a further year to 30 June 2015. Ongoing funding for the Trust has been approved in the 2012/2022 Long Term Plan.

The primary objective of the Trust is to manage, administer, plan, develop, maintain, operate and promote the Wellington Zoo for the benefits of the inhabitants of Wellington and as an attraction to visitors to Wellington, not to make a financial return. Accordingly, the Trust has designated itself as a public benefit entity for the purposes of New Zealand Equivalents to International Financial Reporting Standards (NZIFRS).

The reporting period for these financial statements is for the year ended 30 June 2014. The financial statements were authorised for issue by the Board of Trustees on 8 August 2014.

Statement of Compliance with International Financial Reporting Standard

The financial statements have been prepared in accordance with New Zealand generally accepted accounting practice. They comply with New Zealand equivalents to IFRS (NZ IFRS) and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

Measurement Base

The measurement base applied is historical cost. The accrual basis of accounting has been used.

Functional and Presentation Currency

These financial statements are presented in New Zealand dollars rounded to the nearest thousand, unless otherwise stated.

Significant Accounting Policies

Critical Accounting estimates and assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Grants

Grants received from the Wellington City Council are the primary source of funding to the Trust and are restricted for the purposes of the Trust meeting its objectives as specified in the trust deed. The Trust also receives other assistance for specific purposes, and these grants usually contain restrictions on their use.

Grants are recognised as income when they become receivable unless there is an obligation to return the funds if the conditions of the grant are not met. If there is such an obligation the grants are initially recorded as grants received in advance, and recognised as income when the conditions of the grant are satisfied.

Sales

Products held for sale are recognised when a product is sold to the customer.

Donated, subsidised or vested assets

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as income. Such income is recognised when control over the asset is obtained.

Interest

Interest income is recognised using the effective interest rate method.

Volunteer Services Recognition

The Trust benefits from the service of dedicated volunteers in the delivery of its activities. Due to the difficulty in determining the value of these donated services with sufficient reliability, donated services are not recognised in these financial statements.

Taxation

The Trust is registered as a Charitable Trust and is exempt from income tax under the Income Tax Act 2004. The Trust is not exempt from indirect tax legislation such as Goods and Services Tax and accordingly is required to comply with these regulations.

Goods and Services Tax (GST)

All items in the financial statements are exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

Debtors and other receivables

Debtor and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of less than three months.

Creditors and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Inventory

Inventories are recorded at the lower of cost (determined on a first-in first-out basis) or net realisable value. This valuation includes allowances for slow moving and obsolete stock. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Property, Plant and Equipment

Recognition

Property, plant and equipment consists primarily of operational assets. Expenditure is capitalised when it creates a new asset or increases the economic benefits over the total life of an existing asset. Costs that do not meet criteria for capitalisation are expensed.

The Trust also manages the construction and development of buildings, structures and enclosures on behalf of the Council. These assets are not recorded in the Trust's financial statements as ownership vests in the Council.

Measurement

Property, plant and equipment are valued at historical cost less accumulated depreciation and impairment losses.

The initial cost of property, plant and equipment includes the purchase consideration, and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential is capitalised.

Impairment

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use.

Disposal

Realised gains and losses arising from the disposal of property, plant and equipment are recognised in the Statement of Comprehensive Income in the period in which the transaction occurs.

Depreciation

Depreciation is provided on all assets owned by the Trust excluding assets under construction (work in progress). Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The estimated useful lives of the assets are as follows:

Plant

Audio Visual Equipment	3 years
Projector	5 years
Shade Sail	10 years
Hospital Equipment	10 years
Garden Furniture	10 years
Living Room Furniture	15 years
Endoscope	8 years

Furniture and Equipment

Composter	10 years
CCTV	3 years
Incubators	12.5 years

Work in Progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed and then depreciated.

Employee Benefits

A provision for employee benefits (holiday leave, long service leave, and retirement gratuities) is recognised as a liability when benefits are earned but not paid. The Trust recognises a liability and an expense for a one off payment where contractually obliged or where there is a past practice that has created a constructive obligation.

