

Statement of Intent 2013-2014 Karori Sanctuary Trust

Presented to the CCO Performance Sub Committee
pursuant to Schedule 8 of the Local Government Act (2002)



Photographed by Jo Moore

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1. Introduction

2013 will be a year of change and challenge for Karori Sanctuary Trust.

We begin with the good news of a new partnership arrangement with Wellington City Council, and the commitment of 3 year funding from Council that will underpin the Trust's financial position going forward. We are grateful to the City Council for showing confidence and faith in Zealandia as a significant community asset that forms part of the fabric of Wellington.

Over the last 3 years, the Karori Sanctuary Trust has encountered a complex mix of successes and challenges. On the conservation front, we have seen strong progress on the restoration of the Sanctuary ecosystem and the phenomenon of wings over Wellington as the sanctuary's kaka range widely over Wellington suburbs.

However, while there has been significant growth in visitor numbers and revenues, these have not matched the ambitious projections set at the initiation of the new visitor centre. A strong volunteer base has continued to support the sanctuary's work, but membership growth has faltered, and our communities and stakeholders have concerns about the Sanctuary's pricing and value. Our finances will continue to be challenged as we seek to grow our revenues and keep expenditure contained. We still have a lot of work to do to build the strong collegial relationships we need with other Wellington organisations, and the positive reputation we need for future success. These are significant issues to be addressed.

We acknowledge the substantial efforts made in 2012 by the Sanctuary interim board, the City Council and other supporting stakeholders to diagnose the problems and find long term solutions. In 2013/14, the Sanctuary Trust Board and management will build on this work to achieve a turnaround toward long term sustainability. We will face and own the challenges, so that we can take significant steps to resolve these in 2013/14.

The Sanctuary's inspirational long term vision continues to include the restoration of the Sanctuary as a treasured exemplar and model of a "pre-human settlement" natural ecosystem. In 2013/14, we will put a sharper focus on interpreting that vision for success in the short to medium term, and also to reflect the wider contribution that Zealandia will make to Wellington beyond the Sanctuary boundaries.

Our medium term (three to five year) focus is on recovery of the organisation's sustainability, including our relationships, reputation, and financial resilience, through the creation of collaborative partnerships and positive impact for Wellington. Our vision and mission for this period are framed as:

Vision: Zealandia is recognised by the people of Wellington as an essential part of Wellington's identity and natural heritage

Mission: To bring the benefits of our natural heritage to the people of Wellington and beyond

To achieve these, we will need to take an approach which is both optimistic and realistic, and set clear priorities which help us deliver recovery. We still face significant resource constraints, so we will need to be smart, agile and flexible in tackling our priorities.

There are six major themes in our approach for 2013/14:

- **Partnerships and connections:** we will base our recovery on strengthening our partnerships and connections with other Wellington organisations, and working as part of a wider Wellington team. Through this, we will not only develop the Sanctuary as a vital asset for Wellington, but will become part of a strongly connected community to grow Wellington's natural capital, and make this a great place to live,

- **Financial resilience:** we will work closely with the City Council and other partners to address our current challenges of financial resilience and sustainability. We will further examine areas of concern about price and value. In 2013/14 we will complete and implement a comprehensive review of visitor and membership offers and packages, to provide a foundation for resilient perceptions of value, sound visitor revenues, and continuing membership support. We will address legacy financing issues, and review and act on options for growing support and extending our revenue base.
- **Engaging our visitors, members and supporters:** We want our visitors, members and supporters to be active, highly engaged champions for Zealandia and the work we do. In 2013/14, we will review how we engage with all our visitors and supporters; and identify options for improving the experience of our visitors and members. We will also focus on building stronger Wellington community relationships, with neighbours and beyond, and with partner organisations. We will work to enable the Sanctuary's new governance structure to deliver useful benefits.

In 2013/14, through the support of the Regional Facilities Fund, we will initiate a major project on visitor engagement working with Wellington Zoo and other Wellington conservation organisations.

