



# Wellington Zoo Trust

## Draft Statement of Intent

2012-13

## CONTENTS

<b>1</b>	<b>OBJECTIVES .....</b>	<b>3</b>
<b>2</b>	<b>STRATEGIC GOALS .....</b>	<b>4</b>
<b>3</b>	<b>NATURE AND SCOPE OF THE TRUST .....</b>	<b>9</b>
	3.1 CORE BUSINESS .....	9
	3.2 CONTRIBUTION TO OUR CITY .....	9
<b>4</b>	<b>APPROACH TO GOVERNANCE .....</b>	<b>11</b>
	4.1 ROLE OF THE BOARD .....	11
	4.2 BOARD MEMBERSHIP .....	11
	4.3 BOARD COMMITTEES .....	11
	4.4 BOARD DEVELOPMENT .....	11
<b>5</b>	<b>PARTNERSHIPS .....</b>	<b>12</b>
	5.1 PRINCIPAL FUNDER .....	12
	5.2 CONSERVATION AND BUSINESS PARTNERS .....	12
	5.3 TANGATA WHENUA .....	13
	5.4 REGULATORY BODIES .....	13
	5.5 OTHER PARTNERS .....	13
<b>6</b>	<b>BUSINESS AND REVENUE GROWTH .....</b>	<b>14</b>
<b>7</b>	<b>THE REMAINING ZCP AND ASSOCIATED FUNDRAISING STRATEGY .....</b>	<b>16</b>
<b>8</b>	<b>MEASURES .....</b>	<b>23</b>
<b>9</b>	<b>RISK MANAGEMENT .....</b>	<b>25</b>
<b>10</b>	<b>RELATIONSHIP WITH COUNCIL .....</b>	<b>31</b>
	13.1 BRANDING BENEFITS .....	31
	13.2 HOSPITALITY BENEFITS .....	32
	13.3 STAFF BENEFITS .....	32
<b>11</b>	<b>TRUST'S ACCOUNTING POLICIES .....</b>	<b>33</b>
<b>12</b>	<b>FUNDING SOUGHT FROM COUNCIL .....</b>	<b>38</b>
<b>13</b>	<b>OBLIGATIONS/LIABILITIES .....</b>	<b>38</b>
<b>14</b>	<b>DISTRIBUTION TO SETTLOR .....</b>	<b>38</b>
	<b>APPENDIX ONE – FINANCIAL INFORMATION .....</b>	<b>39</b>

Wellington Zoo Trust Incorporated is incorporated under the Charitable Trust Act 1957 and is a not for profit organisation.

## *VISION*

Wellington Zoo ... a magical place of learning and fun, leaving visitors with a sense of wonder and respect for nature and a belief in the need for a sustainable co-existence between wildlife and people.

## *DREAM*

Wellington Zoo's dream is to be 'the best little zoo in the world'.

# 1 OBJECTIVES

---

The Wellington Zoo Trust Deed states the objects of the Trust as follows:

- "7.1 *The objects for which the Trust is established, to the extent that they are a charitable purpose within New Zealand, are as follows:*
- 7.1.1 *To manage, administer, plan, develop, maintain, operate and promote Wellington Zoo as a zoological park for the benefit of the Wellington community and as an attraction for visitors to Wellington;*
  - 7.1.2 *To educate the community by building an awareness of plant and animal species and the actions required to promote conservation;*
  - 7.1.3 *To promote species conservation;*
  - 7.1.4 *To support and complement the conservation and learning activities undertaken by other organisations;*
  - 7.1.5 *To develop, manage and plan animal species management programmes;*
  - 7.1.6 *To promote and coordinate the raising of funds to assist the management, administration, maintenance, planning, promotion and further development of Wellington Zoo;*
  - 7.1.7 *To acquire additional plant and animal species;*
  - 7.1.8 *Generally to do all acts, matters and things that the Trustees think necessary or conducive to further or attain the objects of the Trust set out above for the benefit of the Wellington community."*

## 2 STRATEGIC GOALS

---

Wellington Zoo exists to connect people with the natural world around them that is alive with living things- plants and animals. The Zoo is a place of connections, within the Zoo and via technology that links our community together to make a difference for the environment. We believe in a 'love not loss' approach to environmental issues, that is by first having visitors engage with and 'love ' animals they are more ready to understand how they can take action to protect the environment and be willing to do so. Only at the Zoo can our community see both native and exotic animals and only at the Zoo can we help people to understand their place in a global environment. We seek to give people hope the future of our planet through the conservation work we do and by taking our community on that journey with us. Wellington Zoo is the 'best little zoo in the world, connecting with the world.

Wellington Zoo Trust seeks to support Wellington City Council in its strategic objectives as indicated below.

### *WELLINGTON TOWARDS 2040: SMART CAPITAL STRATEGY*

Wellington's Towards 2040 Strategy positions Wellington as an internationally competitive city with a strong and diverse economy, a high quality of life and healthy communities. It acknowledges and builds on Wellington's current strengths. As the 'coolest little capital in the world' Wellington has much to offer in terms of lifestyle and opportunities and a world class zoo is intrinsic to this mix of offerings for Wellingtonians and visitors.

The vision for a Smart Capital will be supported by four Community Outcomes. Based on the city's competitive advantages these outcomes are; **eco-city; connected city; people centred city and dynamic central city.**

For the Zoo, this means continuing its meaningful work of inspiring visitors about conservation and the world we live in, providing Wellingtonians and visitors with a facility they are proud of where they can interact with animals and where they can learn about leading sustainability business practices. The Zoo has consistently been recognised as a leader in this area. We are committed to innovation and to redefining the zoo experience for our community.

In the journey towards a Smart Green Wellington, Wellington Zoo can be seen as an important part of the regional fabric that stimulates overall wealth creation, social stability and raises awareness of conservation and environmental issues. There opportunities for us to grow and expand our sustainability operations:

- We can profile ecological innovation and solutions before large and socially inclusive audiences
- We can help positively anchor the identity of our city and region in the mind of investors, tourists, re-locators, media and decision makers
- We improve the overall quality of life and general leisure / cultural / educational offers to retain and attract high earning and knowledge rich professionals and recent graduates

In addition, the Zoo, as an accredited member of the Zoo Aquarium Association Australasia, interacts continually with equivalent international facilities. The Zoo holds a range of community focussed events, provides interactive learning experiences and provides engaging volunteering opportunities for Wellingtonians.

It contributes to the unique identity of Newtown and adds to the perception of Wellington as an open and welcoming city by providing visitor facilities to enjoy and increasing the attractiveness of Wellington as a place people choose to live. In this way we contribute to a **dynamic central city**.

The Zoo also encourages economic connections; as an employer, through partnerships (including with universities and sponsors), and through showcasing new technology, innovative conservation practices or innovative visitor attraction practices to enhance the city's reputation for being smart.

- We have an explicit educational remit and offer many forms of learning, up skilling, capability building and research partnerships with other organisations
- We are environmental social enterprise, investing in wildlife conservation and our community

As a high performing CCO, Wellington Zoo seeks to ensure our city is well served by its Zoo and that our community feels a sense of place and connectedness with their Zoo.

The Towards 2040 strategy for our city aligns with the goals of Wellington Zoo Trust in that it is about inspiring each other to see the possibilities for the future. The work of the Zoo supports the four goals of the Towards 2040 Strategy- eco city, people centred city, connected city and dynamic city centre. The Zoo is an iconic asset for our city and as our population grows there will be an even greater desire for the Zoo to be a sophisticated and accessible attraction. Community space such as the Zoo become even more critical to city living as the city grows and develops. None of our services are non contributing to the vision for our city.



*Visitors to Wellington Zoo watching our amazing Chimp talk – September 2011*

## Wellington Zoo Trust's six strategic elements are to:

### 1. *Create outstanding, intimate and unique visitor experiences (people centred city, connected city)*

Wellington Zoo will continue to build its reputation as a unique and intimate zoo by including more opportunities for our visitors to experience contact animals throughout the Zoo. In addition, since the start of the Zoo Capital Plan (ZCP) we have seen a positive trend in increased visitation (2010-11 was a record year of visitation at 196,267 visitors). We seek to grow this even further and investment in ZCP2 will drive this outcome.

The redevelopment itself will provide the impetus for **creative design, new technologies and innovative practice** as the capital projects are developed. We work with a range of architects, designers and construction firms in our city to drive excellence in visitor experience for all visitors. We seek to ensure the Zoo is accessible for our community by improvement of gradients for disabled visitors and those with strollers. We also discount our admission prices throughout the year to enable access for those less financially fortunate.

Annually we seek to measure our performance in visitor engagement across the Zoo. This visitor research may look at ROI for our new developments or measure the efficacy of our messaging channels. By gauging the way our visitors are using the Zoo, we can continually improve the experience we offer.