Holiday Leave

Holiday leave (annual leave, long service leave qualified for and time off in lieu) is calculated on an actual entitlement basis at the greater of the average or current hourly earnings in accordance with sections 16(2) & 16(4) of the Holidays Act 2003.

Long Service Leave and Retirement Gratuities

Long service leave (not yet qualified for) and retirement gratuities have been calculated on an actuarial basis based on the likely future entitlements accruing to staff, after taking into account years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and other contractual entitlements information. The present value of the estimated future cash flows has been calculated using an inflation factor and a discount rate. The inflation rate used is the annual Consumer Price Index to 31 March prior to year end.

Other Contractual Entitlements

Other contractual entitlements include termination benefits. Termination benefits are recognised in the Statement of Financial Performance only when there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

Provisions

The Trust recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

Other Liabilities and Provisions

Other liabilities and provisions are recorded at the best estimate of the expenditure required to settle the obligation. Liabilities and provisions to be settled beyond 12 months are recorded at their present value.

Contingent Assets and Liabilities

Contingent liabilities and contingent assets are disclosed in the notes to the financial statements. Contingent liabilities are disclosed if the possibility that they will crystallise is not remote. Contingent assets are disclosed if it is probable that the benefits will be realised.

Animal Acquisitions

Animal acquisitions are expensed at cost.

Equity

Equity is the residual interest in the Trust and is measured as the **difference between total assets and total liabilities**. **The components of equity are retained earnings** and restricted funds (special funds, trusts and bequests).

Restricted funds are those reserves that are subject to specific conditions of use whether under statute or accepted as binding by the Trust because of the specific reason for which the funds were provided.

Transfers from these reserves may be made only for specified purposes or when certain specified conditions are met.

Statement of Cash Flows

The statement of cash flows is prepared using the direct approach. Operating activities include cash received from all income sources of the Trust and record the cash payments made for the supply of goods and services. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to transactions that change the equity and debt capital structure of the Trust.

Related Parties

Related parties arise where one entity has the ability to affect the financial and operating policies of another through the presence of control or significant influence. Related parties include Wellington City Council, Group, key management personnel and the governing body (Trust Board).

Trustees' remuneration is any money, consideration or benefit received, receivable or otherwise made available, directly or indirectly, to a trustee during the reporting period. The disclosures for the Trust include the remuneration of the Trustee board as they occupy the position of a member of the governing body of the Trust.

Changes in Accounting Policies

There have been no changes in accounting policies. Uniform accounting policies have been applied on a consistent basis during the year.

Standards, amendments, and interpretations issued but not effective that have not been early adopted which are relevant to the Trust include:

The NZ IFRS PBE suite of accounting standards currently applicable for Public Benefit Entities is interim, pending the introduction of a new set of New Zealand Public Sector Accounting Standards (PBE standards). The transition date to the PBE standards is 1 July 2014.

Under this framework, the Trust will be eligible to apply the reduced disclosure regime (Tier 2 entity) of the Public Benefit Entity Accounting Standards. The Trust has not assessed the implications of the new accounting standards at this time.

No disclosures have been made in regard to new or amended NZ IFRS that are only applicable to 'for profit' entities.



Notes to the Financial Statements

Note 1: Income

	2014	2013
	\$000	\$000
Admissions	2,443	2,493
Sale of Goods	307	322
Other Corporate income	81	102
Contractual Income		
Ministry of Education	82	82
Wellington City Council Operating Grant	2,715	2,799
Total Operating Income	5,628	5,798
Grants and Donations		
Operating Grants and Donations		
Koala Trust	7	9
Classic Hits	8	10
Fonterra Brands	25	25
Brian Whiteacre Trust	3	10
Dominion Post	9	10
Department of Conservation	10	-
ASB	12	-
TG McCarthy	-	10
General Donations	23	-
Holdsworth Trust	40	-
Trade Me	30	30
Mazda Foundation	-	4
Weta	20	-
Worldwide Fund for Nature	2	2
Wellington Community Trust	-	12
New Zealand Community Trust	-	5
Corporate Memberships	-	3
Operating Grants and Donations	189	130
Total Operating Income , Grants and Donations	5,817	5,928
Capital Grants and Donations		
General Donations	57	59
Pub Charity	-	300
Wellington Community Trust	50	-
Southern Trust	-	(3)
The Trusts Charitable Foundation (Inc)	-	-
Infinity Foundation	-	50
Total Capital Grants and Donations	107	406
Total Grants and Operating Income	5,924	6,334