- **Our brand and messages:** Our positive relationships need to be based on clear communication about who we are and our contribution to Wellington. In 2013/14, we will refresh our brand and communications approaches to give us the best possible foundation for building a positive reputation.
- **Our restoration and sustainability impacts**
In addition to continuing restoration work within the Sanctuary in 2013/14 we will grow our contributions beyond the boundaries of the Sanctuary, including our potential to make a difference in community conservation, citizen science, education, and research. Our partnerships with VUW, WCC and the Tenth Trust will be critical and will require us to think creatively about how we work on wider Wellington sustainability initiatives. Immediate priorities for 2013/14 include the practical development of these partnerships. In 2013/14, we will work on the foundations for a long term presence for Victoria University at the Sanctuary, extending towards longer term development at the Sanctuary of a unique and high value combination of education, research and visitor engagement activities. First steps in the Sanctuary Halo project, working initially with Kelburn School and Community will be a priority for us. We will also make our best possible contribution to emerging Eco-City work with WCC and others.
- **Building our capacity:** Our focus for 2013/14 will be on building the capacity to support our strategic turnaround. Our approach will include use of shared services and collaborative approaches. Some improvements will be required to ensure that staffs have access to necessary resources and satisfactory working conditions.

While intend being open and transparent about our challenges, we are also optimistic and positive about the potential for Zealandia to generate benefits for Wellington. The Sanctuary Trust Board and management are grateful to the many organisations and individuals who are stepping in to offer collaborative approaches, and their expertise and support for 2013/14 projects. We intend to make the most of these opportunities in creating a sustainable future for Zealandia in 2013/14 and beyond.

Denise Church Chair, Karori Sanctuary Trust

Natasha Jeremic-Petkovic, Acting Chief Executive, Karori Sanctuary Trust

2) Strategic Direction

a) Core Purpose

Karori Sanctuary Trust is an incorporated society and a charitable trust, and it is a non-for profit organisation. As per our Trust Deed, the objects of the Trust are as follows:

- To carry out education and research into all matters pertaining to the conservation and restoration of New Zealand's natural heritage and in particular to restore representative examples of New Zealand's natural heritage.
- To establish and maintain a secure native wildlife sanctuary in the Karori Reservoir in the City of Wellington.
- To restore the reservoir area ecosystem as closely as practicable to its presumed pre-human state but allowing for construction of specific habitats to enhance its diversity and conservation values.
- To provide facilities for recreation and tourism activities.
- To seek and foster community support and participation.
- To manage and manipulate such ecosystems as may be necessary to maintain requisite populations.

Vision

Zealandia is recognised by the people of Wellington as an essential part of Wellington's identity and natural heritage

Mission

To bring the benefits of our natural heritage to the people of Wellington and beyond

The current statements of vision and mission are working versions, and we expect to further develop and refined these expressions of vision and mission as we develop our strategic approach and the key messages to communicate that approach to our audiences.

b) Operating Environment

Conservation

There is an increasing awareness of the need to protect our natural environment. Zealandia plays an important role in the protection of the nature and can contribute significantly to a number of initiatives over the coming year, in particular, the Living Cities, Halo, and other projects that expand environmental programmes in the city and the region. The science of urban ecology is emerging as increasingly influential, and Zealandia is well-placed to grow momentum for this important work across the Wellington region urban location and connection to the community. There already is a visible effect upon the city's birdlife that presents an opportunity to lead these initiatives, and to position strongly in the conservation community, helping to nurture a generation of Wellingtonians that treasure native New Zealand flora and fauna. Wellington is uniquely positioned to grow as a nature capital, with Zealandia as its urban nature destination, and a centre for excellence in urban ecology research and community learning.

By Charles Daugherty, Zealandia Trustee

The **Halo** is a concept developed over a decade ago by Zealandia founder Jim Lynch and others. Most people think of the Halo Effect as an increase in numbers of tūi and other native bird species moving beyond the relative safety of the sanctuary's mammal-exclusion fence, to occupy adjacent suburbs such as Karori and more widely across the entire city. To the new Trust Board, the Halo concept embraces a far larger set of benefits to Wellington than the dawn chorus. Key goals for us include not only ecological restoration of our valley and spill-over benefits to surrounding areas, but also environmental education programmes for the region's youth, world-leading conservation research, constructive engagement with our local community, and an eco-tourism destination that supports the Wellington economy.

Most importantly, Zealandia is about the future of the Wellington region. The Trustees aim to bring the benefits of our treasured valley to all of the people of Wellington. We will achieve this lofty goal by working with key partners such as Victoria University, the Wellington Zoo, and the Wellington City and Regional Councils, whose possum control programmes have proven essential to growing the Halo in the past decade.

One important area of shared interest is urban wildlife. Gareth Morgan has raised awareness of the threats wandering cats pose to our native species, but a range of other introduced mammals are also of concern. With our partners, we will be undertaking research to understand the risks raised by stoats, rats, and possums as well as cats in the growing Halo region. Such information can support the City Council in planning pest control programmes. These programmes can only succeed if Wellington residents support them, so we will be engaging with our members and neighbours to learn what they think and how we can best work with them.