We will be part of an Australian Research Council funded project involving us together with Taronga Zoo in Sydney and Bronx Zoo in New York to research the importance of follow up connections with visitors via the web to encourage action for the environment. This project is being run by some of the world's most respected visitor experience researchers.

We will be participating in a research project with Massey University this year to assess the impact of our email newsletter and website effectiveness. As we use social media and electronic media to deliver messages to our supporters and our community this research will enable us to utilise this in the best possible ways.

### 2. *Integrate conservation and sustainability across the organisation (eco city)*

The Zoo is perfectly positioned, as a multi award winner in sustainability and conservation, to take an active role in delivering conservation and sustainability messages to a large audience of over 200,000 visitors on-site and many more online.

We already work with Wellington City Council's Climate Change office and this partnership will only strengthen over time as climate change becomes more and more important. Our aim is to become the **first carbon zero zoo in the world**. This will require investigation and planning to decide the best way forward to achieve this aim.

Wellington Zoo is committed to conservation being the underpinning reason for existence as stated in our Conservation Strategy. We are a key stakeholder in collaborative conservation programmes within the zoo industry and with the conservation agencies of New Zealand.

The Nest *Te Kōhanga* has seen an increase in the number of native species being brought to the Zoo from the community for care – notably a royal albatross, Chatham Islands Tāiko, Stella the Kākāpō chick and, of course, Happy Feet the Emperor Penguin.

### **3. *Achieve financial sustainability (economic development)***

The Trust now contributes approximately **50% of its operational costs** and seeks to improve this over time. When the Trust started in 2003 we contributed only 37% of operational costs. We have grown the business and developed a more sophisticated offering, while increasing our share of the costs of running a modern zoo. We have more than met our fundraising targets for the ZCP to date and continue to review our strategies in this area to increase our external funding. We see this as imperative as we work in partnership with Council to improve the facilities at the Zoo. We are more than aware of our commitment to reduce reliance on Council funding. We have grown the business with only a minimal, non inflationary linked increase in operational funding from Council since 2006. We support the shared services model Council is proposing and will continue to work with Council in this area to improve efficiencies. The Zoo's contribution to the **economic development** of our city is through its financial results, creating a facility Wellingtonians can feel proud of, by the employment of over 60 people and by being one of the largest businesses in Newtown.

We have been part of the research of Massey University Centre for Social Entrepreneurship where our contribution to community has been assessed and our annual report reviewed. The result of this research was presented at a global Social Entrepreneurship Conference in New York last year.

The Trust will continue its commercial imperatives this year to ensure financial sustainability and to meet budget for 2012-13.

### **4. *Build lasting community support and participation (people centred city)***

Wellington Zoo aims to be 'the best little zoo in the world' and has immense community support as shown in **visitor attendance and membership growth**.

The Zoo seriously considers its cost accessibility for all Wellingtonians. The Trust will continue to ensure accessibility for Wellingtonians through excellent value memberships and a strategic discount policy.

Our volunteer programme for individuals and corporate groups continues to grow and we value the time given to the Zoo by our volunteers.

School groups are a major visitor group, with the majority of the region's schools visiting the Zoo each year. We continue to receive support through the Ministry of Education Learning Outside the Classroom (LEOTC) programme. Over 70% of all Wellington schools visit the Zoo annually for LEOTC and we have strategically aligned our programme with the curriculum so that teachers provide excellent rating for the formal learning programme in the Zoo.

Wellington Zoo is also important regionally and nationally, with 93% of visitors being from New Zealand. The geographic origin of Wellington Zoo's visitors clearly demonstrates this regional focus. The recent **Colmar Brunton Regional Resident Survey on Regional Amenities** clearly indicates resident support for their Zoo across our region – the Zoo is ranked fourth in this survey behind Wellington Free Ambulance, Te Papa (which receives central government support) and Westpac Stadium (which receives regional support) for regional support. This makes the Zoo the highest ranked visitor facility with paid admission in our region.

### **5. *Show industry leadership (eco city, people centred city, connected city)***

Wellington Zoo plays a key role in Australasia as one of the four major zoos in New Zealand. Wellington Zoo is New Zealand's first zoo and its location in the capital city requires it be an industry leader for New Zealand zoos. Wellington Zoo is the only New Zealand zoo which is a member of the

global Ivy Zoo Symposium which is for zoos around the world that are over 100 years old.. We are also the only NZ zoo which is a member of the Sustainable Business Network.

Wellington Zoo has been recognised in a **multitude of awards** over the past three years, from sustainability to business leadership.

Wellington Zoo's business, exhibit, conservation and sustainability awards to date:

- Winner DOC Conservation Advocacy Award, Wellington Region 2008
- Winner of the Central/Southern Sustainable Business Network Sustainable Business of the Year Award and Not for Profit Award 2009.
- Winner of the NZI National Sustainable Business Network People's Choice Award 2009.
- Karen Fifield, Chief Executive- Winner Wellington Region HER Business Sustainability and Corporate Leadership Awards 2009
- Karen Fifield, Chief Executive- Winner HER Business National Award for Outstanding Business Leadership 2009
- Qualmark Enviro Gold Accreditation- the first attraction in Wellington to receive this rating
- Zoo and Aquarium Association Best Large Exhibit Award 2010- The Nest Te Kōhanga (a first for a NZ zoo)
- Winner Green Gold, Wellington Gold Awards 2010
- Karen Fifield, Chief Executive – Wellingtonian of the Year, Environment 2010
- Winner Business Environmental Leadership Award, Encore Awards 2010
- NZ Zoo and Aquarium Association Conservation Award 2011- The Nest Te Kōhanga
- Dr Lisa Argilla, Veterinary Science Manager - Wellingtonian of the Year, Environment 2011

Our architects and construction contractors have also received design and building awards for their ZCP projects such as The Wild Theatre, The Hub and The Nest Te Kōhanga.

The Zoo is responsible for population management within the collection for managed regional species. There is a number of Zoo staff who hold regional industry positions, including the Chief Executive who is the President of the Zoo Aquarium Association Australasia Board.

Our partnership with Massey University for the Wildlife and Zoo Medicine Masterate is the only one of its kind in New Zealand and is the key to building capability in this area of veterinary science for our country. As Massey is the only university with a veterinary school we believe this partnership adds to the capability of veterinary work across New Zealand. As our Masterate residents complete their studies they will be highly skilled veterinarians in the field of conservation medicine. Zoo and wildlife medicine is a specific skill set which requires expertise across a range of species. Together with Massey University Veterinary School Wellington Zoo is growing this capability for NZ through the highly respected work at The Nest Te Kōhanga.

#### **6. *Ensure all staff motivated and valued (people centred city)***

Wellington Zoo has been successful in attracting talented staff through good recruitment practice. One of the key reasons that the Zoo has achieved so many successes over the past three years is the quality of its people. It is imperative that we do all we can to retain them and, where required, to continue to attract high calibre staff. One of the key areas to continually focus on is our people, through training and development which is a key strategic imperative.



## 3 NATURE AND SCOPE OF THE TRUST

---

### 3.1 CORE BUSINESS

The Trust will continue to provide the core business services that the Zoo has historically delivered to Wellington. These can be summarised as follows:

- Strategic direction and operational management of the Zoo
- Development and maintenance of animal exhibits which offer high quality experiences to visitors and high quality living environments to the resident animals
- Provision of engaging learning experiences for visitors and community involvement with the Zoo as a community asset
- Educational curriculum delivery
- Management of collection animals to achieve excellent levels of health and emotional/psychological well-being
- Contribution to conservation through advocacy, support for ex situ and in situ programmes, and sustainable management practices on site
- Participation in collaborative inter-zoo management programmes for collection species and other zoo specific activities
- Contribution to conservation, scientific, learning and management research projects
- Fundraising for the organisation's future sustainability, development and conservation projects

### 3.2 CONTRIBUTION TO OUR CITY

The Zoo will be a strong contributor to our city, focusing on knowledge, innovation and positive action. It will contribute to the vibrancy and forward thinking of our city. We aim to be a reflection of our city and contribute as a cutting edge business with talented people to the thriving cultural and natural heritage of Wellington as a liveable city.

As a result of aiming for and achieving the Trust's strategic vision, the Zoo will be seen as:

- A leader in the city, and a major partner of Wellington City Council in shaping the community's views on and action for conservation and sustainable living
- A valued and valuable member of the Newtown and Wellington communities which adds to the prosperity of our city through events, connections, inclusivity and engagement
- A substantial player in the drive to position Wellington as a centre for learning about and expertise in conservation and sustainability
- A key contributor to helping the city become internationally competitive, entrepreneurial and innovative by attracting investment in education, research, tourism and employment and contributing to the provision of a vibrant city attracting a creative working population
- An important part of Wellington's history as New Zealand's first zoo and the most visited paid cultural attraction in Wellington.