Grants and Donations includes grants and bequests received for capital and operational purposes of \$221,586. These grants were received for specific purposes. This income is transferred from Retained Earnings to Restricted Funds until it is needed, refer to Note 15.

Note 2: Expenditure on operating activities

	Note	2014 \$000	2013 \$000
Advertising		238	257
Auditor's remuneration:			
- Audit Services		21	20
Authorised entertainment		6	33
Consumables		323	374
Cost of goods sold		135	143
Direct costs		557	529
Insurance premiums		8	8
Materials and Services		278	299
Personnel costs		3,761	3,837
Trustee's remuneration	21	81	88
Utilities		266	251
Total Operating Expenditure		5,674	5,839

1. Personnel costs include costs such as salaries, wages, leave and other employee earned compensation.
2. Direct costs include expenditure not separately disclosed, such as:
 - professional costs
 - travel
 - administration costs
 - animal collection maintenance
 - vehicle fleet costs
 - contracts

Note 3: Vesting of Capital Grants and Donations

Wellington City Council has approved a capital expenditure budget of \$15.661 million towards the Zoo Capital Plan to be spent over the 10 year period, starting in 2006/07. This funding is contingent on the Trust generating external sponsorship funding of \$5.221 million over the duration of the Zoo Capital Plan.

This entry relates to the transfer of these funds to Wellington City Council. In line with the contract for services, this amount is paid on receipt of external sponsorship funding and donations as the Zoo



contribution towards the capital plan. The Zoo has vested \$241K (2013: \$461K) in line with our capital spend for this year on behalf of Wellington City Council. Refer to Note 18 for more detail.

Note 4: Finance Income

	Note	2014 \$000	2013 \$000
Finance Income			
Interest on Term Deposits		84	80
Total Finance Income		<u>84</u>	<u>80</u>

Note 5: Net Surplus Reconciliation showing adjustments for movements to and from Restricted Funds

		2014 \$000	2013 \$000
Net surplus/deficit from operations for the year	14	72	94
Income received for animal acquisition purposes from Operating Grants/Donations	15	(115)	(76)
Income received for animal acquisition purposes from Other Operating Income	15	(90)	(61)
Income received for capital/operational purposes	15	(107)	(429)
Income received for capital/operational purposes utilised in year	15	10	18
Income vested to Wellington City Council in year	15	241	462
Normalised Operating Surplus/(Deficit) for the year before taxation		<u>11</u>	<u>8</u>

Due to the timing differences between the receipt of capital grants and the vesting of the resultant assets in Council, there will be fluctuations in the reported results. This note shows, for comparative purposes only, the results without the impact of these transactions.

Note 6: Depreciation

	2014 \$000	2013 \$000
Plant	4	4
Furniture and Equipment	17	16
Total Depreciation	<u>21</u>	<u>20</u>

Note 7: Cash and cash equivalents

	2014	2013
	\$000	\$000
Bank Balances	176	163
Cash on hand	4	4
Short Term deposits	1,757	1,664
Total Cash and cash equivalents	1,937	1,831

Note 8: Trade and other receivables

	Note	2014	2013
		\$000	\$000
Trade Receivables		40	27
Trade Receivables due from Wellington City Council	20	421	458
Less provision for impairment of trade receivables		-	-
Net Trade Receivables		461	485
GST Receivable		2	63
Prepayments		10	6
Total Current Trade and other receivables		12	69
Total Trade and other receivables		473	554

Provision for impairment of trade and other receivables

	2014	2013
	\$000	\$000
Opening Balance	-	-
Additional or increased provision made	-	-
Release of provision	-	-
Provision for impairment of trade and other receivables-closing balance	-	-

Further information on the collectability of trade and other receivables is contained in Note 17: Financial Instruments.