Another problem is emerging: as kākā numbers grow, an increasing number require veterinary attention resulting from some of the items they eat around our city, especially those made of lead. Additionally, kākā may cause damage to people's homes and gardens. Our research will explore ways to prevent harm to kākā, gardens and buildings, so that we Wellingtonians can happily share our city with our most valued species.

So, while challenges such as urban wildlife are great, as Trustees we are confident that in concert with our partners these challenges can be met. The reward is an internationally recognised future for our city that is strongly connected to the unique natural heritage of New Zealand.

Tourism

Wellington is well positioned in the domestic visitor market being identified a top domestic destination of choice in recent surveys.

Visitors from Australia continue to grow significantly in comparison to other parts of New Zealand. This is offset by a decline in visitation to Wellington from Europe, particularly the UK.

Visitation from China is increasing nationally, but there has been little change in Wellington.

The cruise-ship market continues to grow strongly, and this trend is expected to continue in 2013/14.

Technology

Online markets present an opportunity for growing our profile audiences, potentially increasing visitation and revenue generation. Social media presents a new way of engaging with communities – fostering dialogue and advocacy.

Wi-Fi and use of smart phone technology, QR codes etc can enhance visitor experience and accessibility of our interpretation. The influence of this will be considered as part of our visitor experience review.

Use of leading edge technology, if available to Zealandia, will significantly enhance conservation management.

Local Government changes

A change in local governance in the region is possible in the future. This may impact on WCC's strategic priorities, and Zealandia's role in contributing to some WECC's outcomes. Hence, Zealandia's ongoing dialogue with local and regional government is a high priority.

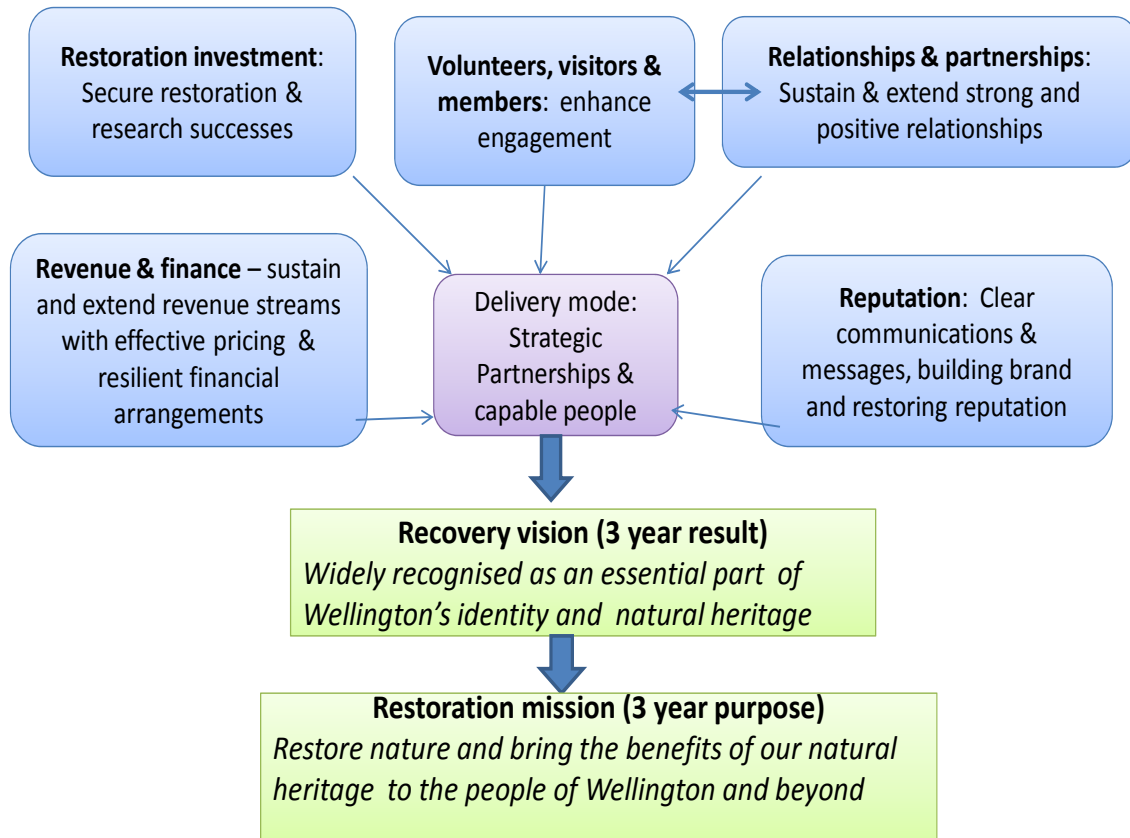
Our positioning

Providing value for money to visitors is a continuing challenge. We are reviewing our product offering, pricing and visitor experience to address this issue.