The activity for the Zoo is described as a 'conservation attraction' in the Council documentation. The Zoo is a strong contributor to our city, focusing on knowledge, innovation and positive action for the environment.

It will contribute to the vibrancy and forward thinking of our city through employment of Wellingtonians, working with Wellingtonian suppliers and provision of quality of visitor experiences for our community. The Zoo aims to be a reflection of our city and contribute to the thriving cultural and natural heritage of Wellington as a liveable city.

As confirmed by previous Wellington City Council decisions, Wellington Zoo is a valued community asset and an important part of Wellington's history and heritage as New Zealand's first zoo and the most visited paid cultural attraction in Wellington. The Zoo Trust has risen to the challenge of creating a vital city asset from a less than perfect zoo.



*Wellington Zoo Annual Neighbours Night, 26 January 2012*

## 4 APPROACH TO GOVERNANCE

---

The Wellington Zoo Trust is a Council Controlled Organisation having been established in 2003 by the Wellington City Council to develop and manage Wellington Zoo.

### 4.1 ROLE OF THE BOARD

The Trustees are responsible for setting the strategic directions for the Trust, and approving the Statement of Intent and Annual Business Plan. The Trust ensures the ongoing viability of the organisation is maintained through the monitoring of Key Performance Indicators (KPIs) and the financial results. Governing policies have been developed by Trustees to ensure the business of the Trust is managed consistently with its Deed and stated direction. This is an ongoing process with policies being developed and amended as and when required.

As part of the ongoing relationship with the Wellington City Council, the Chairperson and Chief Executive meet with the Mayor and Wellington City Council Chief Executive on a regular basis. The Chief Executive meets regularly with Officers of the Council Controlled Organisation Monitoring Unit and other Council Management when appropriate. The Chairperson and Chief Executive attend the CCO Performance Monitoring Sub Committee as required.

### 4.2 BOARD MEMBERSHIP

Name	Term Expires
Ross Martin ( <i>Chair</i> )	31 December 2012
Frances Russell ( <i>Deputy Chair</i> )	31 December 2012
Simon Marsh	31 October 2013
Linda Meade	30 June 2012
Alan Dixson	31 December 2012

All Board members are non-executive.

### 4.3 BOARD COMMITTEES

The Board operates three Committees:

- Finance, Audit and Risk Committee
- Remuneration Committee
- Fundraising and Sponsorship Committee

### 4.4 BOARD DEVELOPMENT

The Board conducts an annual review of overall Board performance and individual and chair performance and from this determines development needs and any other actions required to ensure best practice governance and performance standards are met. The Trust promotes Board development for corporate governance and spends at least 10 hours a year on this at Board meetings and additional workshops and discussions.

This year the Board will undertake the annual evaluation of their performance as a Board and as individuals on the Board.

The Board will also devote time to their development especially in the areas of good governance and Board responsibilities.

## 5 PARTNERSHIPS

---

### 5.1 PRINCIPAL FUNDER

Wellington City Council is the principal funder of the Zoo. This is the cornerstone relationship for the success of the Wellington Zoo Trust. The Zoo's physical assets, including those for which the Trust raises funds, are vested in Council. The Trust recognises Council's capital investment as key to the success of the Zoo and the Trust recognises its contribution as part of the partnership with WCC.

The Trust is striving to reduce the percentage contribution of WCC to the operation of the Zoo. As the work of the Zoo grows and the outcomes from the Zoo are recognised, the Trust will need to grow the operational spend to support the business. We recognise that WCC will support the Zoo but in a real terms declining percentage of the operational costs. The Trust seeks to grow its own revenue to support this aim while not compromising the needs of a modern zoo.

### 5.2 CONSERVATION AND BUSINESS PARTNERS

Partners with whom we have joint projects, Memoranda of Understanding or major financial/contractual relationships are:

- The Zoo Aquarium Association (and individual member zoos) – operating within the ZAA framework gives Wellington Zoo its “licence to operate” in the zoo industry and enables us to access animal stock, collection management expertise and specialist advisory expertise across the zoo industry. We are an accredited zoo which has been peer reviewed by other ZAA members.
- ASB for sun bears
- ZEALANDIA through captive breeding of kaka for release and provision of veterinary services
- Forest and Bird for Places for Penguins
- Pacific Radiology for animal x-rays
- Go Wellington
- Ministry of Education through Learning Experiences Outside the Classroom programme
- Victoria University for possum research project and research projects within the School of Biological Sciences
- Massey University through the Wildlife and Zoo Medicine Masterate programme and the Social Entrepreneurship Centre
- Saatchi and Saatchi
- Tip Top
- Dominion Post
- Classic Hits
- Department of Conservation through species management, joint visitor experience initiatives, research programmes and endangered species conservation
- Mojo Coffee Cartel
- Sustainable Business Network
- Free the Bears Asia

- Cheetah Outreach, South Africa
- Positively Wellington Tourism
- SPCA for veterinary support and native animal care
- The Holdsworth Family Trust for The Nest *Te Kōhanga* and Wellington Zoo Conservation Fellowships
- Kea Conservation Trust
- Trade Me
- Weta

A number of community funding bodies and individuals also have a major impact on the Zoo through their generous input of funds for Zoo operation and development. We value their support and rely on their generosity. Relationships with these organisations and people are excellent and The Trust will continue to work hard in this area.

### 5.3 TANGATA WHENUA

The Zoo is strengthening its partnership with the Wellington Tenth Trust and other indigenous networks through collaboration on narrative ideas for the ZCP and native species stories. The Trust continues to grow its relationship with the Tenth Trust this year through consultative work on Meet the Locals and other significant projects.

### 5.4 REGULATORY BODIES

Closer working relationships are being developed with the Department of Conservation, Ministry of Agriculture and Forests and the EPA through consultation and collaboration on regulatory frameworks – Containment Standards, accreditation issues, Import Health Standards and Disease Risk Analyses – as well as increasing field support of Department of Conservation projects.

### 5.5 OTHER PARTNERS

A number of other organisations have a significant relationship with the Zoo and contribute to the Zoo's goals, including:

- Otari-Wilton's Bush Trust
- World Wildlife Fund



*Wellington Zoo Staff during a 'Places for Penguins' monitoring trip to Moa Point – December 2011*

## 6 BUSINESS AND REVENUE GROWTH

---

As we continue to invest in our Zoo so that it can reach its goal of being a world class zoo the Trust is grateful to WCC support for this growth.

The table below shows the improved percentage contribution to operational funding the Trust has made since its inception. The Trust clearly intends to continue this trend and the commercial and fundraising activities have been focussed on this outcome.

The Trust continues to grow the business and reduce the percentage contributed by WCC. In real terms the WCC operating grant has indeed declined as it has not been annually adjusted for inflation since 2005. However we do thank WCC for the additional \$90k per annum to this grant which was approved in 2010. This increase does not offset the inflationary loss over this period which is the reason why we are asking for a 3% uplift in our grant this year.

Some of the ZCP projects have allowed the Trust to be strategically placed to grow revenue. The Hub project with its new Mojo café and the 100 seat function centre, Kamala's, will allow new revenue streams for the Zoo. The Zoo has contracts with five preferred caterers from Ruth Pretty Catering to Baxter's. This new space will allow for a range of functions from fine dining to BBQs. Our Tourism and Functions Coordinator is working closely with our caterers to grow this area of our business. Marketing collateral has already been prepared and has been distributed at catering conferences, expos and business meetings. Business meetings, such as Business after Five with the Hutt City Chamber of Commerce and the Wellington Chamber of Commerce, are already acting as a vehicle to promote these new services at the Zoo. The Nest *Te Kōhanga* meeting room is also proving popular as a meeting venue for external organisations providing the Zoo with additional revenue.

We have set growth targets for our commercial revenue in the 2012-13 budget to reflect the greater potential the Zoo has in this area with these new facilities.



*The Hub – Opening Day, 1 September 2011*

### Contribution to Operational Funding by the Trust

	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Forecast 2011-12	Draft Budget 2012-13
Operational Funds raised by Zoo Trust	\$1,444,928	\$1,779,061	\$1,979,504	\$2,150,690	\$2,384,678	\$2,436,320	\$2,638,381	\$2,867,302	\$3,061,000
Total Operational Expenditure	\$3,863,636	\$4,164,185	\$4,576,396	\$4,634,648	\$4,906,024	\$5,127,267	\$5,407,370	\$5,666,302	\$5,860,000
Zoo Trust Generated Funds as % Total Operational Expenditure	37%	43%	43%	46%	49%	48%	49%	51%	52%

The Trust has set itself a target of raising \$5.2 million in capital funding by 2016 as its contribution to the Zoo Capital Programme. At the end of January 2012 \$4,102,961 has been raised towards this target for specific ZCP projects.

