

WELLINGTON



To: Wellington City Council CCO Performance Committee
From: Chairperson, Wellington Zoo Trust
Date: 6 May 2009

Third Quarter Report 2008/09 Financial Year

Highlights

- ④ Visitor numbers were 53,882 for the quarter, slightly under the budget of 54,600. A half price promotion day on Saturday 31st January attracted 1,626 visitors.
- ④ 1,942 people visited the Zoo on Sunday 1st March for Children's Day despite the initially drizzly weather.
- ④ Construction on The Nest is progressing well – on time and on budget. All the pre-cast concrete walls have been installed and the pool and many floor slabs cast with steelwork now being erected. Interpretation for Nest is also well underway.
- ④ In March we had highest number of animal contact hours in the Zoo to date – our visitors came face to face with 89 animals over 36.8 hours (3300 visitors had contact). During the quarter, a total of 7850 people came into contact with an animal out in the zoo (80.25 hours).



A young visitor enjoying the activities on Neighbours Night, January 2009

A table showing progress against all KPIs for the quarter is attached at [Appendix 1](#).

1. Outstanding, intimate and unique visitor experiences

1.1 Visitors and events

- 🕒 Visitor numbers were 53,882 for the quarter with a budget of 54,600. This is only 718 visitors under budget for the quarter. A half price promotion day was held on Saturday 31st January which attracted 1,626 visitors.
- 🕒 The annual Neighbours BBQ was held on the evening of Thursday 29th January and 422 adults and 260 children came along to see the Zoo after hours and to enjoy a sausage and an ice block.
- 🕒 Valentines Day adults only evening at the Zoo attracted 244 visitors including four couples who paid for private dinners around the zoo. Saatchi & Saatchi helped with the advertising campaign for the event which included print, radio, and viral (video) media. Wellington Zoo was also promoted as the best Wellington destination for Valentine's Night on TVNZ's Breakfast show that morning.
- 🕒 The Dominion Post subscriber's day was held on Saturday 21st February and attracted 139 people tempted by the free entry to the Zoo.
- 🕒 Sunday 1st March was Children's Day at the Zoo and 1,942 people visited the Zoo despite the initially drizzly weather. There were plenty of activities to entertain visitors including The Plops, face painting, Zappo the Magician and a bouncy castle. There was also a giant roaming panda which was one of our Radio Network sponsors, on-site on the day with a few live cross-overs to keep ZB listeners in the loop/encourage people to come along.
- 🕒 Saturday 7th March was Wild Summer Night where the Zoo remained open until 8.00pm and visitors had the opportunity to meet the keepers. Zoo Crew members were sent invitations for the evening and special Zoo Crew only activities were held in the Wild Theatre.
- 🕒 The international launch of Weta's new children's TV show, The Wot Wots, was held at the Zoo on Sunday 22nd March. Weta "wotified" the Wild Theatre, Main Entrance, Living Room, Archibald Centre and Elephant House and over 150 VIP adults and children watched the very first worldwide screening in the Wild Theatre. The Wild Theatre and Elephant House were then open for the rest of the day for visitors to meet the Wot Wots, their creators and have some fun. More than 900 people visited on a drizzly day that reached a maximum of 15 degrees.



Martin Baynton and Richard Taylor at the Wot Wots launch

- Visitor feedback the Zoo receives is generally very positive. We take feedback seriously to identify ways that we can go on improving the visitor experience. Positive comments during the quarter included:

 - *“Spent the day at the zoo today. Weather wasn't so good...however the day shone for me. The Staff are awesome....especially the chimp talker at 11.30, the sun bear talker and Dion who was walking the dingo. I expected a lot from the Wellington Zoo and it far surpassed my expectations. The animals look very content and happy, and I just wanted to say a big thank you!”*
 - *“I was amazed at how much improvement in the grounds and talks there has been. We came about two years ago and it was disappointing but today has been great. I am a New Zealander living in Wellington and this was the first time I had seen a kiwi. Just wonderful thanks.”*
 - *“The zoo has really improved in the last two years that I have been here. It is great to have the animal Wild Theatre and is now a very informative part of the zoo trip. What a great job. The animals look very happy in their new enclosures.”*
 - *“The zoo is built like a guide tour, it shows you how to walk and see all the animals, whereas other zoos are too big, too unorganised.”*