The world of fundraising and sponsorship is changing with new avenues available such as crowd-funding. However, post-Christchurch earthquake, and as a result of increased demand upon grant-giving organisations from social care groups, the environment remains crowded, and therefore challenging.

c) Strategic Framework

Zealandia – one page plan for 2013/14



GOAL 1: REPUTATION

Zealandia realises its vision, mission and brand with integrity: building trust, engagement and loyalty; and inspiring advocacy from visitors, volunteers and members, and Wellingtonians.

2013-14 STRATEGIC PRIORITIES

1. Vision, Mission & Values

Objective: To develop and effectively communicate a strong strategic foundation for Zealandia.

Commentary: One of the cornerstones of Zealandia’s recovery process will be the development of a refreshed vision, mission and set of values for the organisation. These will be inculcated into the organisation’s culture, brand and its communication with visitors, volunteers, members and stakeholders. It will underpin a review of Zealandia’s brand and its positioning – and inform Zealandia’s strategic planning and communications activity, as well as our choice of projects and partnerships.

Our desired outcome is that by June 2014 we will have evidence to show that Zealandia’s refreshed brand and positioning evokes feelings of positive engagement.

2013-14 Actions

- A refreshed vision, mission and organisational values will be developed with staff.
- A review will take place to test and prioritise current and possible future activity against the refreshed vision, mission and values. The results of this exercise will be embedded within the Trust's 2013-16 Strategic Plan.
- A brand positioning strategy will be developed to ensure a strong, consistent voice and positive brand presence across all of Zealandia's channels, reflecting the organisation vision, mission and values. Any changes to the brand will be coordinated with a communication strategy, and its impact assessed through market research.
- A communication strategy will be developed to ensure that visitors, volunteers, members, partners and stakeholders are aware of Zealandia's vision and mission, and Zealandia's priority projects and partnerships.

2. Members

Objective: Membership will become highly valued among the community and visitors, and our members will be highly engaged, positive supporters of Zealandia's work.

Commentary: Zealandia has a strong, passionate membership. Ensuring that members are engaged, supportive advocates of our work is a key objective and part of our sustainable future. A membership price and product review has been completed, and a new pricing and product structure will be launched by the end of 2013.

We aim to make membership of Zealandia as desirable, flexible and easy to purchase, as possible.

2013-14 Actions

- Membership offer(s) reviewed and new customisable product and pricing range launched. Any new membership offerings are positively received, and a revenue increase is achieved.
- Targeted member communication strategy developed and delivered that resonates with the refreshed brand position and new membership products, and incorporates online purchasing capability.
- Member satisfaction survey developed and delivered.

3. Volunteers

Objective: Volunteers will be highly engaged champions for Zealandia's strategic priorities.

Commentary: Zealandia's volunteers contribute many thousands of hours work to the Sanctuary. Maintaining and growing this important group; and ensuring they are well-informed, engaged and supportive champions of our work are key objectives.

2013-14 Actions

- Coordinators will use regular communication and forums to ensure that volunteers are informed of developments at Zealandia and have opportunities to provide feedback.
- Volunteer induction, training and management systems and processes will be reviewed.

GOAL 2: INVESTMENT IN RESTORATION & CONSERVATION

Zealandia's restoration and research work is recognised by funders and partners as leading the way in Wellington's environmentally active community.

2013-14 TRATEGIC PRIORITIES

1. Conservation

Objective: Zealandia has a clearly articulated conservation strategy and principles that have the wide respect of stakeholders and partners.

Commentary: A strong, credible conservation strategy is the keystone of Zealandia's ongoing activity. Currently under review, it is our objective to ensure our refreshed conservation strategy identifies clear and realistic priorities for action, underpins our vision and mission, and is endorsed by partners and stakeholders.

2013-14 Actions

- Zealandia's conservation strategy is completed, and informs communication with relevant stakeholder and partners.

2) Research

Objective: Zealandia has a well-articulated research programme as part of our core mission, and establishes itself as a centre of excellence for urban ecology

Commentary: Zealandia is a rich resource for research. The team will prepare a research strategy that identifies opportunities and priorities that make the most of this resource – and cements our vision, mission and key partnerships. Communicating our successes and leveraging off our relationships in this area will help us assert our importance as an environmental resource for the city and beyond.

It is our objective to continue to undertake and facilitate scientific study in the valley, while exploring funding opportunities and promoting the programme and its results.