Capital Funds Generated by Wellington Zoo Trust	2006/07	2007/08	2008/09	2009-10	2010-11	Forecast 11-12	Draft Budget 12-13
Capital Funds Raised	\$824,000	\$840,389	\$488,152	\$720,499	\$579,921	\$672,000	\$468,693

## 7 THE REMAINING ZCP AND ASSOCIATED FUNDRAISING STRATEGY

---

Since Wellington Zoo Trust was established in 2003, there has been steady improvement in the overall condition of the Zoo with community recognition of this.

The current ZCP runs from 2006 to 2016. There was no in-built inflationary increase in the original ZCP, and as the costs of capital projects increases with inflation some of the projects that were originally planned cannot be completed satisfactorily within the existing budget within the next three years. The projects affected are the Entrance Plaza, the Tropical River Trail Aviary and the off exhibit Monkey House.

From December 2006 until December 2011, the Zoo Trust has completed the following projects:

- New Chimpanzee Night House
- New Giraffe Stables and African Savannah Precinct including African Village and research camp
- The Wild Theatre
- Improvements to the Twilight House Te Ao Māhina
- The new animal hospital – The Nest Te Kōhanga
- Improvements to the Zoo's Living Room
- A new mixed Porcupine / Meerkat Exhibit
- A new Mini Monkey Exhibit
- A new 11kV electrical supply
- The perimeter fence improvements
- The Roost Te Pae Manu – a new native bird breeding and care facility and phase one of Meet the Locals
- Improvements to the lion dens and service area
- Construction of The Hub – A project to improve visitor amenities in the centre of the Zoo and provide a new function area, Kamala's.

Through the funding received via the ZCP, the Zoo has been steadily raising the standard of its exhibits and facilities. This has led to the Zoo exceeding its target for visitor growth of 2% per annum, equal to 20% over the ten year period of the ZCP including a record, 196,267, visitors in 2010-11 and over 200,000 visitors in the 2011 calendar year. This means that over the life of the ZCP as at June 2011 we have increased our visitation by 15% against the base of 2005--06. The results in increased visitation represents a 15% increase on visitation in the five years from the base year of 2005-06. The Zoo is on target to again exceed our target, and last year's record breaking result, in 2011-12.

The ZCP has been the driver for a total change in the strategy and all round success of the Zoo. Without this investment cultural change within the Zoo and increased community approval for the work of the Zoo would have been impossible so this investment has been critical to the new zoo our city has now.



The table below indicates the proposed phasing of the ZCP from now until 2016. These projects continue the principles of the projects completed to date – that is improvement for animals, visitors and staff.

The Asian Precinct and Meet the Locals are the two major projects still to be completed in this ZCP. These projects provide the opportunity to tell the stories of unique, iconic animals within a visitor experience framework of state of the art exhibit design, interpretive themes and animal housing.

Both of these projects will allow us to theme the year for visitors so that messages are delivered within a context. For example the theme for 2012 is 'Take Action for Asia' in line with the opening of the Asian Precinct later this year.

The monkey house project will provide better housing for the capuchin and spider monkeys which will allow for breeding of the spider monkeys which is not possible with the current housing arrangement for the animals.

<b>ZCP 1 PROJECT SUMMARY</b>	<b>2011/12</b>	<b>Total spend 2006/07-2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>TOTAL for ZCP</b>
<b>Completed Projects</b>							
Chimps (funded pre ZCP but final costs in ZCP)		610,658					610,658
Environmental Management Ssystem		21,127					21,127
Wild Theatre		2,046,687					2,046,687
The Nest Te Kōhanga		6,280,338					6,280,338
African Unity		164,517					164,517
Porcupines/Meerkats		58,472					58,472
Power Project		405,687					405,687
Perimeter Fence		41,363					41,363
Twilight		89,776					89,776
Demolition of Tropical River Trail Aviaries		9,391					9,391
							-
<b>Projects to be completed/started</b>							-
The Hub	330,000	2,184,376	65,000	-	-	-	2,249,376
The Roost - Te Pae Manu	30,000	1,135,101	-				1,135,101
Servals/Dingoes/Wallabies	-	-	150,000	-	-	-	150,000
Savannah Survival		163,050	-	-	-	-	163,050
Asia	2,665,660	2,754,318	607,084		-	-	3,361,402
Meet the Locals	10,000	380,135	1,052,687	1,600,000	500,000	-	3,532,822
Monkey House		71,673	-	-	-	490,259	561,932
<b>Total Spend by year</b>	<b>3,035,660</b>	<b>16,416,670</b>	<b>1,874,771</b>	<b>1,600,000</b>	<b>500,000</b>	<b>490,259</b>	<b>20,881,700</b>

These projects have and will enhance the visitors' experience and meet the health and safety and animal welfare requirements agreed in the original ZCP Business case.

The Trust has still to raise \$1.1m over the next three years, having successfully raised \$4.1m to date. The Trust wishes to encompass best practice capital fundraising and raise this sum as a whole over two years rather than by project as is currently the case. With this approach we will be able to adapt our fundraising across the whole spectrum of fundraising opportunities rather than relying on Trusts and Foundations for most of our support. Through this approach we can tailor our fundraising activities in the best way for the donor. Given our research and success to date we feel confident that this approach will bear the results we require. We have completed a feasibility study for a capital fundraising campaign and are refocusing our fundraising strategy to support our plans for 2012 onwards. After this we will have further discussions with Council Officers to decide the way forward.



*ASB –major sponsor of our Sunbears during Sasa's (Sun Bear) treatment in The Nest Te Kōhanga*

However the ZCP does not address all of the legacy issues at the Zoo and the improvements and increase in visitors have put pressure on old assets, especially the front entrance. The Zoo seeks to continue the improvement of the asset via increased asset management funding (CX125) and additional capital investment (CX340) beyond this ZCP. Both of these funding requests are part of the Zoo's submissions in the LTP along with tagged funding for animal acquisitions and CPI adjusted operational funding. The Zoo will continue to raise funds for CAPEX.

The following areas need to be addressed if the Zoo Trust is to really make the most of the asset for our city. If this upgrade is complete and the Asset Management Plan is carried out as we have indicated this would mean that our city will have a world class zoo that is worthy of the title the 'best little Zoo in the world'.

### Entrance Plaza

The main entry area to the Zoo is not designed to deal with the growth of visitation for the Zoo. While increased visitation is a plus, the existing entry can be quite hazardous for visitors to navigate, particularly those with special access needs (including parents with prams). Entry and exit to the Zoo are both through the same space causing congestion and confusion. Retail is also in this space and the confusion means that the Zoo's potential in the retail space is compromised. For example, in September 2011 we had over 19,000 visitors, but only 2,000 retail sales. Visitor toilets are also located in this space and contribute to the blocking of foot traffic and confusion. Particularly with the continuing visitor growth forecasts, this space needs to be reconfigured into a more easily managed entry to the Zoo - a place where visitors feel less hemmed in and more able to consider their options for their day at the Zoo. Admissions and retail are important factors in the Zoo's non-Council revenue generation strategy, while visitor and staff safety are keys to providing a good experience. With some minor changes to the Zoo Shop in January we have improved sales markedly which only confirms our view that an improved, well designed visitor entrance will add to the scope of commercial activities for the Zoo.

### Tropical River Trail Pathway

This pathway, which will become the main visitor entry route to the Asia Precinct and Meet the Locals developments, has been identified as being too narrow to accommodate projected visitor numbers. Part of the constriction is due to the old aviaries alongside it. One of these aviaries has already been demolished, due to its condition and impact on animal well being and the remainder, while still in use, cannot last much longer. The pathway needs to be widened so that it can allow two parents with prams to pass each other safely. New aviaries are required to remove the lead in the old ones and provide 21<sup>st</sup> century animal housing.

### Visitor Amenities

While we have constructed new toilet and parenting facilities in The Hub and African Savannah developments, we need additional toilets throughout the site.. On busy days the existing visitor facilities are under pressure.

### Pathway Gradients and Wayfinding

Steep gradients will always be an issue in the Zoo but we have improved things by building new access ways in the Chimp House and Wild Theatre developments. Further improvements will be made within the proposed Meet the Locals Precinct, Asia Precinct, Entrance Plaza and Australia Precinct. To assist with this issue, we want to define visitor routes so that they will naturally follow the route with the shallowest gradients or be directed to do so. Wayfinding signage throughout the Zoo needs to be updated and this work is included within the proposed Entrance Plaza project.