1.2 Learning

- ④ Our learning team has been working with Capital E, another LEOTC provider in Wellington, to set up a combined learning experience e.g. children come here in the morning and then head to Capital E in the afternoon where they make movies or radio shows about the Zoo. We are trialling this combined session at the end of March 2009
- ④ In March we had highest number of animal contact hours in Zoo to date – our visitors came face to face with 89 animals over 36.8 hours (3300 visitors had contact). During the quarter, a total of 7850 people came into contact with an animal out in the zoo (80.25 hours)
- ④ Interpretation was installed at Contact Corner which shows the progress of the Zoo over time and what visitors, animals and staff can look forward to in the future
- ④ During this period 100% of teachers rated Zoo programmes as meeting or exceeding their learning intentions. Comments included well delivered, motivating programme” and “great way to reinforce what is happening in the classroom”
- ④ The Zoo’s LEOTC application was submitted to the Ministry of Education for funding for the next three years late last year and the Zoo was invited to negotiate a contract with them in April 2009.
- ④ We received a grant of \$30,000 from the Stout Foundation to carry out improvements to our Living Room (classroom) and this will be spent things such as the following:
 - ④ The ‘green’ wall will be covered with a large digital photo
 - ④ Carpet tiles to be fitted
 - ④ Whole room to be repainted
 - ④ A new ‘interactive’ whiteboard to be installed
 - ④ Photos used to obscure windows
 - ④ Fake tree and real plants installed
 - ④ Contact animals to be re-housed along the wall next to the shop

1.3 Capital Expenditure

The Zoo oversees the spending on two Wellington City Council Capital Expenditure (CAPEX) projects. These projects are CX125 Zoo Renewals and CX340 Zoo Upgrades.

CX340 Zoo Upgrades

The ZCP has been reviewed several times to ensure the allocation of funding from Wellington City Council is spent in the best possible way considering all drivers for the original case for the investment in the Zoo. The Board and senior management of the Zoo are working with Council Officers to manage the roll out of the projects in the most effective way.

Significant activities included the following:

- ④ Construction on The Nest is progressing well – on time and on budget. All the pre-cast concrete walls have been installed and the pool and many floor slabs cast with steelwork now being erected. Interpretation for Nest is also well underway and will highlight the reasons for care of the animals and conservation of our natural ecosystems.
- ④ Wild Theatre - To get the Wild Theatre looking its best for the Wot Wot's launch and the 'Big Bite Dinner' we have completed the clean up of the bleachers – removing all the paint and plaster bubbles. We took the opportunity to seal the wooden seats to prevent any further issues with the sap/stain leaking out. The Wild Theatre continues to be a valuable venue for the Zoo for delivery of visitor experience and conservation messages.
- ④ A concept design for the Catering & Function Facilities Project is currently being worked on by an architect and quantity surveyor. This project was originally targeted to improvement of the Archibald Centre but with capital investment received from Spotless Services (NZ) Limited towards this project, it has been reviewed to consider the best way of driving revenue and improving experience for the catering and function facilities on the site. Board approval was given to proceed with the next stage of the project and the procurement plan has been approved by Wellington City Council. The central area of the Zoo including the elephant house will become a hub of catering and function facilities which complement visitor flow and will unlock the potential for growing the functions side of the catering business. The main aspects are a 'sheltered covered area' suitable for functions and allowing for up to 100 seated diners or 300 standing, a finishing kitchen, a barbecue area, development of the Elephant House as a small café and children's play area and an extended exhibit to improve the appearance of this area as well as hiding some 'back of house' elements.

- The Meet the Locals Procurement Plan was approved by Wellington City Council and a fully formed project team is now working on the developed design. The Meet the Locals area covers the bottom bird aviaries (a health and safety and animal welfare risk area), the zebra paddock and the old giraffe paddock. A geotechnical survey of the area has been completed and survey of the existing storm water sewers has been carried out using CCTV. Amy Hughes, Manager Visitor Experience has been working with 3D Creative to develop potential overall themes and styles for the area.
- The capital programme is progressing well without any adverse effects on visitors during the busy summer period. Smaller upgrades such as refurbishment of the area around the Wild Dogs as part of the African Unity project have been favourably received and anecdotal feedback is that visitors are enjoying seeing their Zoo improve.