The developing partnership with VUW is an encouraging aspect of advancing research opportunities in the sanctuary and has strong synergy with WCC's Eco-city and Living Cities strategies.

2013-14 Actions

- Zealandia's research strategy is completed, and informs communication with relevant stakeholder and partners.
- We will work closely with the Post Doctoral candidate (position funded by Council and VUW focusing on developing a research plan at Zealandia).

GOAL 3: VISITOR EXPERIENCE & ENGAGEMENT

We deliver excellent environmental outcomes for Wellington through community engagement - via our visitor experience and commitment to learning for all, enhanced by a range of projects and strategic partnerships, and underpinned by a long-term strategic investment plan.

2012-13 TRATEGIC PRIORITIES

1) Visitor Experience

Objective: To develop and deliver innovative and engaging experiences that lead the way in environmental learning for all audiences.

Commentary: Our visitor experience provides rich and inspirational opportunities for engagement and learning for all. However, the time is right to look afresh at our offering. We will conduct a review of its design and people's perceptions. The next step is to put in place an integrated visitor experience priority plan of valley and infrastructure improvements and investments that, over time, mean that visitors, including members, have clear expectations of a visit, and regard their time spent at Zealandia as a high value experience, deserving of their advocacy.

2013-14 Actions

- A visitor experience strategy and implementation plan will be developed, with clear, realistic priorities for short-term improvements and long-term investment.
- We will work with Wellington Zoo and other conservation organisations in the region on our joint visitor experience development project funded by the Wellington Regional Amenities Fund.

2) Learning

Objective: To develop and deliver innovative and engaging experiences that lead the way in environmental learning for all audiences.

Commentary: Zealandia's learning and interpretation staff are experts in their respective areas; and experts in providing programming and experiences for the entire spectrum of lifelong learners who come to Zealandia; as individuals, or in groups.

Our learning team develops and delivers high-quality, curriculum-linked education services for thousands of students and their teachers. They also work on institution-specific projects and programmes, learn from and lend support to external colleagues.

2013-14 Actions

- We will develop an inclusive 'learning for all' strategy for Zealandia that benchmarks our delivery onsite for all staff-led programmes, and identifies for opportunities for delivery online and via outreach or in partnership with other organisations.
- Ensure Zealandia is well-positioned to optimise support from the Ministry of Education Learning Experiences Outside The Classroom for learning programmes.

GOAL 4: PARTNERSHIPS & RELATIONSHIPS

Our organisation is a valued and valuable partner – developing and sustaining strong, positive relationships that contribute directly to our vision and mission.

2013-14 STRATEGIC PRIORITIES

1) Key Relationships

Objective: Key partner organisations, such as Wellington City Council, Victoria University of Wellington and Tenth Trust; and other key stakeholder such as Wellington Community Trust, Department of Conservation, Forest & Bird, World Wildlife Fund, Nature Heritage Trust, Otari Wilton's Bush, the Botanic Gardens, Wellington Museums Trust, Te Papa, SPCA and Wellington Zoo Trust (among others) will be committed to develop mutually beneficial initiatives with or alongside Zealandia.

Commentary: Initial discussions with many of these organisations have already taken place and have been received positively. As Zealandia communicates its vision, mission and values, and crystallises its new brand positioning, we will begin a campaign to deepen these relationships and identify further opportunities for long-term partnership.

2013-14 Actions

- Zealandia's programme of engagement with the Board and CEOs of these, and other strategically important organisations will continue.
- A programme of joint initiatives will be agreed across this period.
- A new partnership model with Victoria University of Wellington will be established.
- Partnership model with WCC – working together on urban ecology projects such as Halo and Living Cities initiatives.

2) Guardians

Objective: The Guardians will be a strong and vital partner with a clear understanding of their role, contribution and level of engagement.

Commentary: In the past, Zealandia has suffered because of blurred lines within its governance structure. With a redrafted Trust Deed and clear delineation of roles and responsibilities, Zealandia and its team can focus upon building positive connections with the Guardians that benefits the organisation's short and long term future.

2013-14 Actions

- Guardian engagement plan developed.

3) Local Iwi

Objective: Our local iwi will be supportive and the relationship between us will be mutually productive.

Commentary: New arrangements for a working partnership with local iwi are being put into place and our objective is to build this into a fruitful and mutually beneficial relationship.

2013-14 Actions

- Regular meetings will be held between iwi representatives and Zealandia staff, and a programme of involvement developed.
- Iwi is represented as one of the Guardians.