This improved wayfinding will allow us to move increased visitor attendances in controlled yet serendipitous and engaging ways.

### Learning and Activity Spaces

The proposed Meet the Locals and Asia Precincts will provide both indoor and outdoor spaces for group activities and the Entrance Plaza will improve our current facility, the 'Living Room'. In particular, Meet the Locals will provide a farmhouse and farmyard setting where visiting groups can learn about domestic animals and growing crops. More of these places of interest are required as our visitor numbers grow, especially for our LEOTC students.

### 21st Century Exhibits

Zoo exhibits require regular renewal and refreshment to maintain visitor interest, and to provide the best animal care and staff amenities. Following the end of the current ZCP we will still have some very tired and outdated areas in the Zoo. All of our current and proposed projects have the aim of creating a Zoo worthy of the 21<sup>st</sup> Century in mind. For example, the proposed Snow Leopard project ticks many boxes by improving an exhibit which is old and tired and has safety issues for staff. This exhibit will be unused once the sun bears move to the Asia Precinct. The Zoo cannot afford old spaces left undeveloped as it moves into the future in terms of potential benefits for visitor experience and space utilisation. The proposed improvements to the Baboon, Lion and Cheetah exhibits will do the same.

The following table indicates the proposed capital projects and budgets for ZCP2 in the final six years of the new LTP.

<b>Proposed Spend for LTP New Capital Projects</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Total</b>
<b>Entrance Plaza</b> This area of the Zoo is currently unsuitable for growth in visitor numbers. It is confusing and congested for staff and visitors with many functional activities taking place in a small space. Admissions, retail, catering and visitor amenities all compete for space and visitor flow. On busy days the space is so crowded that long queues form outside the Zoo. As visitor growth is set for 2% per annum and we are exceeding this target this space will be more than unsuitable in a very short time.	\$2,000,000	\$1,900,000	\$400,000				\$4,300,000
<b>Snow Leopards</b> Snow Leopards are endangered Asian animals which live in the Himalayas in the same environment as Red Panda. They are perfectly suitable for the space vacated by the Sun Bears when they move into their new exhibit in 2012. This area will be left vacant until we can acquire Snow Leopards and build this new exhibit in the Asia Precinct.			\$1,700,000	\$300,000			\$2,000,000
<b>Baboon Exhibit</b> Wellington Zoo holds the second largest Baboon troupe in the Australasian region. By 2019 the existing enclosure will require refurbishment as it will not meet animal welfare standards.				\$500,000			\$500,000
<b>Australia (Including Australian Birds)</b> This is a large area of the Zoo that is old and dilapidated. It does not meet 21st Zoo animal care standards nor does it meet visitor expectations. The area is difficult for keepers to work in and while we will be able to make small improvements between now and 2019 this area will require a large overhaul by this time. It will also be prudent to relocate the Australian birds to this precinct.					\$2,000,000	\$500,000	\$2,500,000
<b>Tropical River Trail Aviaries</b> This trail will be the main pathway as visitors enter the Zoo and it is not currently wide enough to cope with this amount of traffic. The aviaries are old and in poor condition which does not provide best practice animal care. Walk through aviaries and a wider visitor path is required.				\$1,000,000			\$1,000,000
<b>Savannah Survival (Cheetah's and Lions)</b> The current cheetah exhibit and back of house holding is tired and old. Keepers are working in poor conditions and the animals require better housing. Cheetahs are iconic for Wellington Zoo and also form part of our commercial revenue generation through Close Encounters.						\$1,200,000	\$1,200,000
<b>Total</b>	<b>\$2,000,000</b>	<b>\$1,900,000</b>	<b>\$2,100,000</b>	<b>\$1,800,000</b>	<b>\$2,000,000</b>	<b>\$1,700,000</b>	<b>\$11,500,000</b>

## 8 MEASURES

Over time the Trust reviews its measures and seeks to provide measures which show business growth and improvement. For 2012-13 the following table indicates the most important measures for WCC to monitor as far as the business case and ongoing growth of the business is concerned.



*Our 200,000th visitor Cameron Sherley and his son Max being presented with a special prize by Her Worship the Mayor, Celia Wade-Brown and Wellington Zoo Group Manager Commercial Development, James Araci.*

Measure	Frequency of measure	Target 2011-12	Target 2012-13	Target 2013-14	Target 2014-15	Notes
Fundraising targets for ZCP reached or exceeded	Annually	\$766,601	\$468,693 The target for 2012-13 is 25% of the total CAPEX spend	\$400,000	\$125,000	Varies according to Business Case and CAPEX spend
Meeting ZCP project timing and budget programme	Per project	Completion Phase Two of the Hub Dec 2011 Completion of Asia March 2012	Completion of the Asia precinct September 2012 Completion of Reptile Rotunda Completion of Servals, Dingoes, Wallabies	Meet the Locals	Meet the Locals	
Increase total admissions by 2% each year on base year 2005/06 (170,116 visitors) as per Business Plan	Quarterly (see table below)	191,982	195,822	199,310	203,300	2% growth pa required from the ZCP Business Case
Ratio of Trust generated income as % of WCC grant	Quarterly	102%	103%	103%	103%	
Average WCC subsidy per visitor	Quarterly	\$15.04	\$14.22	\$14.72	\$14.90	
Staff turnover (not including casual and fixed term roles)	Annually	<15%	<15%	<15%	<15%	
Collection in managed conservation breeding programmes (% of total Collection)	Annually	41%	41%	41%	41%	Percentage approved by Regional Zoo Aquarium Association
Volunteer hours (FTE)	Annually	≥5 FTE	≥5 FTE	≥5 FTE	≥5 FTE	
Measure visitor feedback and satisfaction	Annually	1 research project	1 research project	1 research project	1 research project	
Back Office functions review for Shared Services model	Annually	Completed by date directed by WCC	Completed by date directed by WCC			

### Budgeted Visitor Numbers by Quarter for 2012-13

Q1	Q2	Q3	Q4	TOTAL
42858	49702	61210	42050	195822



## 9 RISK MANAGEMENT

The Wellington Zoo Trust has a Finance, Audit and Risk Committee which meets as required throughout the year. The Board monitors our risk matrix at each Board meeting and this matrix is updated as required. The Trust also has a rigorous Risk Management Policy.

The Wellington Zoo Trust seeks to minimise business risk by applying risk analysis and mitigation of identified risks. The **Risk Analysis and Mitigation Plan** is outlined on the following pages.

Wellington Zoo has a number of **insurance policies** which are indicated below

### Insurance

Company	What is it for	Who holds policy	What it covers	How often reviewed	Policy Number		Value of cover	Limit of indemnity	Excess	Endorsements	Territory / Jurisdiction
Vero Liability	Public and products liability	Wellington Zoo Trust	(a) Goods in care, custody and control, (b) punitive and exemplary damages (NZ only), (c) forest and rural fires act	Yearly	HO-LPL-6009167		(a) \$50,000 excess \$1000 (b) \$1,000,000.00 excess \$1000.00, (c) \$250,000.00 excess \$1000.00	\$5,000,000.00 any one occurrence/any one period of insurance in respect of products hazard	\$1,000.00	Nil	New Zealand
Vero Liability	Fidelity	Wellington Zoo Trust	All employees of the insured	Yearly	HO-LFG-6057415	1 Jul 2011-1 Jul 2012	Amount of guarantee \$250,000.00 any one claim/in the aggregate during the period of insurance including costs and expenses - deductible amount \$10,000.00 each and every claim including costs and expenses			Retroactive cover It is hereby noted and agreed that Exclusion (d) is deleted and replaced by the following: (d) For any loss committed more than 12 months prior to the discovery of the loss	New Zealand

Company	What is it for	Who holds policy	What it covers	How often reviewed	Policy Number		Value of cover	Limit of indemnity	Excess	Endorsements	Territory / Jurisdiction
Vero Liability	Statutory Liability	Wellington Zoo Trust	Health and safety in employment act 1992, Goods and services tax, Newly created or acquired subsidiary company, subsidiary company change of ownership	Yearly	HO-LST-6011313	1 Jul 2011-1 Jul 2012	\$500,000, excess \$1000.00	\$500,000.00 any one claim/in the aggregate during the period of insurance including costs and expenses	Company excess \$1000.00 each and every claim including costs and expenses in respect of insuring clause (a) Company re excess each and every claim including costs and expenses in respect of insuring clause (b)	Nil	New Zealand
Vero Liability	Employers Liability	Wellington Zoo Trust	Health and safety in employment act 1992, Goods and services tax, Newly created or acquired subsidiary company, subsidiary company change of ownership	Yearly	HO-LEL-6011312	1 Jul 2011 - 1 Jul 2012		\$500,000.00 in any one claim / in the aggregate during the period of insurance including costs and expenses	\$1000.00 each and every claim including costs and expenses	Nil	New Zealand
Vero Liability	Hall Hirers Liability	Wellington Zoo Trust	Community groups, organisations and individuals (not otherwise insured) as Hirers of Wellington Zoo trust facilities(a) Goods in care, custody and control, (b) punitive and exemplary damages (NZ only), (c) forest and rural fires act	Yearly	HO-LPL-6034221	1 Jul 2011 - 1 Jul 2012	(a) \$50,000 excess \$250 (b) \$1,000,000.00 excess \$250, (c) \$250,000.00 excess \$250	\$2,000,000.00 any one occurrence / any one period of insurance in respect of products hazard	\$250.00 per occurrence	Nil	New Zealand

**WCC also holds insurance policies in regard to the Zoo. The policies that apply are as follows:**

1) Material damage (for Council owned assets only)

WCC holds the policy. It covers loss or damage to Council owned property held at the Zoo and it is renewed each year in May.