CX125 Zoo Renewals

The total budget for this project is \$178,550. The total budget will be expended by year end. The outcomes from this area ensure that the asset is continually maintained at 21st century standards for a visitor facility.

CX125	Available	Status
AV Equipment	18,500	P
Building Refurbishments	31,050	P
Enclosure Refurbishments	20,000	P
Equipment Upgrades	17,000	P
Fencing	11,500	P
Guttering Renewals	5,000	P
Hospital Equipment Replacement	15,500	N
Learning Equipment/Signs	5,000	P
Pushchairs/Wheelchairs	1,000	P
Security	3,000	P
Service Roads	5,000	P
Vehicle Renewal	40,000	N
Workshop equipment	6,000	P
AMP Budget	\$178,550	

Y = Done N = Not yet P= Partially

2. Industry Leadership

Animal management

Health

- ④ A new walking regime has been set for the two dingoes in consultation with a canine behaviourist, Paul Hutton, and they are now being walked several times a day around the Zoo. A Zoo Crew competition has been organised to name the pups.
- ④ One of the Kea chicks was found to have broken its leg. After treatment in the Zoo hospital, it has now healed fully and will be transferred to Auckland Zoo.

Significant Births (female:male:unknown)

- 0.0.3 Guinea fowl
- 0.0.1 Himalayan pheasant
- 0.0.2 North Island Kaka
- 0.1.0 Hamadryas baboon

Deaths

- ④ Male otter 'Yin' was found dead in his enclosure one morning. Vet Resident, Dr Lisa Argilla, drove his body to Massey University for a thorough pathology as the cause of death was not clear.
- ④ Spike, the Tuatara that was used for visitor contact, died suddenly of suspected septicaemia. The juvenile Tuatara in the Twilight will be used as his replacement once they have become conditioned to being handled
- ④ The male African Wild dog 'Zahabu' was scheduled for a quick anaesthesia to take a biopsy of a joint lesion, when he showed severe signs of cardiovascular and respiratory depression. He died during anaesthesia. The post mortem revealed multiple lesions of a very invasive haemangiosarcoma (tumours that arise from the cells that line blood vessels), a common cancer in domestic dogs.
- ④ Bubbles, the Red Necked Wallaby, was euthanased aged nine years after found in a seizure. The autopsy revealed gastric and intestinal bloat of unknown cause.

Transfers

- ④ Two Kaka have fledged and doing well. They are set to be released at Maungatautari Ecological Island Trust, Cambridge
- ④ King parrot, rosella sulphur crested and Major Mitchell cockatoos were introduced to male bats in Australian aviary

- ④ Three male llamas arrived from Nelson which have taken up residence in the Zebra paddock .
- ④ One of the female servals kittens born at the Zoo was transferred to Adelaide Zoo
- ④ Three spider monkeys (two females and a male) arrived - one from each of Hamilton Zoo, Auckland Zoo and Orana Wildlife Park, Christchurch. They have been introduced in quarantine and are currently be slowly introduced to the current troop on Monkey Island.
- ④ Two of the male Chimpanzees, Boyd and Gombe, are moving to a new chimp facility at Monarto Zoo, Adelaide, South Australia. This meant that the whole troop had to be tested for tuberculosis (all the results were negative). The two boys will now be transferred June/July 2009 accompanied by one of Wellington Zoo's keepers. This was delayed due to Australian CITES requirements.
- ④ One of the Peruvian Pink Toed Tarantulas headed off to Butterfly Creek (Airport Rd, Auckland) in exchange for the two small ones.

Proposed Animal Collection additions

Species	Gender	Status	Due
Pygmy marmoset	1:1:0	Importation from UK now possible, as revised Import Health Standard has been issued	June 2009
Antelope		Working towards importation from South Africa	
Spider Monkey	1.3.0	Arrived from Hamilton, Auckland and Orana Wildlife Park	Introductions between these three and the existing Spider Monkeys are currently taking place
Morepork	1.1	Coming from Hamilton for the Twilight and Auckland for Programs	Hamilton Morepork arrived
Kookaburra	Multiple	Coming from the wild, North of Auckland	2009
Specified Zoo Mammals		ERMA approval applied for (replaces all new Zoo Mammals)	Awaiting decision