Note 9: Inventories

	2014 \$000	2013 \$000
Inventory – Zoo Shop	48	61
Total Inventories	48	61

Note 10: Property, Plant and Equipment

	2014 \$000	2013 \$000
Operational Assets		
Plant		
Plant at cost – opening balance	48	48
Accumulated depreciation	(31)	(28)
Total Plant – opening balance	17	20
Additions	-	-
Disposals	-	-
Depreciation Expense	(4)	(3)
Total plant – closing balance	13	17
Furniture and Equipment		
Furniture and Equipment at cost – opening balance	171	159
Accumulated Depreciation	(98)	(81)
Total Furniture and Equipment – opening balance	73	78
Additions	-	12
Disposals	-	-
Depreciation Expense	(17)	(17)
Total Furniture and equipment – closing balance	56	73
Total Operational Assets	69	90
Work in progress		
Work in progress at cost – opening balance	1	-
Additions	-	-
Other	(1)	1
Capitalised to asset classes	-	-
Work in progress at cost – closing balance	-	1

Projects that will be vested to Wellington City Council are permanent structures or fixtures that are built by the Trust on land owned by the Wellington City Council.

Note 11: Taxation

The Trust is registered as a Charitable Trust and is exempt from income tax under the Income Tax Act 2007.

Note 12: Trade, Other Payables, Accruals and Monies held in Trust

	Note	2014 \$000	2013 \$000
Sundry Payables and Accruals		161	168
Trade Payables and Accruals		376	303
Trade Payables due to parent	20	293	639
Total Current Trade, Other Payables and Accruals		830	1,110
Donations held in Trust		179	202
Regional Amenities Fund (administered on behalf of Wellington Regional Amenities Fund)		154	-
Total Monies held in Trust		333	202

Note 13: Employee Benefits

	2014 \$000	2013 \$000
Payroll Accruals	27	22
Holiday Leave	235	227
Organisational performance payment	-	-
Retirement Gratuities	12	12
Total employee benefits	274	261
Represented by:		
Current	262	249
Non-current	12	12
Total employee benefits	274	261

The retirement gratuities liability is a contractual entitlement for a reducing number of employees who having qualified with 10 years service will on retirement be entitled to a payment based on years of service and current salary. This entitlement has not been offered to new employees since 1991.

The gross retirement gratuities liability inflation adjusted at 2.57% (2013:2.3%) as at 30 June 2014 after discounting is \$12,344 (2013:\$12,344). The discount rate used is 6.50% (2013:6.50%)

Note 14: Accumulated Funds and Retained Earnings

	Note	2014 \$000	2013 \$000
Accumulated Funds		-	-
Retained Earnings			
Opening Balance		295	287
Net surplus/(deficit)		72	94
Transfers from restricted funds	15	251	480
Transfers to restricted funds	15	(312)	(566)
Retained earnings – closing balance		<u>306</u>	<u>295</u>
Total accumulated funds and retained earnings		<u>306</u>	<u>295</u>

Note 15: Restricted Funds

	2014 \$000	2013 \$000
Trusts, Bequests and Capital Grants		
Opening Balance	350	401
Additional funds received	107	429
Funds utilised	(251)	(480)
Trusts Bequests and Capital Grants – closing balance	<u>206</u>	<u>350</u>
Animal Acquisition		
Opening Balance	172	35
Additional Operating Grants and Donations received	115	76
Transfers from Other Operating Income	90	61
Funds utilised	-	-
Animal Acquisition – closing balance	<u>377</u>	<u>172</u>
These funds are represented by:		
Opening Balance	522	436
Transfers from retained earnings	312	566
Transfers to retained earnings	(251)	(480)
Restricted Funds – closing balance	<u>583</u>	<u>522</u>



The Trust has accumulated funds of \$100 contributed by Wellington City Council upon establishment of the Trust on 1 July 2003.