2) Contract works (for Council owned assets only)

WCC holds the policy. It covers loss or damage to Council owned property held at the Zoo while under construction and it is renewed each year in August.

3) Trustee liability

WCC holds the policy. It covers the Trustees against damages, judgements and settlements awarded in respect of claims for wrongful acts. It is renewed in August each year.

There has been a case recently, relating to Bridgecorp, which ruled that the policy could not be used for legal fees. WCC have talked to Aon about our Trustee Liability policy when the Bridgecorp case first came out and Aon are currently talking to all the NZ insurers about changing Directors and Officers (D&O) liability policies to have a separate ring fenced amount for legal fees. However, nothing will change until the outcome of the Bridgecorp appeal is known (possibly Q1 2012) as if the initial ruling is reversed then the amended policy will not be necessary. Although the focus is on D&O insurance this would also apply to Trustee Liability insurance. Aon have sought legal advice on this and it is likely to take some months to finalise and agree policy wordings with the various insurers.

4) Travel

WCC holds the policy. It covers employees personal belongings and personal accident / sickness while travelling on business (this may be extended to cover personal days travel within a business trip on agreement from WCC and with the payment of a fee of \$3.50 per day). It is renewed each year in August.

**Health and Safety** is managed via the Manager Capital Development who has this area of responsibility. He works with our Safety Improvement Team to ensure safe practices in the Zoo from animals, staff and visitors. All Health and safety incidents are monitored weekly by the Strategic Management Team (SMT) and by the Board at their regular meetings. Annual trends are analysed by the SMT and the Board and actions taken to rectify any worrying trends.

The **Business Continuity Plan** is reviewed annually. The most recently reviewed version of the plan is dated January 2012 and a copy has been provided to Officers.

# Risk Analysis & Mitigation Plan for Wellington Zoo Trust


28


Risk No	Areas of Risk	Risk Identification	Probability	Impact	Risk Value	Impact	\$ Value of Risk	Risk Treatment	Owner
1	Financial, H & S, Operational, Collection, Visitation	Natural Disasters causing destruction and infrastructure failure	-2	7	5			Continue developing contingency plan. Civil Defence kit kept on site and maintained.	GMO
2	Financial, H & S, Operational, Collection, Visitation	Loss of business due to weather	0	5	5			Marketing Strategy	Group Manager Commercial Development
3	Financial, H & S, Operational, Visitation, Fundraising, ZCP	Attraction and Retention of Key Staff	-1	6	5			Succession planning, staff development, Recruitment and Induction Policies, Remuneration Policy.	CEO
4	Financial, H & S, Visitation, ZCP	ZCP Fundraising Targets Not Reached	-1	6	5		\$766K: 11/12 Financial Year	Fund Raising Strategy, Projects on hold, relationship building	Group Manager Commercial Development
5	Financial, H & S, Operational, Visitation, Reputational Fund Raising, ZCP	Significant site incident (including animal related incidents)	-2	7	5			Health & Safety Management System, Emergency Procedures, Safe Operating Procedures, Containment Standards, Staff Training	CEO
6	Financial, H & S, Operational, Visitation, ZCP, Collection	Building Fire (Including animal night quarters)	-1	6	5			Health & Safety Management System, Fire Alarms, Building WOF's, Emergency Procedures Manual	GMO
7	Financial, H & S, Operational, Collection, Visitation	Zoonotic Disease	-3	7	4			Avian influenza contingency plan, Zoonotic diseases policy, MAF Guidelines, ERMA policies	GMO
8	Financial, H & S, Operational, Visitation, Fundraising, ZCP	Project Design, Development and Delivery Risk (including not obtaining resource consent)	-2	6	4			Project Management Process	CEO
9	Financial, Operational, Reputational Visitation, Fundraising, ZCP	Reputation Falters	-3	6	3			Code of Conduct, Communications Strategy, Fund Raising Audit Process	CEO
10	Financial, H & S, Operational, Collection	Security Breach / Vandalism	-2	5	3			CCTV System, Security Alarms, Maintenance of Perimeter Fence	GMO
11	Financial, Reputational Visitation, Fundraising	Loss of Business Due to Competition / Economic Downturn	-1	4	3			Business Plan, Strategic Plan	CEO
12	Financial, Operational, Visitation, Fundraising, ZCP, Collection, H & S	IT and Utilities Infrastructure Loss and Failure	-1	4	3			Emergency Procedures Manual, Zoo Manual	GMO
13	Financial, H & S, Operational, Collection, Visitation, Reputational, Fundraising	Reduction or Withdrawal of Support From Wellington City Council	-3	6	3			Business Plan, Recognition Policy, Statement of Intent, Contract for Services, Communications Strategy	CEO
14	Financial, Operational, Visitation, Reputational Fund Raising, ZCP	Inability to import animals to replace collection	-1	4	3			Collection Plan	CEO
15	Financial, Operational, Reputational, Visitation, Fundraising	Loss of LEOTC contract	-2	4	2		\$247,000	Meet KPI's as per Contract	Group Manager Visitor Experience
16	Financial, Operational, Reputational, Fund Raising, ZCP	Inappropriate procurement processes followed	-2	4	2			Procurement Policy, Register of Interests	CFO
17	Financial, Operational, Reputational Fundraising	Fraud	-3	4	1			Well documented procedures and spot audits of procedures. Daily sign off for banking and float reconciliations	CEO


Score	Probability that the Event will Occur
1	Almost Certain and / or could occur frequently
0	Very likely to occur and / or could occur more than once
-1	Moderately likely to occur and / or could occur at least once
-2	Unlikely to occur and / or might occur once
-3	Very unlikely to occur


Score	Level of Impact of the Event Occurring
7	Catastrophic Damage value greater than 50% of the project value, or Major delay to the project completion, or Major impact on this and other business opportunities
6	Very High Impact Damage value about 20% - 50% of the project value, or Significant delay to project completion, or Significant impact on this and other business opportunities
5	Major Damage value about 5% - 20% of the project value, or Project completion affected, or Some impact on this or other business opportunities
4	Minor Damage value less than 5% of the project value, or Project completion not impacted (although a phase of the project may be), or This business opportunity could be impacted
3	Negligible Damage value covered by contingency, any delays barely noticeable and client unaffected
2	Minimal