GOAL 5: REVENUE, FINANCE, ORGANISATION

2012-13 STRATEGIC PRIORITIES

1) Budget

Objective: To ensure that Zealandia's has credible and strong financial arrangements by meeting its operational budget.

Commentary: The Zealandia team has reviewed and set an operational budget that supports its vision for the organisation's financial recovery. Arrangements have been put into place with Council and Wellington Community Trust to ensure a strong foundation for future planning.

We are committed to meeting our budget: operating openly and efficiently. We are committed to an ongoing review of priorities to ensure that they are relevant to our audience, our stakeholders, and aligned with Zealandia and Council's vision for the city.

2013-14 actions:

- Ongoing review and refinement of the operating model to ensure that budget or better is achieved.
- Open, constructive 'no surprises' dialogue with Council is a feature of our ongoing financial management.

2) Non-Council Revenue

Objective: To continue to develop revenue generation capability, and to minimise risk to non-Council revenue streams.

Commentary: Revenue generation is central to Zealandia's financial recovery. As we refine our operating model, we will look to increase our revenue-generating capacity through new and expanded sources of revenue.

Admissions, retail and membership are significant streams of revenue – minimising risk to these, and ensuring that the 'product offer' matches Zealandia's refreshed brand, and promoting our new offer alongside a refreshed brand position are important streams of activity this year. To this end, an admission and membership price and product review will be completed, and a new pricing structure will be launched by the end of 2013.

Establishing a strong base for our fundraising activity is an important part of the recovery programme. We will apply dedicated resource and strategy to this area; and while that is being established, we will ensure that funding partners are recognised and acknowledged in all stakeholder communication initiatives. It is our objective to positively reconnect with at least 50% of our sponsors and donors in this period.

Our relationships with Victoria University of Wellington, Wellington Community Trust, and an expansion of our retail offering to new markets are potential sources of non-Council revenue. The way we work with Victoria and WCT are covered under 'Positive Partnerships' and above.

Retail and other commercial offerings will fall under a review of activity in this area, and an adjustment of the relevant aspects of the operating model if required.

2013-14 Actions:

- Ticket price review completed and new pricing structure launched. It is positively received, and revenue increase achieved.
- Membership offer(s) reviewed and new customisable product and pricing range launched. It is positively received, and revenue increase achieved.
- Dedicated fundraising expertise allocated and a fundraising strategy and communication plan developed.
- Review of commercial operations: retail, venue hire, tours and packages.

3) Managing Risk and Infrastructure

Objective: Zealandia will create and maintain a sound 'no surprises' operating framework which facilitates the goals of the organisation and protects assets, and preserves staff and visitor health and safety.

Commentary: A review of all strategic, policy, risk and asset management documents is underway to ensure alignment with organisational needs, goals and sector best practice.

2013-14 Actions

- Continue the review of all strategic, policy and planning documents, and communication of any change or necessary next steps to relevant parties.
- Implement and test a business continuity plan.

4) Staff and Culture

Objective: Staff will be advocates and owners of Zealandia's vision, mission and values. They will feel involved in and informed of our joint progress toward realising business plan objectives.

Commentary: A positive, supportive organisational culture is central to achieving our vision and mission. Staff are currently participating in the refreshment of vision, mission and set of organisational values and these have been communicated throughout the Zealandia. In addition, a new training, development and performance management programme has been implemented, and an annual climate and culture survey will be initiated.

2013-14 Actions:

- Staff communication strategy implemented.
- 360 degree reviews introduced into staff appraisals.
- An annual climate and culture survey is conducted.

3. Nature and Scope of Activities

Core Business

Restoration, conservation, research, education, visitor experience

- We undertake conservation activities to restore the valley's ecosystems and processes as closely as practicable to their presumed pre-human condition, assuming the dams blocking the stream are representative of natural stochastic events that may have had the same effect. Integral to this is to increase natural biodiversity representative of the Wellington Ecological District in the sanctuary and beyond the perimeter fence, as well as to support national species recovery programmes and restoration work elsewhere where possible.
- We undertake and support research that will increase our understanding about the flora, fauna, and their habitats and ecological processes that threaten or sustain them and that can inform and benefit restoration initiatives elsewhere in New Zealand. The use of the sanctuary as a place of learning and research is encouraged.
- We contribute to conservation through our work at Zealandia, advocacy and through our engagement with the community. We seek and foster community support and participation.
- We maintain a secure native wildlife sanctuary in the City of Wellington.
- We provide visitor experience and education programmes to increase people's understanding of New Zealand's natural heritage, and the conservation challenges and successes here and elsewhere.
- Provide facilities for engaging visitor experience and recreation.