3. Financial Sustainability

- ④ We have reached our \$30,000 target for the Community Campaign which will go towards fundraising targets for the Nest. As this was the first time the Zoo has embarked on a fundraising campaign of this nature we are very pleased with the result.
- ④ Our events with Kirkcaldie & Stains raised \$21,000 in total from the street party, shopping night and sales of the Christmas Sun Bears. This donation comes to us via the Rotary Club of Wellington
- ④ Major donors to the Zoo were invited to an after hours 'Friends BBQ' event at the African Savannah
- ④ Grants received during the quarter included:
 - Southern Trust for the Zoo Hospital \$80,000
 - Rotary Club of Wellington for the Zoo Hospital \$15,000
 - Kirkcaldie and Stains for the Zoo Hospital \$6,000

3.1 Financial results

The operating surplus for the quarter is \$210,581 against a budgeted surplus of \$100,292. This is due to revenue for the quarter being above budget due to impact of price increase and timing of receipt of operating grants. Personnel Expenditure is below budget for the quarter mainly due to some vacant positions and timing of training and development expenditure.

- ④ Total Visitor Revenue stands at 109% of budget for the quarter which includes revenue from attendances, events, encounters and retail purchases.
- ④ Visitor numbers were 53,882 for the quarter with a budget of 54,600. This is only 718 visitors under budget for the quarter. A half price promotion day was held on Saturday 31st January which attracted 1,626 visitors.

The quarterly Operating Statement is attached at Appendix 2.

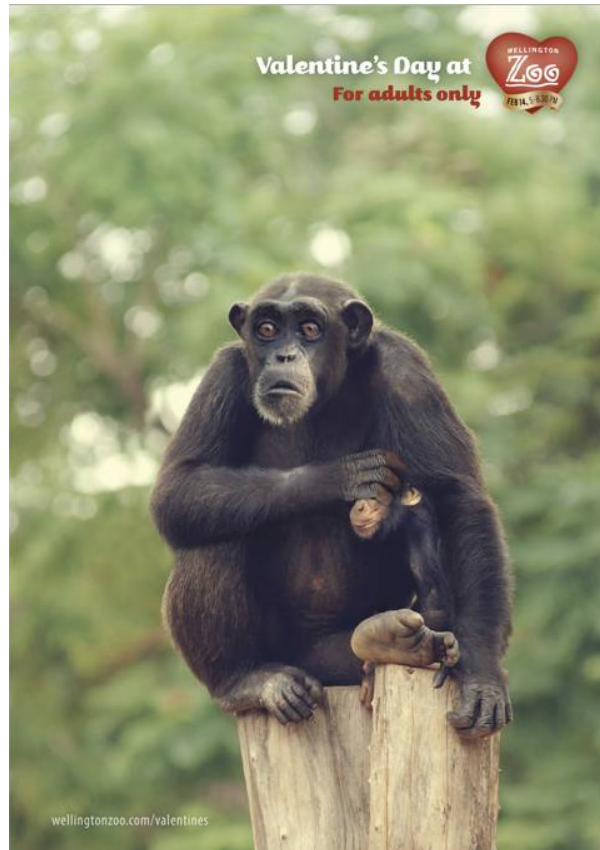
3.2 Commercial Development and Promotion

Our commercial development focus this year is on growing both visitor revenues and operational fundraising. Accomplishments during this quarter included:

- ④ A Sustainable Business Network function was held in the Wild Theatre. Guests were able to go on a behind the scenes tour with two of the Zoo's Property team to see the sustainability work that the Zoo is doing including the water tanks, composter, recycling. People really enjoyed themselves and had plenty of questions for Chief Executive, Karen Fifield regarding our sustainability initiatives and operations.
- ④ Wellington City Council staff were offered free entry to the Zoo on Saturday 28th February and Saturday 14th March on presentation of their security card. This is part of our recognition agreement for the support from WCC for the WZT.