Restricted Funds: Purpose of each reserve

Trusts, Bequests and Capital Grants are monies received for a specific purpose.

Animal Acquisition Reserve Fund is made up of money received specifically for the acquisition of animals as well as money that the Trust has tagged from Other Operating Income to fund future animal acquisitions.

Note 16: Reconciliation of Net surplus to Net cash flow from operating activities

	2014 \$000	2013 \$000
Reported surplus/(deficit)	72	94
Add /(deduct) non cash items:		
Vesting of Assets	-	-
Movement in provision for impairment of doubtful debts	-	-
Depreciation	21	20
Total non-cash items	<u>21</u>	<u>20</u>
Add/(deduct) movements in working capital		
(Increase)/Decrease in accounts receivable	23	187
(Increase)/Decrease in Inventory	13	1
(Increase)/Decrease in Prepayments	(4)	(6)
(Increase)/Decrease in GST Receivable	61	5
Increase/(Decrease) in accounts payable and accruals	(280)	207
Increase/(Decrease) in monies held in trust	131	39
Increase/(Decrease) in GST payable	-	-
Increase/(Decrease) in Other Liabilities	-	-
Increase/(Decrease) in Employee benefit liabilities	13	(121)
Increase/(Decrease) in Revenue in Advance	54	76
Total working capital movement	<u>11</u>	<u>388</u>
Net cashflow from operating activities	<u>104</u>	<u>502</u>

Note 17: Financial Instruments

The Zoo's financial instrument categories include financial assets (cash and cash equivalents, loans and receivables and financial liabilities (payables that arise directly from operations and borrowings). The main purpose of the Zoo's financial instruments is to raise finance for the Zoo's operations.

As part of its normal operations, the Zoo is exposed to credit risk, interest rate risk and liquidity risk. The Zoo's exposure to these risks and the action that the Zoo has taken to minimise the impact of these risks is outlined as follows:

Note 17: Financial Instruments (continued)

Fair Value

Fair value is the amount for which an item could be exchanged, or a liability settled, between knowledgeable and willing parties in an arms length transaction. The fair values and carrying amounts of all financial instruments are detailed below by class:

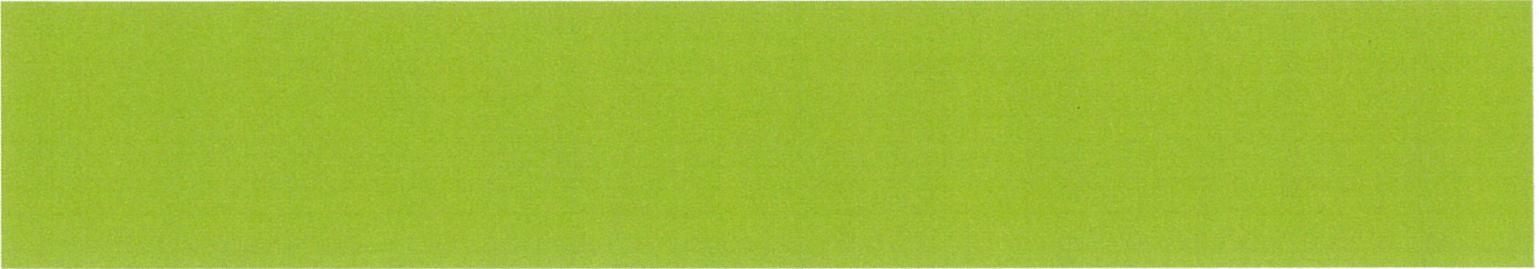
	Note	2014		2013	
		Fair Value \$000	Carrying Amount \$000	Fair Value \$000	Carrying Amount \$000
Financial Assets					
Cash and cash equivalents	7	1,937	1,937	1,831	1,831
Trade receivables, loans and other receivables					
– Trade Receivables	8	40	40	27	27
– Other Receivables	8	421	421	458	458
Financial Liabilities					
Payables		830	830	1,110	1,110

