

**To:** Wellington City Council CCO Performance Committee

**From:** Wellington Zoo Trust

**Date:** 31 December 2009

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## Second Quarter Report 2009/10 Financial Year

### *Highlights*

- The Nest – Te Kōhanga was successfully opened by Her Worship, The Mayor, Kerry Prendergast on December 9. This facility also had an Iwi blessing on December 8. This \$6m project has linked all areas of the Zoo- experience and learning, veterinary, life sciences, property, commercial development, projects, people and culture, conservation and sustainability and finance in one way or another.
- The visitor numbers were up YTD December by 74 people despite the terrible weather Wellington experienced towards the end of 2009.
- Our stunning African Village was opened in November by Her Worship, The Mayor Kerry Prendergast. The African Village as completed on time and on budget and looks great. This \$50,000 in house project was built with funding from the Colin Webster Watson Family Trust.
- Wellington Zoo Trust was the winner of the National Peoples Choice Sustainable Business of the Year Award at the NZE National Sustainability Awards in November.
- Karen Fifield (CEO) was the winner in the inaugural HER Business Businesswoman of the Year Awards in the categories of Sustainability and Outstanding Corporate Leadership.



The Nest Te Kōhanga official opening



The African Village Official Opening



Inaugural HER Business Businesswoman of the Year Awards

## 1. Outstanding, intimate and unique visitor experiences

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### 1.1 Visitors and events

- Visitor numbers for the 2<sup>nd</sup> quarter were down by 3,930 and this is due to the unusually bad weather Wellington experienced towards the end of 2009. However numbers are up YTD overall by 74 people.
- The Veterinary and Visitor Experience team are doing an outstanding job of communicating what is going on inside The Nest Te Kōhanga with animal operations and general procedures. An exceptional DVD was also created of the Vet team during medical training of the animals which is played during the day at The Nest Te Kōhanga.
- All staff who deliver talks to our visitors (guides, keepers, educators, vet nurses) attended the POWER workshops. Our senior staff were trained by external consultants to roll out the training to the rest of the staff. The training was based around preparing and developing relevant and interesting animal talks and presentations, and the model also works for encounters and sleepovers.

### What was the best part of your Zoo visit today?

- Just over half of those who answered this question (53%) identified the animals – particularly the giraffes as the best part of their visit.
- A third of respondents identified talks as the best part of their visit – especially the Wild Theatre presentation, the tiger talk and the giraffe talk.
- 4% of our visitors identified the improvements we have made as the best part of their visit and several also mentioned that the friendly and knowledgeable staff were the best part of their visit.

### Sample comments include:

- 'Great bonding time with friends in a fantastic educational environment'
- 'Seeing so many of the animals content and up close'
- 'Seeing the kiwi - never seen him before. All the new enclosures - just a great improvement'
- 'Seeing the sun bear - it used to always be empty. Giraffe enclosure – beautiful'

### Is there anything else you would like to comment on? We value your feedback.

- Of the 109 people who had more comments about their visit, 61 (56%) were positive – many mentioning our friendly helpful staff.
- Several mentioned the lack of a food outlet available in the middle of the Zoo – this is being addressed with The Hub project.
- Also mentioned was lack of information on our signs – again as we upgrade different areas of the Zoo, the signs have more information on them (e.g. Africa and The Nest Te Kōhanga).

## 1.2 Learning

- An animal enrichment project was completed by Wellington Girls High School students, with the final visit incorporating a feedback session and footage of their enrichment toy being used by our animals.

### Learning Summary

Still tracking well year to date, October figures are down on last year's – mainly due to training of new full time and casual educators.

### Learning Summary

		Dec 08/09	YTD 08/09	Dec 09/10	YTD 09/10
<b>Activity</b>	<b>Target (learners)</b>				
Zoo School (LEOTC)	9000	1489	7183	1389	7147
Holiday Programme	870	0	612	0	603
<b>Total</b>	<b>9870</b>	1489	7795	1389	7750

## 2. Capital projects

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### 2.1 CX340 Zoo Upgrades

Significant activities include the following:

#### African Unity

Project is complete and officially opened on 14<sup>th</sup> November 2009. Another successful small project which adds to the ever changing face of the Zoo as it undergoes redevelopment

#### Meet the Locals

Developed design is progressing with new updated drawings produced by Studio Hanson Roberts. Result of discussions on ZCP4 with WCC will have an impact on how we progress this project but the next steps are intended to be:

- Completion of developed design of whole project.
- Relocation of porcupines to make room for new Bird Breeding & Care Facility (previously Conservation Corner)
- Completion of interpretive design for Bird Breeding & Care Facility to allow completion of developed design, detailed design, tender and with the intention of beginning construction of the aviaries in the autumn.