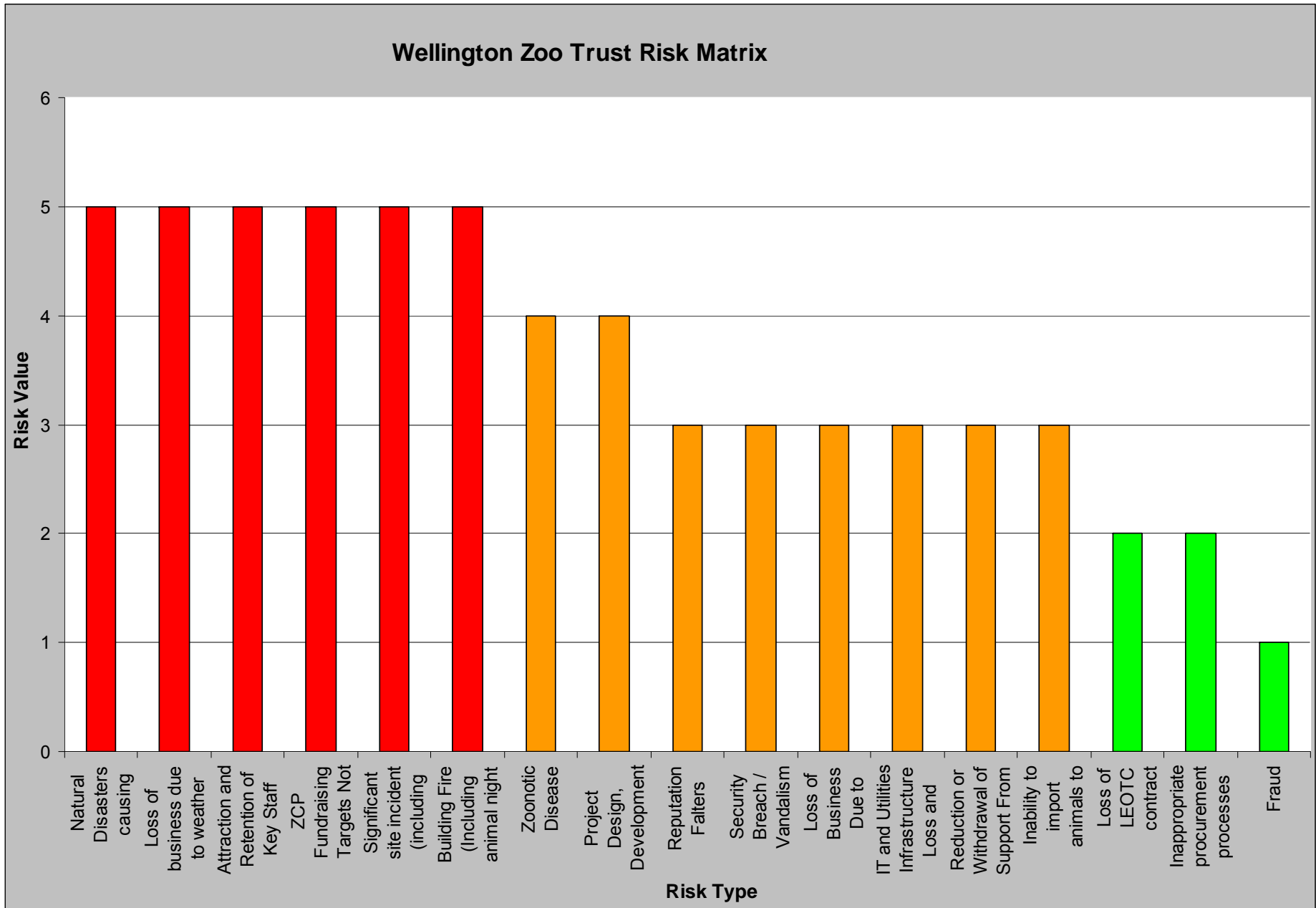
These two scores are added together to give a "Risk Value". This will be in the range zero to eight.

 All risks with a Risk Value of 5 - 8 must have a mitigation plan developed and agreed by all parties to the project. This level of risk will probably require some immediate special action or special planning dedicated to reducing the particular risk. A contingency plan should also be developed.

 All risks with a Risk Value of 3 or 4 shall have a mitigation plan so they can be managed.

 All risks with a Risk Value of 0 - 2 can just be recorded and accepted as such until such time as they produce a higher score.

 Any risk that has a Probability Value of one (1) or an Impact Value of five (5) or more must still have a mitigation plan even if the overall Risk Value is less than five.



## 10 RELATIONSHIP WITH COUNCIL

---

The Trust will report quarterly to the Council through the Council Controlled Organisations Monitoring Sub-Committee on the Key Performance Indicators above and over all financial performance.

The Trust's Statement of Financial Performance and audited accounts will be presented to Council within 60 days of financial year end.

The Trust will disclose any material or potentially contentious transactions that are planned within its annual business plan. Where this is not possible, the earliest practicable notice will be given to Council of such transactions.

The Trust will publicly acknowledge Council's contribution to the Zoo wherever appropriate.

The principles governing the relationship between the Trust and Council will include:

- A "no surprises" approach which is addressed in the Memorandum of Understanding with Wellington City Council Communications
- Open communications which acknowledge each partner's objectives and constraints
- Mutually respectful negotiation of resolution of differences
- Reciprocal recognition of the requirements of each other's processes
- Regular meetings between Wellington City Mayor, Wellington City Council Chief Executive, Wellington Zoo Trust Board Chair and Wellington Zoo Trust Chief Executive to discuss issues and direction.
- We provide quarterly reports and an annual report within three months of balance date

Wellington Zoo Trust will recognise Wellington City Council as Principal Funder of the Zoo as part of the Trust's Recognition Policy.

This recognition is offered to Wellington City Council in the spirit of partnership with the Zoo as we mature as a charitable trust. We would like to ensure that we recognise all donors and funders in an appropriate way and note that if we were to receive such a large donation from a private individual or company as the one the Council gives to us, we would be recognising that donation in a similar way.

Wellington Zoo Trust will provide the following benefits to the Wellington City Council for its continued operational and capital expenditure support of Wellington Zoo Trust.

### 13.1 BRANDING BENEFITS

The Trust will:

- use the Absolutely Positively Wellington logo to recognise the Council's contribution where practicable
- recognise Wellington City Council in our regular Communication Channels
- acknowledge the Council's contribution in our newsletter and website editorial
- provide a framed certificate of partnership for the Council foyer
- send the Zoo's quarterly newsletter, "Zoo Views - news from the best little zoo in the world"
- ensure prominent mention in the Trust's annual report
- ensure that the Council's logo is on the Zoo's web site with a hotlink
- allow the Council to use the Zoo's logo

- construct signage relevant to the Council's grant at new exhibits

### 13.2 HOSPITALITY BENEFITS

We will:

- invite Directors and Councillors to all standard Zoo events
- give Wellington City Council access to the use of two venues at the Zoo per year, for example the Wild Theatre or Archibald Centre
- provide the Council with 110 single passes to the Zoo per year:
  - 10 for each directorate, including the Chief Executive's office to be administered by the Communications Manager. It is up to each Directorate as to how these passes are given out.

### 13.3 STAFF BENEFITS

We will:

- Provide Council Staff discount on all Zoo products, such as Encounters and Sleepovers (20%). This does not include sales at the Zoo's catering outlets.
- Hosting of a Council Picnic Day at Wellington Zoo, free of charge to all Council employees and their families:
  - To be held in the summer months annually
  - Held on two consecutive Saturdays to ensure all workers can attend
  - Council is welcome to utilise these events as the staff Christmas events or any other 'special day'



*Wellington Zoo Full Staff Photo – February 2012*



## 11 TRUST'S ACCOUNTING POLICIES

---

### Statement of Accounting Policies for the year ended 30 June 2011

#### 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 has been negotiated for a period of 3 years to 30 June 2012.

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 2011. The financial statements were authorised for issue for the Board of Trustees on 12 August 2011.

#### 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 unless otherwise stated.

#### 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.

A provision for impairment of a receivable is established when there is objective evidence that the Trust will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation, and default in payments are considered indicators that the debt is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of an impaired receivable is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account for receivables. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due).

### **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 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:

Audio Visual Equipment	3 years
CCTV	3 years
Projector	5 years
Incubators	12.5 years
Shade Sail	10 years
Hospital Equipment	10 years
Garden Furniture	10 years
Living Room Furniture	15 years
Composter	10 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.

### **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).

Directors' remuneration is any money, consideration or benefit received, receivable or otherwise made available, directly or indirectly, to a director 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.

### **Reclassification of Income**

In previous years, visitor revenue has been split into Admissions and Other Corporate Income. Visitor Revenue is now all shown under Admissions on the face of the statement of comprehensive income. As a result, \$330,581 of income has been reclassified from 'Other Corporate Income' to 'Admissions' in the comparative information.

### **Comparative figures**

The Trust has adopted the NZ equivalents to International Financial Reporting Standards.

## 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. Any changes in accounting policies are approved by the Finance and Audit Committee of the Trust.

## Standards, amendments, and interpretations issued but not effective that have not been early adopted

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

NZ IFRS 9 Financial Instruments will eventually replace NZ IAS 39 *Financial Instruments: Recognition and Measurement*. NZ IAS 39 is being replaced. The new standard is required to be adopted for the year ended 30 June 2014. The Trust has not yet assessed the effect of the new standard and expects it will not be early adopted.

## 12 FUNDING SOUGHT FROM COUNCIL

---

To deliver the services described in this Statement of Intent, the Trust is seeking **operational funding grant of \$2,882,970** for the 2012-13 year. This is an uplift of 3% in line with inflationary increases which we have not had since 2005.

Additionally we are seeking **tagged funding for animal acquisitions of \$89,120** for 2012-13.

Although the Trust does not own the Zoo's assets, it is charged with planning and developing them under its founding documents. Accordingly, the Trust has requested that the Council approve **\$1,874,771 for CX340** (the current ZCP) and **\$621,947 for CX125** for 2012-13.