Credit Risk

Credit risk is the risk that a third party will default on its obligations to the Trust, therefore causing a loss. The Trust is not exposed to any material concentrations of credit risk, noting that all Cash and Cash equivalent balances are held with one bank. Receivables balances are monitored on an ongoing basis with the result that the Trust's exposure to bad debts is not significant. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

The Zoo's maximum exposure to credit risk at balance date is:

	Note	2014 \$000	2013 \$000
Financial Assets			
Cash and cash equivalents	7	1,937	1,831
Trade receivables, loans and other receivables			
– Trade Receivables	8	40	27
– Other Receivables	8	421	458
Total Financial Assets		2,398	2,316



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Note 17: Financial Instruments (continued)

The status of trade receivables at the reporting date is as follows:

		2014		2013	
		Gross Receivable \$000	Impairment \$000	Gross Receivable \$000	Impairment \$000
Not past due	8	461	-	416	-
Past due 0-3 months	8	-	-	69	-
Past due 3-6 months	8	-	-	-	-
Past due more than 6 months	8	-	-	-	-
Total trade and other receivables		461	-	485	-

Liquidity risk

Liquidity risk is the risk arising from unmatched cash flows and maturities.

On a cash flow basis, the Trust maintains sufficient funds to cover all obligations as they fall due. Facilities are maintained in accordance with the Zoo's Treasury Management Policy and Guidelines.

The following table sets out the contractual cash flows for all financial liabilities that are settled on a gross cash flow basis. Contractual cash flows for financial liabilities comprise the notional amount and interest payment.

		2014				
Statement of Financial Position	Total Contractual Cashflows	0-12 months	1-2 years	1-2 years		
\$000	\$000	\$000	\$000	\$000	\$000	
Variable rate instruments						
Cash and cash equivalents	7	1,937	1,937	1,937	-	
Total variable rate instruments		1,937	1,937	1,937	-	

		2013				
Statement of Financial Position	Total Contractual Cashflows	0-12 months	1-2 years	1-2 years		
\$000	\$000	\$000	\$000	\$000	\$000	
Variable rate instruments						
Cash and cash equivalents	7	1,831	1,831	1,831	-	
Total variable rate instruments		1,831	1,831	1,831	-	

		2014				
	Note	Statement of Financial Position \$000	Total Contractual Cashflows \$000	0-12 months \$000	1-2 years \$000	1-2 years \$000
Trade and other payables	12	830	830	830	-	-
Total financial liabilities settled on a gross basis		830	830	830	-	-

		2013				
	Note	Statement of Financial Position \$000	Total Contractual Cashflows \$000	0-12 months \$000	1-2 years \$000	1-2 years \$000
Trade and other payables	12	1,110	1,110	1,110	-	-
Total financial liabilities settled on a gross basis		1,110	1,110	1,110	-	-

Note 17: Financial Instruments (continued)

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Trust's financial instruments will fluctuate due to changes in market interest rates. The Trust is exposed to interest rate risk from its interest-earning financial assets. The Trust is risk averse and seeks to minimise exposure arising from its treasury activities. It does not undertake unnecessary investment or borrowing activity, nor is it speculative in the activity it undertakes; the overall intention being to avoid placing the capital value of individual investment and borrowing facilities at risk.

The effective interest rate on our on-call facility is 3.45%.

Equity Management

The Zoo's equity includes accumulated funds and retained earnings and restricted funds which comprise special funds, reserve funds and trusts and bequests.

The Local Government Act 2002 requires the Zoo to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community.

Note 18: Commitments

The Trust has a commitment to Wellington City Council (the Council) relating to the Zoo Capital Plan, a 10 year capital programme totalling \$20.881 million which commenced in 2006/07. The Council has approved a capital expenditure budget of \$15.661 million towards the Zoo Capital Plan to be spent over the 10 year period, starting in 2006/07. This funding is contingent on the Trust generating external sponsorship funding of \$5.221 million over the duration of the Zoo Capital Plan.