#### The Nest - *Te Kohanga*

Construction and handover completed by due date of 20<sup>th</sup> November. Final cost will not be available until agreement has been reached on all contractor claims but expected to be close to \$6.2 million. . Commissioning of mechanical electrical systems will be completed by 27 November and the Zoo began relocating to the new building on 23 November and was fully operational by 27 November.

#### The Hub

The Zoo's SMT carried out a review of this project in light of the Board's comments and the catering situation. A new concept will be presented for the Board's approval at the December Board meeting but the main change is that we are now proposing the possibility of demolishing the old elephant house. We believe that there are too many compromises involved in retaining this building and that money used to refit it would be better spent on brand new facilities that improve the visitor experience and unify this area of the Zoo. However we will investigate all options before any decisions are made.

### **Savannah Survival – Lion Dens**

The redevelopment of the lion dens is currently out to tender. Tender return date is 4<sup>th</sup> December. The construction programme is dependent upon the timing of more than one funding application but this project will allow both males and females to be displayed together when our males return from Orana Park in Christchurch where they have been on breeding loan.

### **Sun Bears**

A husbandry brief has been developed for this project and it is our intention to create a project brief for Board approval at the February meeting. The Asia precinct will include building a new Sun Bear exhibit, improved viewing for tigers, a refurbishment of the existing Sun Bear exhibit for Himalayan tahr and links to the Red Panda exhibit.

### **Monkey House**

Detailed design of the new Capuchin Monkey House is well underway with the intention of putting it out to tender in early 2010. This project may be delayed until 2010-11 depending on cash flow and priorities for CAPEX this year.

## **3. Industry Leadership**

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### **3.1 Animal Management Health**

#### **Births (male: female: unknown)**

- 0:0:3 Agouti
- 1:0:0 Baboon

#### **Deaths (male: female: unknown)**

- 1:0:0 Baboon
- 1:0:0 Female Emperor Tamarin

#### **Transfers in (male: female: unknown)**

- 0:2:0 Boer Goats from private breeder
- 0.0.4 Rainbow Lorikeets from the Parrot Ranch
- 0:0:1 by a private holder

#### **Transfers out (male: female: unknown)**

- 1:0:0 Serval to Hamilton Zoo

### 3.2 Proposed Animal Collection additions

Species	Gender	Status	Due
Emperor Tamarin	Female	Initial acquisition process started.	January/February 2010

3.3 The Collections Coordinator at Wellington Zoo has been elected to the Regional Animal Welfare and Accreditation Committee.

## 4. Financial Sustainability

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### 4.1 Financial results

- Total Visitor Income was above budget year to date December by \$72,828.
- Shop revenue is below budget year to date December by \$15,767. We are examining this more fully to see if this is a trend and to mitigate it if that proves to be the case.
- Interest Income year to date December 2009 is \$31,636
- Operating Grant Income is \$76,074 year to date December 2009.
- Capital Grant Income is \$339,187 year to date December 2009 and is tagged to capital projects.

Details of grants received as per the table below:

Received from	To be tagged to	\$
Koala Trust	The Nest	10,702
Pub Charity	The Hub	250,000
Lion Foundation	Lion Dens	15,000
Bob Archibald	Archibald	1,000
Craig Shepherd	The Nest	20,000
General Donations	The Nest	5,485
ARAZPA	Year of the Frog	7,000
Stout Trust	Living Room	30,000
<b>Total YTD December 2009</b>		<b>\$339,187</b>

## 4.2 Expenditure

- Staffing expenditure is below budget by 2%. This is due to staff vacancies and timing of spend on training and development.
- Marketing expenditure below budget by \$41,013 due to timing of spend on advertising, collateral and fundraising expenditure.
- Administration expenditure is above budget by \$13,342 due to timing of spend on uniform and membership payments to the Zoo and Aquarium Association being above budgeted amount.
- Professional costs are above budget by \$11,648 due mainly to legal costs incurred for catering contract.
- Animal acquisition costs are above budget by \$18,945 due to the timing of costs associated with the importation of the Nyala from South Africa.
- Travel is above budget by \$18,508 due to timing of spend on travel to Africa and unexpected regional animal collection planning workshops in Australia.

## 4.3 Visitor Revenue

- Total visitor numbers for the month of December were 16,252 against a budget of 17,423 below budget by 1,171 visitors and 806 below December last year. Visitor numbers year to date December are 86,917 against a budget of 86,843 but 753 below last year's YTD visitation at this time.
- Visitor revenue for the month is \$184,515 against a budget of \$182,259 above budget by \$2,256. Visitor revenue year to date December is \$918,266 against a budget of \$845,439, above budget by \$72,827. This is due somewhat to a trend upwards of full paying adults and children.
- The quarterly Operating Statement is attached at Appendix 2

## 5. Commercial Development and Promotion

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### 5.1 Media coverage during the Quarter included:

- Coverage on One News (Wednesday 9 December) regarding the opening of The Nest 'Zoo invites public to watch operations', Jo Webby and Francois Lampen talked to the reporter about our new hospital.
- Coverage on Three News (Wednesday 9 December) regarding the opening of The Nest - 'Wellington Zoo boasts new animal hospital', reporter talked to Karen Fifield and Wellington Zoo visitors about our new hospital.
- The Dominion Post published a article (Thursday 10 December) regarding the opening of The Nest 'Zoo vet times entrance of her two babies perfectly' where they talked to Katja Geschke about giving birth to Katharina and 'The Nest' on the same day.