Media coverage during the Quarter included:

- ④ The male lions' departure from the Zoo to Orana Park, Christchurch for one year captured both media and public interest, with news reports across radio, print and television media continuing into January 2009. Katja Geschke, Manager Conservation and Veterinary Research and Mauritz Basson, General Manager Operations were interviewed by TV3, TVNZ and Dominion Post
- ④ Hot on the tail of the lions was the arrival of the equally-photogenic dingoes. Stories ran on TV3, in the Dominion Post, on RadioLive, Newstalk ZB and have filtered through to regional community newspapers
- ④ There was a photo-feature in the Dominion Post of life behind the scenes here at the Zoo. The article included messages about modern zoo design, enrichment, and animal welfare
- ④ The Dominion Post science journalist had an interview with Mauritz Basson, General Manager Operations and Simon Eyre, Collections Coordinator, for an overview of the ways in which the Zoo acquires new animals, exchanges others, and disposes of dead animals. The article answered quite a few questions that have no-doubt had people wondering for a while, such as 'what happened to Kamala's body?' and 'how to dispose of a zebra?'
- ④ A video clip created by Saatchi and Saatchi was sent by email to promote Valentines Night at the Zoo. It had over 9000 views on YouTube and was provocative enough to get the advertising watchdogs interested, and has been highlighted on websites such as 'bestadsontv.com' and 'adrants.com'. The print ad won 'best ad of the month' on the Campaign Brief website (shown below).



Print ad for Valentines Night at the Zoo

- The Zoo was highlighted as the best of three selected destinations for Valentine's Day this year on TVNZ's Breakfast show.
- The Dominion Post printed a large photo of keepers moving blindfolded ostrich to the African Savannah. The TVNZ Breakfast show were so taken with the big birds they also showed their viewers the print story.



Lincoln Chapman, Simon Eyre and Bronwyn McCulloch leading a blindfolded ostrich to the African Savannah

- The new baby baboon won the battle for the camera when the Dominion Post came to the Zoo to photograph the baboon harem leaders. The boys behaved beautifully, but when the photographer spotted the little pink one it was all over.
- The Sunday Star Times featured a photograph of Richard Taylor and models of the Wot Wots on the giraffe deck. Tisa the giraffe positively snuggled Richard for the camera.

Community Campaign

Donations achieved as at 31 March 2009

Website donations	\$4,398
Direct Marketing	\$1,490
Onsite donations	\$1,955
Networks	\$17,598
Text to donate	\$650
Unsolicited donations	\$7,055
Total to date	\$33,146

4. Valued and motivated staff

- Karen Fifield, Chief Executive, attended Stanford University's Graduate School of Business Executive Programme for Non Profit Leaders, Palo Alto, California, United States during March and while in the US visited several zoos, museums and national parks for ideas for Wellington Zoo
- Amy Hughes, Manager Visitor Experience and Simon Eyre, Collections Coordinator attended the annual ARAZPA conference held at Sea World, Gold Coast, Australia late March. The theme for the conference was "Are we ready for X, Y, Z? – How do we reach Generations X, Y and Z?"
- The Zoo has achieved Primary Level in ACC's Workplace Safety Management Practices Programme (WSMP). This entitles the Zoo to a reduction in ACC levies.
- A Senior Management Team workshop was held on the 26th of February to look at the results of the "Star Performing Teams" 360 degree appraisal tool that they had been tested on. Compared to the 225 other NZ teams who have used this tool, the Zoo's Senior Management Team sits well above average on the factors tested.
- The annual staff survey closed on the 15th of March and we had a 100% response rate to the online survey. In previous years the response rate has reached no higher than 70% and results were presented to staff on the 1st of April at a full staff meeting. Some key result areas saw improvements of up to 30% on last year.
- Gemma Stewart, Volunteer Coordinator, went to Otago peninsula with Katja Geschke, Manager Conservation and Vet Research to help with the Department of Conservation's sea lion project and to learn about and participate in field conservation.
- Nick Gyde, Builder, has successfully completed his carpentry apprenticeship. His manager is currently investigating the possibility of obtaining a grant that would give him the opportunity to work overseas for a period time.
- Our 2008/09 staff learning calendar continued and five in-house training sessions were held during the quarter including:
 - *How to Read Technical Drawings*
 - *Computer Skills Part 2 - Beginners Guide to Microsoft Excel*
 - *Leading by Example*
 - *Running Effective Meetings*
 - *Computer Skills Part 3*