Wellington City Council has approved this funding subject to the following:

- That the Trust manages its projects within the annual capital expenditure budgets
- Wellington City Council Officers monitor the projects and review their status prior to tendering for any construction contracts
- Wellington City Council Officers will not authorise any contracts that would result in a material overspend of Wellington City Council capital expenditure budgets.

As at 30 June 2014, the Trust has vested \$4.547 million to the Council and has committed to fund an additional \$0.674 million over the period from 30 June 2014 to 30 June 2016. In line with the Contract for Services, this amount will be paid on receipt of external sponsorship funding. If external funding targets are not met then it is at the Council's discretion to amend the Plan accordingly.

The Trust had no operating lease commitments as at 30 June 2014. Payments due not later than one year Nil, payments due between one to two years Nil (2013:Nil).

Note 19: Contingencies

The Trust had no contingent liabilities as at 30 June 2014 (2013:Nil).

Note 20: Intra group transactions and balances

	2014 \$000	2013 \$000
Revenue for services provided to the Zoo from:		
Wellington City Council	362	646
	<u>362</u>	<u>646</u>
Revenue for services received by the Zoo from:		
Wellington City Council	2,724	2,802
	<u>2,724</u>	<u>2,802</u>
Current receivables owing to the Zoo from:		
Wellington City Council	421	458
	<u>421</u>	<u>458</u>
Current payables owing from the Zoo to:		
Wellington City Council	293	639
	<u>293</u>	<u>639</u>

Note 21: Related Party disclosures

Key Management Personnel compensation

	2014 \$000	2013 \$000
Salaries and other short term employee benefits	932	1,028
Post-employment benefits	-	-
Other long term benefits	-	-
Termination benefits	-	-
Total Key Management Personnel Compensation	932	1,028

Key management personnel include the Chief Executive, other senior management personnel and Trustees.

Trustee's Remunerations

Trustee's remuneration is any money, consideration or benefit received, receivable or otherwise made available, directly or indirectly, to a trustee.

The following people held office as trustees of the Zoo during the reporting period. The aggregate remuneration paid to the trustees during the year totalled \$81,250 (2013:\$87,500) and is disaggregated and classified as follows:

Trustee Remuneration	2014 \$000	2013 \$000
Ross Martin	31	30
Frances Russell	16	15
Linda Meade	15	13
Simon Marsh	4	15
Alan Dixon	15	15
Total Trustee Remuneration	81	88

Related party transactions

During the year trustees and key management, as part of a normal customer relationship, were involved in minor transactions with the Trust.

The Trust receives a grant from the Wellington City Council under a Contract for Services. In addition, the Wellington City Council receives/(pays) amounts for the provision/(receipt) of other goods and services. These other transactions are conducted on an arms-length basis. The amounts owing to/from related party balances are disclosed in Note 20.

Services received from the Zoo Aquarium Association (ZAA) in 2014:\$3,328.59 (2013:Nil). Karen Fifield who is the Chief Executive of the Zoo is the President of ZAA. This transaction was also conducted on an arms-length basis. Grants received from Wellington Community Trust in 2014 \$50,000.00 (2013:\$12,000.00). Frances Russell who is a trustee of the Zoo was also the Executive Director of Wellington Community Trust. This transaction was also conducted on an arms-length basis.

Note 21: Related Party disclosures (continued)

The Trust also purchased services from the Zoo Aquarium Association (ZAA). These services cost \$43,005.84 (2013:\$34,205.93) and were supplied on normal commercial terms. There was an outstanding balance for unpaid invoices at year end of \$Nil (2013: Nil). Karen Fifield who is the Chief Executive of the Zoo is the President of ZAA.

Simon Marsh who is a trustee of the Zoo, is a Director of Hermes Management Limited. His Trustee fees of \$3,750 (2103: \$15,000) were paid to Hermes Management Limited. There is a Nil balance at year end (2013: \$4,312.50). Linda Meade who is a trustee of the Zoo is a Director of Daisies Daycare Limited purchased services from the Zoo for \$86.96 (2103:Nil) and these services were supplied at normal commercial terms. (2013:Nil) . There is a Nil balance outstanding for unpaid invoices at year end (2013:Nil).