## 6. Valued and motivated staff

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- The Learning Calendar is continuing with sessions planned each month for the 09/10 year. We are also currently planning sessions, specifically for team leaders for their targeted development.
- Managers and Team Leaders attended a training session on the 10th of June on the annual review process. Continue to provide one on one coaching with new team leaders to instil the importance of managing required behaviours.
- We reviewed our high potential list and intend to have further discussions around how we can develop and recognise these people.
- We have received all survey data and analysis from the 2009 JRA Best Workplaces Survey and have communicated these results to staff. We will be working on improving the following focus areas; Communication & Collaboration, Reward & Recognition, Learning & Development.

## 7. Lead or participate in conservation and research programmes

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- Establishment of the \$10,000 Wellington Zoo Conservation Fellowship (funded by the Holdsworth Family Trust).
- Finalise International Year of Biodiversity plan (to be launched on Waitangi Day 2010)
- Discussions have taken place with Forest and Bird Places for Penguins for Zoo involvement in this local conservation programme.
- MOU with Free the Bears has been submitted to their organisation for signing
- Victoria University has agreed to fund additional staff hours for husbandry of possums. The possums are part of the research project that the Zoo supports with Victoria University.
- Manager, Conservation and Sustainability presented at Australasian Wildlife Management Conference in Napier; talk titled

“The gap between the perception of local and global conservation threats in Zoo visitors”

She has since been asked to present this paper to the DoC recovery teams for Kakapo and Kokako

## 8. Lasting community support and participation

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- 893 volunteer hours for October
- 3 corporate volunteer groups for October

**Volunteer Summary as at 31 December 2009**

	<b>Target</b>	<b>Oct 08/09</b>	<b>YTD 08/09</b>	<b>Oct 09/10</b>	<b>YTD 09/10</b>
Volunteer hours	9600	894.5	3685.25	893	3686.5
Corporate groups	36	3	12	3	12



**Ross Martin**  
**Chairperson, Wellington Zoo Trust Board**

## Measures

Measures are grouped under the six strategic element headings for reporting to Council.

### Wellington Zoo Strategy Framework 2009-2010

Measure	Target 2009/10	Tracking YTD as at December 2009
<i>Outstanding, intimate &amp; unique visitor experiences</i>		
Projects to assess visitor learning and satisfaction	≥1	On track- in progress
Teachers rate learning programs as meeting objectives	>97% teachers agree learning was effective	On track
Number of students participating in an LEOTC Learning session (new measure)	>9,000	On track- ahead of budget
Contact animal hours out in the Zoo (new measure)	>200	On track- ahead of target
<i>Industry Leadership</i>		
Staff position holders on industry committees	>5	5 achieved
<i>Financial sustainability</i>		
Fundraising targets for ZCP reached or exceeded	≥\$919,200	On track- say how much we have achieved to date
Average Zoo shop retail spend per Zoo visitor (new measure)	≥\$1.36	\$1.31
Increase total admissions by 2% each year on base year 2005/06 (170,116 visitors) as per Business Plan	≥184,130	On track – ahead of budget
Average income per visitor (excluding WCC grant)	\$12.73	\$14.05
Ratio of Trust generated income as % of WCC grant	87%	90%
Average WCC subsidy per visitor	\$14.71	\$15.58
<i>Valued and motivated staff</i>		
All staff have a Personal Development Plan (new measure)	100%	Complete
Staff Survey conducted	October 2009	JRA survey conducted September- result achieved exceeded expectations
Staff turnover (not including casual and fixed term roles)	<15%	YTD 3.7% - 2 permanent staff
<i>Lead or participate in conservation and research programmes</i>		
Collection in managed programmes (% of total Collection)	>38%	On track - 41%
Conservation partners with formal agreements (new measure)	≥4	On track
<i>Lasting Community support and participation</i>		
Partnerships formed with written agreements	≥6	5 achieved
Volunteer hours (FTE)	≥5 FTE	On track
Wellingtonians visiting the Zoo	>49%	Annual measure in RSS
Increase zoo crew memberships by 10% each year on base year 2007/08 (1,896 members - new measure)	2086	Ahead of target – current number is 2912