Contributions to the City

We are involved in a number of City-wide urban ecology initiatives including the Living City Initiative and Halo. Zealandia supports Council's initiatives to celebrate, use and protect our natural spaces. The work of Zealandia has contributed to an increase in native biodiversity in the city and the dispersal of some native bird species beyond the perimeter fence has enabled the community to engage with and appreciate more their natural heritage and the threats that native species still face.

Our partnership with Victoria University is increasing capacity and capability in research in this area – developing Zealandia as a ‘living laboratory’ resource for study that will benefit both the research community and Wellington’s citizens.

The Trust contributes to the Council’s 2040 vision of Wellington Smart Capital and the following sets out the linkage of our objectives to that vision and the community outcomes.

Living City

- Developing Wellington as a Living City means proactively responding to environment challenges. It is important that Wellington takes an environmental leadership role, as the capital city of clean and green New Zealand. Our many natural assets give the city a head start and opportunities as part of a green economy.
- Zealandia contributes to the Living City outcome by providing leadership in urban ecology and restoration: contributing directly to the protection and restoration of Wellington’s land and water-based ecosystems, sustaining their natural processes, and providing habitats for a range of indigenous, plants and animals. The Trust’s long term vision is for the restoration of the Sanctuary as a treasured exemplar and model of a pre-human settlement natural eco-system.
- Zealandia acts as a reservoir for the dispersal of native birdlife. It forms a natural hub in Wellington connecting a network of green spaces and corridors from east to west and north to south. Our work, facilitated by our partnerships with the Wellington City Council, the Greater Wellington Regional Council, DOC, universities and other community groups enhances biodiversity in the Wellington Region.
- Zealandia is an urban, accessible conservation and restoration education site where a range of audiences can learn of New Zealand’s conservation story of past, present and future and connect with a live example of conservation in action. As the centre of the Halo, and a living urban ecology laboratory, Zealandia is a powerful tool for empowering environmental learning and action across our city.

People Centred City

- Zealandia contributes to the People Centred City outcome by enhancing both the quality and variety of experiences of living in the city. It is a defining area for Wellington locals as well as a visitor destination. It provides open space and helps people to connect to their history and their environment. It also engenders a sense of pride and identity for Wellingtonians.
- Zealandia also acts as an impetus for community action and involvement. With over 400 active volunteers and individual members, Zealandia directly enriches the quality of lives of many Wellingtonians.

Connected City

- Wellington will be a connected city, with easy access to regional, national and global networks. Connections will be physical, allowing for ease of movement of people and goods; virtual, in the form of world-class technological infrastructure; and social, enabling people to connect with each other and with their communities.
- Being an urban sanctuary, Zealandia is accessible to a wide range of people as both a visitor attraction and place where the community can be involved in and play a part in restoring New Zealand eco system. We aim to engage communities to learn about environment and restoration.
- As a visitor attraction, Zealandia is developing its international reputation. Being active in the international trades and media market, Zealandia taps into the international network. Zealandia is also active in its social media and website, enabling people to connect with each other and enhance their knowledge and understanding of conservation.

- Zealandia has an ongoing volunteering and intern programme to provide active involvement opportunities both for New Zealanders and overseas people, contributing to the social connection of local, regional and international communities.

Zealandia's work most closely supports the Living City programmes, but it also contributes to other Council's strategies:

- Economic Development Strategy- visitors to the city; engaging international students in research.
- Accessible Wellington Action Plan- by aiming to provide accessible facilities and programmes. We will conduct a review in 2013/14 to ensure personal, social and physical environments are accessible to our wide range of visitors. We have recently reviewed our night tour programme working with the Council's Accessibility Advisory group for audiences with sight, hearing and physical impairment.
- Digital strategy- an introduction of Wi-Fi infrastructure will enable Zealandia to extend its offer through use of technology (planned for 2013/14). Visitor engagement through use of on-line and social media opportunities.