5. Lead or participate in conservation and research programmes

- ④ International Customs Day was Jan 26th and the Zoo was there with a tuatara to let people meet a NZ native animal and to help them realise why it's so important to protect our borders.
- ④ The Manager Conservation and Veterinary Science was part of a six person Department of Conservation field team on the Auckland Islands during January and February 2009 focusing on New Zealand's largest Sea lion colony and anaesthetising eight females and up to six mature males for satellite transmitter, time-depth-recorder attachment and obtaining health samples (blood, blubber, etc). They also captured and took samples from Yellow-eyed penguins, GPS documentation of Southern Royal Albatross nest sites, as well as pathology of all dead native animals on the island.
- ④ Philip Wisker, Keeper, went to Mokoia Island Wildlife Sanctuary in Lake Rotorua to assist with screening of various bird species (Saddleback, Robins, Tuis, etc) for blood parasites (in particular avian malaria). This project was funded by the Ministry of Agriculture and Forestry and run by Massey scientist Dr Isabelle Castro.
- ④ Simon Hunt, Keeper, supported the Chatham Island Albatross Project for four weeks during the breeding season January/February 2009
- ④ Bronwyn McCulloch, Keeper, is travelling to Codfish Island soon to help raise kakapo chicks on Codfish Island.



Simon Hunt, working as part of the Chatham Island Albatross Project

6. Lasting community support and participation

- The average number of volunteer hours for the quarter was 787 hours per month equivalent to 4.9 FTE.
- Volunteers are now rostered to specific sections of the Zoo and work with keeping staff as to their tasks for the day. Both staff and volunteers alike are enthusiastic about the changes and are enjoying working together more closely. Previously, the Volunteer Coordinator would assign all tasks.
- New visitor experience focused volunteers have been recruited to work at the Zoo. Initially they will assist at talks, touch tables for visitors or will be available in the zoo to answer any questions for visitors. This is a new and exciting step for the volunteer programme at Wellington Zoo.
- Two American volunteers from the Live NZ programme will be working at the Zoo for six weeks
- Six corporate groups volunteered at the Zoo during March, four groups in February and enquiries are continuing to come in.
- This photo is of Januek Subra age 7 and his parents Praba and Sandra planting young Tuapata seedlings for future browse for our animals to celebrate Januek's 7th birthday. It was a wet Saturday and all involved enjoyed the experience. The family are regular zoo visitors, are excited to re-visit and see the growth of the trees they planted and to tell and show other people their trees they planted.



Denise Church

Denise Church

Chairperson, Wellington Zoo Trust Board

Appendix 1 - Measures

Measure	Frequency of measure	Target 2008/09	YTD 2008/09	Actual 2007/08
<i>Outstanding, intimate & unique visitor experiences</i>				
ZCP Projects delivered on time, on budget- Hospital built within 10 to 15 months	Annually	Yes	NA	Yes, 2
Collection Plan developed by September 08	Annually	Yes	Completed July 2008	Completed April 08
Projects to assess visitor learning	Annually	>2	1	2
School Learning outcomes-effectiveness	Annually	>97% teachers agree learning was effective	100% teachers agreed learning was effective	100% teachers agreed learning was effective
Number of school visits (students)	Annually	>14,700	12,157	14,906
<i>Industry Leadership</i>				
Staff involved with ARAZPA Committees or positions	Annually	>5	8	11
<i>Financial sustainability</i>				
Fundraising targets for ZCP met	Annually	\$569,150	\$413,626	\$840,389
Average retail income per retail visitor	Annually	>\$8.60	\$9.03	\$8.19
Increase total admissions by 2% each year on base year 2005/06 (170,116 visitors)	Annually	180,560	141,552	182,540
Average income per visitor (excluding WCC grant)	Quarterly	\$11.71	\$13.32	\$11.78
Ratio of Trust generated income as % of WCC grant	Quarterly	79%	94%	80%
Average WCC subsidy per visitor	Quarterly	\$14.88	\$14.24	\$14.72
Zoo Crew memberships by June 2009	Annually	3,000	2,188	2,033
<i>Valued and motivated staff</i>				
All staff have PDP review	Annually	July 2008	Completed	New Measure
Staff Survey conducted	Annually	October 2008	NA	Completed
Staff turnover (permanent staff)	Annually	<15%	19.1%	24%
<i>Lead or participate in conservation and research programmes</i>				
Programme Managed Species (% of total Collection)	Annually	>38%	42%	42%
Participation in conservation programmes	Annually	>2	9	9
<i>Lasting Community support and participation</i>				
Partnerships formed with written MOUs	Annually	>6	9	New Measure
Volunteer hours (FTE)	Annually	>5 FTE	4.9 FTE	2.8 FTE
Wellingtonians visiting the zoo	Annually	>49%	NA	49%