No provision has been required, nor any expense recognised for impairment of receivables for any loans or other receivables to related parties (2013:\$Nil).

Note 22: Severance Payments

In accordance with the Schedule 10, section 19 of the Local Government Act 2002, the Zoo is required to disclose the number of employees who received severance payments during the year and the amount of each severance payment made.

Severance payments include any consideration (monetary and non-monetary) provided to any employee in respect of the employee's agreement to the termination of their employment with the Trust. Severance payments exclude any final payment of salary, holiday pay and superannuation contributions.

For the year ended 30 June 2014, the Trust made one severance payment. \$35,000 . (2013:\$35,000).

Note 23: Events after balance date

There were no significant events after balance date that affect the financial statements.

Statement of Intent Key Performance Indicators

For the year ended 30 June 2014

A Statement of Intent was prepared for 2013/14. The Statement of Intent was delivered to Wellington City Council on 27th February 2013 and approved by them on 20th June 2013 including the following performance indicators.

Measure	Target 2013/14	Result 2013/14	Result 2012/13	Narrative
Meeting ZCP project timing and budget programme	Completion of Dingoes, Wallabies (Neighbourhoods), and Servals Start Meet the Locals (MTL)	Dingoes, Wallabies (Neighbourhoods) completed Tasmanian Devils completed Servals under construction. MTL Concept and Developed Design Completed	Asia Precinct completed Hero HQ completed Dingoes, Wallabies (Neighbourhoods) under construction	
25% vesting target achieved	25% of CAPEX spend from CX340	25% target met: \$240,707 vested based on actual capital Spend of \$962,826	\$406,538	We have changed the way we state this measure to reduce confusion at WCC regarding our fundraising targets which are linked to 25%CAPEX spend and not an independent number. The measure in the SOI read as 'Fundraising targets for ZCP reached or exceeded'. The target was \$400,000 based on \$2M CAPEX spend.
Increase total admissions by 2% each year on base year 2005/06 (170,116 visitors) as per Business Plan	216,890	227,434	232,130	Above target, driven by opening of the Australia Precinct, Tasmanian Devils and ongoing value for money. We enjoyed the busiest day in our history on Wellington Open Day with 7,006 visitors.
Average income per visitor (excluding WCC grant)	≥ \$14.82	\$14.01	\$13.82	Whilst we did not attain the target of \$14.82, this is our highest average income per visitor result to date.
Ratio of Trust generated income as % of WCC grant	118%	117%	115%	

Statement of Intent Key Performance Indicators (continued)

Measure	Target 2013/14	Result 2013/14	Result 2012/13	Narrative
Average WCC subsidy per visitor	≤ \$12.52	\$11.94	\$12.06	Ahead of target, driven by visitation being significantly ahead of target for this financial year.
Collection in managed conservation breeding programmes (% of total Collection)	41%	40%	39.8%	
In the wild conservation projects supported	≥ 4	8	N/A	Free the Bears, 21 st Century Tiger, Proyecto Titi, AMLD (Golden Lion Tamarins), Kea Conservation Trust, Madagascar Fauna and Flora Group, Places for Penguins, Cheetah Outreach
Wellingtonians visiting the Zoo	50%	N/A	49%	This survey is no longer done by Wellington City Council and we will be using the measure below in the future as it is more targeted.
Measure visitor feedback and satisfaction	1 research project	1	1	Awaiting on final results of large scale visitor experience survey, to assess what makes the biggest impact for Zoo visitors and how the see the Zoo
Volunteer hours (9600 hours = 5 FTE)	> 5FTE (9,600 hours)	8,804 hours (4.6FTE)	8,048.25 hours (4.19 FTE)	
Staff turnover (excluding casual and fixed term roles)	< 15%	29.82%	17.24%	