These figures reflect the funding requests from the Zoo for the new LTP which have already been submitted to WCC. For the draft SOI we are assuming these amounts in our budget. Any adjustments can be made in the final SOI budget.

## 13 OBLIGATIONS/LIABILITIES

---

The Trust has no significant obligations or contingent liabilities.

## 14 DISTRIBUTION TO SETTLOR

---

The Wellington Zoo Trust does not make a distribution to the Settlor.



**Ross Martin, Chair**

## APPENDIX ONE – FINANCIAL INFORMATION

CCO: Wellington Zoo Trust Business Plan 2012/13		\$NZ000's						
Estimate 30-Jun-12	EARNINGS STATEMENT	Qtr to 30-Sep-12	Qtr to 31-Dec-12	Qtr to 31-Mar-13	Qtr to 30-Jun-13	Total YE 30-Jun-13	Total YE 30-Jun-14	Total YE 30-Jun-15
	<b>Revenue</b>							
2476	Trading Income	538	714	799	502	2,553	2,617	2,709
2799	WCC Grants	720	721	721	721	2,883	2,969	3,058
82	Other Grants	21	21	20	20	82	82	82
197	Sponsorships and Donations-Operational	60	60	60	60	240	240	250
651	Sponsorships and Donations-Capital				469	469	400	125
32	Investment Income	8	4	7	3	22	24	24
80	Other Income	15	24	23	18	80	90	95
6,317	<b>Total Revenue</b>	1,362	1,544	1,630	1,793	6,329	6,422	6,343
	<b>Expenditure</b>							
3,725	Employee Costs	950	950	950	950	3,800	3,900	4,020
1,915	Other Operating Expenses	508	509	508	509	2,034	2,100	2,180
26	Depreciation	7	6	7	6	26	22	18
0	Interest					0	0	0
672	Vested Assets				469	469	400	125
6,338	<b>Total Expenditure</b>	1,465	1,465	1,465	1,934	6,329	6,422	6,343
(21)	<b>Net Surplus/(Deficit) before Taxation</b>	(103)	79	165	(141)	0	0	0
0	Taxation Expense					0	0	0
0	Operating Surplus (Deficit)	(103)	79	165	(141)	0	0	0
(21)	<b>Net Surplus/(Deficit)</b>	(103)	79	165	(141)	0	0	0
0.0%	<b>Operating Margin</b>	-7.6%	5.1%	10.1%	-7.9%	0.0%	0.0%	0.0%

Estimate 30-Jun-12	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-12	As at 31-Dec-12	As at 31-Mar-13	As at 30-Jun-13		As at 30-Jun-14	As at 30-Jun-15
	<b>Shareholder/Trust Funds</b>							
0	Share Capital/Settled Funds	0	0	0	0		0	0
0	Revaluation Reserves	0	0	0	0		0	0
119	Restricted Funds	119	119	119	119		119	119
282	Retained Earnings	179	258	423	282		282	282
401	<b>Total Shareholder/Trust Funds</b>	298	377	542	401		401	401
	<b>Current Assets</b>							
1,362	Cash and Bank	1,945	1,309	2,160	1,304		1,326	1,366
100	Accounts Receivable	85	85	85	110		85	85
60	Other Current Assets	60	60	60	60		60	60
1,522	<b>Total Current Assets</b>	2,090	1,454	2,305	1,474		1,471	1,511
	<b>Investments</b>							
0	Deposits on Call	0	0	0	0		0	0
0	Other Investments	0	0	0	0		0	0
0	<b>Total Investments</b>	0	0	0	0		0	0
	<b>Non-Current Assets</b>							
76	Fixed Assets	69	63	56	50		28	10
0	Other Non-current Assets	0	0	0	0		0	0
76	<b>Total Non-current Assets</b>	69	63	56	50		28	10
1,598	<b>Total Assets</b>	2,159	1,517	2,361	1,524		1,499	1,521
	<b>Current Liabilities</b>							
749	Accounts Payable and Accruals	813	842	821	799		652	674
	Provisions						0	0
400	Other Current Liabilities	1,000	250	950	276		398	398
1,149	<b>Total Current Liabilities</b>	1,813	1,092	1,771	1,075		1,050	1,072
	<b>Non-Current Liabilities</b>							
0	Loans - WCC	0	0	0	0		0	0
0	Loans - Other	0	0	0	0		0	0
48	Other Non-Current Liabilities	48	48	48	48		48	48
48	<b>Total Non-Current Liabilities</b>	48	48	48	48		48	48
401	<b>Net Assets</b>	298	377	542	401		401	401
1.3	<b>Current Ratio</b>	1.2	1.3	1	1.4		1	1.4
25.1%	<b>Equity Ratio</b>	13.8%	24.9%	23.0%	26.3%		26.8%	26.4%

Estimate 30-Jun-12	STATEMENT OF CASH FLOWS	Qtr to Sep-12	Qtr to Dec-12	Qtr to Mar-13	Qtr to Jun-13	Total YE Jun-13	Total YE Jun-14	Total YE Jun-15
	<b>Cash provided from:</b>							
2,476	Trading Receipts	538	714	799	502	2,553	2,617	2,709
2,799	WCC Grants	1399	0	1400	0	2,799	2,969	3,058
82	Other Grants	21	21	20	20	82	82	82
848	Sponsorships and Donations	60	60	60	529	709	640	375
32	Investment Income	8	4	7	3	22	24	24
80	Other Income	15	24	23	18	80	90	95
6,317		2,041	823	2,309	1,072	6,245	6,422	6,343
	<b>Cash applied to:</b>							
3,725	Payments to Employees	950	950	950	950	3,800	3,900	4,020
1,915	Payments to Suppliers	508	509	508	509	2,034	2,100	2,158
	Net GST Cashflow					0	0	0
672	Other Operating Costs (VESTING)			0	469	469	400	125
	Interest Paid	0				0	0	0
6,312		1,458	1,459	1,458	1,928	6,303	6,400	6,303
5	<b>Total Operating Cash Flow</b>	583	(636)	851	(856)	(58)	22	40
	<b>Investing Cash Flow</b>							
	<b>Cash provided from:</b>							
	Sale of Fixed Assets					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	<b>Cash applied to:</b>							
0	Purchase of Fixed Assets					0	0	0
0	Other -vesting Cash for Capital Projects					0	0	0
0		0	0	0	0	0	0	0
0	<b>Total Investing Cash Flow</b>	0	0	0	0	0	0	0



Estimate 30-Jun-12	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-12	Qtr to 31-Dec-12	Qtr to 31-Mar-13	Qtr to 30-Jun-13	Total YE 30-Jun-13	Total YE 30-Jun-14	Total YE 30-Jun-15
	<b>Financing Cash Flow</b>							
	<i>Cash provided from:</i>							
	Drawdown of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	<i>Cash applied to:</i>							
	Repayment of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
0	<b>Total Financing Cash Flow</b>	0	0	0	0	0	0	0
5	<b>Net Increase/(Decrease) in Cash Held</b>	583	(636)	851	(856)	(58)	22	40
1,357	<b>Opening Cash Equivalents</b>	1,362	1,945	1,309	2,160	1,362	1,304	1,326
1,362	<b>Closing Cash Equivalents</b>	1,945	1,309	2,160	1,304	1,304	1,326	1,366

Estimate 30-Jun-12	CASH FLOW RECONCILIATION	Qtr to 30-Sep-12	Qtr to 31-Dec-12	Qtr to 31-Mar-13	Qtr to 30-Jun-13	Total YE 30-Jun-13	Total YE 30-Jun-14	Total YE 30-Jun-15
(21)	<b>Operating Surplus/(Deficit) for the Year</b>	(103)	79	165	(141)	0	0	0
	<i>Add Non Cash Items</i>							
26	Depreciation	7	6	7	6	26	22	18
	Other (Gifted Hospital Assets)		0		0	0	0	
5		(96)	85	172	(135)	26	22	18
	<b>Movements in Working Capital</b>							
11	(Increase)/Decrease in Receivables	15	0	0	(25)	(10)	25	0
158	(Increase)/Decrease in Other Current Assets	0	0	0	0	0	0	0
(117)	Increase/(Decrease) in Accounts Payable	64	29	(21)	(22)	50	(147)	22
(52)	Increase/(Decrease) in Other Current Liabilities	600	(750)	700	(674)	(124)	122	0
0		679	(721)	679	(721)	(84)	0	22
	<b>Net Gain/(Loss) on Sale:</b>							
	Fixed Assets	0				0		
	Investments	0				0		
0		0	0	0	0	0	0	0
5	<b>Net Cash Flow from Operations</b>	583	(636)	851	(856)	(58)	22	40