Appendix 2 – Financial Statements

Wellington Zoo Trust

OPERATING STATEMENT OF FINANCIAL PERFORMANCE For the Quarterly Results to 31st March 2009 and YTD March 2009

3rd Quarter (01 January - 31 March 09)				YTD March 09				
Actual \$'s	Budget \$'s	Variance \$'s	Variance %		Actual \$'s	Budget \$'s	Variance \$'s	Variance %
66,599	72,000	(5,401)	(8%)	Sale of Goods	195,069	201,500	(6,431)	(3%)
532,943	478,805	54,138	11%	Admissions Income	1,378,535	1,254,539	123,996	10%
23,800	12,000	11,800	-	Interest	102,537	28,000	74,537	266%
29,181	25,000	4,181	17%	Café License Fee	62,662	75,000	(12,338)	(16%)
18,889	18,888	1	0%	MOE Grants	56,667	56,666	1	0%
671,873	671,875	(2)	(0%)	WCC Operating Grants	2,015,625	2,015,625	0	0%
2,500	17,231	(14,731)	-	Grants and Sponsorship Received-Operational	90,104	51,693	38,411	0%
1,345,785	1,295,799	49,986	4%	Total Operating Income	3,901,199	3,683,023	218,176	6%
21,000	0	21,000	-	Grants and Sponsorship Received-Capital	423,954	-	423,954	-
21,000	-	21,000	-	Total Non-Operating Income	423,954	-	423,954	-
1,366,785	1,295,799	70,986	5%	Total Income	4,325,153	3,683,023	642,130	17%
669,433	724,573	55,140	8%	Employee Remuneration	2,109,138	2,171,370	62,232	3%
65,692	78,508	12,816	16%	Other Employee Costs	250,665	235,524	(15,141)	(6%)
735,125	803,081	67,956	8%	Personnel Expenditure	2,359,803	2,406,894	47,091	2%
112,890	72,875	(40,015)	(55%)	Marketing Costs	194,373	206,125	11,752	6%
31,217	39,050	7,833	20%	Administration Costs	114,315	125,550	11,235	9%
5,426	10,000	4,574	0%	Animal Acquisition Costs	13,937	30,000	16,063	0%
37,985	10,000	(27,985)	(280%)	Travel & Accommodation	61,613	30,000	(31,613)	(105%)
6,817	6,625	(192)	(3%)	Telecommunication Costs	17,217	19,875	2,658	13%
12,434	17,500	5,066	29%	Professional Costs	47,595	62,000	14,405	23%
0	400	400	100%	IT Costs	1,146	1,200	54	5%
87,209	58,975	(28,234)	(48%)	Utility Costs	183,514	185,925	2,411	1%
700	4,300	3,600	84%	Vehicle & Plant Costs	10,986	12,900	1,914	15%
181,379	187,764	6,385	3%	Contracts, Services & Material	529,751	558,288	28,537	5%
5,174	8,000	2,826	35%	Depreciatn & Loss/Gain on Sale	15,520	24,000	8,480	35%
481,231	415,489	(65,742)	(16%)	General Expenses	1,189,967	1,255,863	65,896	5%
1,216,356	1,218,570	2,214	0%	Total Operating Expenses	3,549,770	3,662,757	112,987	3%
0	0	0		Vesting of Assets	200,000	-	(200,000)	-
0	0	(200,000)		Total Vesting Expense	200,000	-	(200,000)	
1,216,356	1,218,570	2,214	0%	Total Expenses	3,749,770	3,662,757	(87,013)	(2%)
(60,152)	(23,063)	37,089	(161%)	Recovery Of Labour Charges	(106,277)	(69,188)	37,089	(54%)
189,581	100,292	89,289		Total Operating Surplus/(Deficit)	457,706	89,454	368,252	
21,000	-	21,000		Total Non-Operating Surplus/ (Deficit)	223,954	-	223,954	
210,581	100,292	110,289		TOTAL SURPLUS / (DEFICIT)	681,660	89,454	592,206	