10B Appendix 2 – Financial Statements  
**CCO: Wellington Zoo Trust**  
**Quarter Two 2009/10**

Actual 30-Jun-09	<b>EARNINGS STATEMENT</b>	Qtr to 31-Dec-09
	<b>Revenue</b>	
1991	Trading Income	1032
2687	WCC Grants	1355
76	Other Grants	41
1029	Sponsorships and Donations	415
120	Investment Income	32
78	Other Income	40
5,981	<b>Total Revenue</b>	2,915
	<b>Expenditure</b>	
3,111	Employee Costs	1,627
1,786	Other Operating Expenses	832
9	Depreciation	10
0	Interest	
1,582	Vested Assets	
6,488	<b>Total Expenditure</b>	2,469
(507)	<b>Net Surplus/(Deficit) before Taxation</b>	446
0	Taxation Expense	
(507)	<b>Net Surplus/(Deficit)</b>	446
-8.5%	<b>Operating Margin</b>	15.3%

Actual 30-Jun-09	STATEMENT OF FINANCIAL POSITION	As at 31-Dec-09
	<b>Shareholder/Trust Funds</b>	
0	Share Capital/Settled Funds	0
0	Revaluation Reserves	0
209	Restricted Funds	209
234	Retained Earnings	680
443	<b>Total Shareholder/Trust Funds</b>	889
	<b>Current Assets</b>	
1,651	Cash and Bank	1,128
625	Accounts Receivable	86
121	Other Current Assets	120
2,397	<b>Total Current Assets</b>	1,334
	<b>Investments</b>	
0	Deposits on Call	0
0	Other Investments	0
0	<b>Total Investments</b>	0
	<b>Non-Current Assets</b>	
151	Fixed Assets	341
0	Other Non-current Assets	0
151	<b>Total Non-current Assets</b>	341
2,548	<b>Total Assets</b>	1,675
	<b>Current Liabilities</b>	
1,480	Accounts Payable and Accruals	245
	Provisions	
580	Other Current Liabilities	496
2,060	<b>Total Current Liabilities</b>	741
	<b>Non-Current Liabilities</b>	
0	Loans - WCC	0
0	Loans - Other	0
45	Other Non-Current Liabilities	45
45	<b>Total Non-Current Liabilities</b>	45
443	<b>Net Assets</b>	889
1.2	<b>Current Ratio</b>	1.8
17.4%	<b>Equity Ratio</b>	53.1%

Actual 30-Jun-09	STATEMENT OF CASH FLOWS	Qtr to Dec-09
	<i>Cash provided from:</i>	
1,716	Trading Receipts	1,429
2,687	WCC Grants	1355
	Other Grants	41
1,029	Sponsorships and Donations	994
120	Investment Income	32
78	Other Income	234
5,630		4,085
	<i>Cash applied to:</i>	
3,067	Payments to Employees	1,703
2,268	Payments to Suppliers	2,905
32	Net GST Cashflow	
	Other Operating Costs (VESTING)	
	Interest Paid	0
5,367		4,608
263	<b>Total Operating Cash Flow</b>	(523)
	<b>Investing Cash Flow</b>	
	<i>Cash provided from:</i>	
	Sale of Fixed Assets	
	Other	
0		0
	<i>Cash applied to:</i>	
31	Purchase of Fixed Assets	
	Other -vesting Cash for Capital Projects	0
31		0
(31)	<b>Total Investing Cash Flow</b>	0

Actual 30-Jun-09	STATEMENT OF CASH FLOWS (CONT)	Qtr to 31-Dec-09
	<b>Financing Cash Flow</b>	
	<i>Cash provided from:</i>	
	Drawdown of Loans	
	Other	
0		0
	<i>Cash applied to:</i>	
	Repayment of Loans	
	Other	
0		0
0	<b>Total Financing Cash Flow</b>	0
232	<b>Net Increase/(Decrease) in Cash Held</b>	(523)
1,419	<b>Opening Cash Equivalents</b>	1,651
1,651	<b>Closing Cash Equivalents</b>	1,128

Actual 30-Jun-09	CASH FLOW RECONCILIATION	Qtr to 31-Dec-09
(507)	<b>Operating Surplus/(Deficit) for the Year</b>	446
	Add Non Cash Items	
9	Depreciation	10
	Other (Gifted Hospital Assets)	
(498)		456
	<b>Movements in Working Capital</b>	
(389)	(Increase)/Decrease in Receivables	539
(55)	(Increase)/Decrease in Other Current Assets	1
1,092	Increase/(Decrease) in Accounts Payable	(1,235)
113	Increase/(Decrease) in Other Current Liabilities	(84)
761		(779)
	<b>Net Gain/(Loss) on Sale:</b>	
	Fixed Assets	(200)
	Investments	0
0		(200)
263	<b>Net Cash Flow from Operations</b>	(523)