Actual 30-Jun-08	EARNINGS STATEMENT	Qtr to 31-Mar-09
	Revenue	
1832	Trading Income	1572
2688	WCC Grants	2016
76	Other Grants	57
511	Sponsorships and Donations	514
113	Investment Income	103
58	Other Income	63
5,278	Total Revenue	4,325
	Expenditure	
3,007	Employee Costs	2,254
1,613	Other Operating Expenses	1,174
14	Depreciation	16
0	Interest	
	Vested Assets	200
4,634	Total Expenditure	3,644
644	Net Surplus/(Deficit) before Taxation	681
0	Taxation Expense	
644	Net Surplus/(Deficit)	681
12.2%	Operating Margin	15.7%

Actual 30-Jun-08	STATEMENT OF FINANCIAL POSITION	As at 31-Mar-09
	Shareholder/Trust Funds	
0	Share Capital/Settled Funds	0
0	Revaluation Reserves	0
	Restricted Funds	0
950	Retained Earnings	1,631
950	Total Shareholder/Trust Funds	1,631
	Current Assets	
1,419	Cash and Bank	2,518
236	Accounts Receivable	79
66	Other Current Assets	44
1,721	Total Current Assets	2,641
	Investments	
0	Deposits on Call	0
0	Other Investments	0
0	Total Investments	0
	Non-Current Assets	
129	Fixed Assets	392
0	Other Non-current Assets	0
129	Total Non-current Assets	392
1,850	Total Assets	3,033
	Current Liabilities	
388	Accounts Payable and Accruals	329
	Provisions	
473	Other Current Liabilities	1,034
861	Total Current Liabilities	1,363
	Non-Current Liabilities	
0	Loans - WCC	0
0	Loans - Other	0
39	Other Non-Current Liabilities	39
39	Total Non-Current Liabilities	39
950	Net Assets	1,631
2.0	Current Ratio	1.9
51.4%	Equity Ratio	53.8%

Actual 30-Jun-08	STATEMENT OF CASH FLOWS	Qtr to Mar-09
	<i>Cash provided from:</i>	
1,930	Trading Receipts	2,075
2,688	WCC Grants	3023
	Other Grants	
511	Sponsorships and Donations	368
113	Investment Income	112
39	Other Income	1,054
5,281		6,632
	<i>Cash applied to:</i>	
3,033	Payments to Employees	2,381
2,172	Payments to Suppliers	3,152
	Net GST Cashflow	
	Other Operating Costs (VESTING)	
	Interest Paid	0
5,205		5,533
76	Total Operating Cash Flow	1,099
	Investing Cash Flow	
	<i>Cash provided from:</i>	
	Sale of Fixed Assets	
	Other	
0		0
	<i>Cash applied to:</i>	
71	Purchase of Fixed Assets	
	Other -vesting Cash for Capital Projects	0
71		0
(71)	Total Investing Cash Flow	0

Actual 30-Jun-08	STATEMENT OF CASH FLOWS (CONT)	Qtr to 31-Mar-09
	Financing Cash Flow	
	<i>Cash provided from:</i>	
	Drawdown of Loans	
	Other	
0		0
	<i>Cash applied to:</i>	
	Repayment of Loans	
	Other	
0		0
0	Total Financing Cash Flow	0
5	Net Increase/(Decrease) in Cash Held	1,099
1,414	Opening Cash Equivalents	1,419
1,419	Closing Cash Equivalents	2,518

Actual 30-Jun-08	CASH FLOW RECONCILIATION	Qtr to 31-Mar-09
644	Operating Surplus/(Deficit) for the Year	681
	Add Non Cash Items	
14	Depreciation	16
	Other (Gifted Hospital Assets)	
658		697
	Movements in Working Capital	
(49)	(Increase)/Decrease in Receivables	157
45	(Increase)/Decrease in Other Current Assets	22
(523)	Increase/(Decrease) in Accounts Payable	(59)
(55)	Increase/(Decrease) in Other Current Liabilities	561
(582)		681
	Net Gain/(Loss) on Sale:	
	Fixed Assets	(279)
	Investments	0
0		(279)
76	Net Cash Flow from Operations	1,099