4. Performance Measurements

PERFORMANCE

The Trust's key performance indicators (KPI) will measure:

- **Visitation:** the total number of visits including general public, educational visits and function attendees.
- **Membership:** the total number of memberships units held.
- **Volunteers:** the number of volunteer hours donated to Zealandia.
- **Quality of visit** assessed from visitor feedback on their comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment of their visit to Zealandia.
- **City residents' awareness:** survey assessment of the number of Wellingtonians who know about Zealandia.
- **Conservation:** restoration and research programme.
 - Native plant species: Sustain
 - Adventives: Reduce invasion, sustain control
 - Native fauna: Sustain, some targeted introductions
 - Exotic fauna: Control.

a) Non Financial Performance Measures

	2012-13 target	2013-14	2014-15	2015-16
Visitation:	88,897	89,366	93,430	95,299
Membership:	4,800	4,950	5,450	5,700
Volunteers:	>400	>400	>400	>400
Quality of visit	90%	90%	92%	93%
City-residents' awareness		85%	85%	85%

Conservation Programme	Pre-2000	2012-13 target	2013-14	2014-15	2015-16
Total native plant species in the Sanctuary	132	176	176	176	176
Total adventives (exotic) plant species	111	212	214	214	214
% Flora native	54%	46%	45%	45%	45%
Total native fauna species in the Sanctuary	20	42	42	44	45
Number of new native fauna species released (not previously present)		0	0	2	1
Total exotic fauna	34	17	17	17	15
% Fauna native	37%	71%	71%	72%	75%

Strategic goal in each area

- Native plant species: Sustain
- Adventives: Reduce invasion, sustain control
- Native fauna: Sustain, some targeted introductions
- Exotic fauna: Control.

2013-14 Quarterly Measures

Quarter target	Q1	Q2	Q3	Q4	2013/14
	July-Sep	Oct-Dec	Jan-March	April-June	
Visitation	19,950	22,073	28,501	18,841	89,366
Education visits (LEOTC, tertiary, Early Childhood; school holiday programme)	2,761	2,699	1,155	1,830	8,445

b) Financial Performance Measures

The Trust's key performance indicators (KPI) will measure:

- Non-Council revenue showing revenue from other sources by category (contracts (LEOTC), fundraising, admissions, retail/ venue hire)- attached financial statements.
- Subsidy per visit, by dividing the Council grant by the number of visits per year.
- Spend per visit, by dividing admissions/retail/venue hire revenue by the number of visits.

Measure	2012-13 target	2013-14	2014-15	2015-16
Average subsidy per visit (Total WCC operating grant/all visitors)	\$3.96	\$ 9.79	\$ 9.36	\$ 9.18
Average revenue per visit (excludes Council & Government grants)	\$27.05	\$ 28.40	\$27.31	\$ 27.26

5. Board's Approach to Governance

The Karori Sanctuary Trust is governed by a Trust Deed, first executed in 1995 and most recently updated in January 2013.

Relationship with Council

The Board of the Karori Sanctuary Trust has two Council appointed members (including its Chair) and three members appointed by the Guardians of the Trust, with the ability to appoint up to two additional Board members to cover key tasks.

The Wellington City Council is a strategic partner, trustee appointee, a major funder and landlord of the Karori Sanctuary Trust. As part of the strengthened partnership model a new governance structure for Zealandia that clarifies the relative roles of the Council, the Guardians and Trust board was implemented in December 2012.

The existing Funding Deed between the Council and the Trust sets out the Council's reporting and monitoring regime and the conditions for major transactions requiring Council approval. The Trust will report quarterly to the Council through the Council Controlled Organisations Performance Sub-Committee on the agreed measures, which will include a Statement of Financial Performance, Statement of Financial Position and Cash Flow Statement.

The Trust's audited accounts will be presented to Council by due date. The Trust will continue to recognise the Council as its principle funder.

The principles governing the relationship between the Trust and Council are:

- Council will be provided with access to information it requests
- A "no surprises" approach
- Work in a collaborative and constructive manner recognising each other's view points and respecting differences

- Act towards each other honestly and always in good faith
- Communicate with each other openly, promptly and in a clear and timely manner
- Recognise the accountabilities that each have to the other and to those for the benefit of whom services are provided

Board membership

Trustee	Term Expires
Denise Church (Chair) Appointed by Council	January 2016
Phillip Meyer Appointed by Council	January 2016
Charles Daugherty Appointed by Guardians	June 2013
Pam Fuller Appointed by Guardians	June 2013
Stephen Thompson Appointed by Guardians	June 2013

The Board has set up a number of “ad hoc” working groups to address the critical strategic issues required for organisational turn around in the 2013/14 period. Working groups include the following: marketing and branding, visitor experience and engagement, VUW partnership. These working groups include both trustees and external volunteers, and are expected to operate until clear strategic approaches have been refined. They are not, however, intended to be continuing formal committees of the Board. Trustees are also involved in leadership of other strategically connected initiatives such as the Halo Strategy. Once the current strategic review processes are further advanced, the Board will give further consideration to the need for and membership of Board Committees

Under the terms of the Trust Deed, the Board is required to have an Audit and Risk Committee. Members of the Audit and Risk Committee are [tbc May meeting].

The Trust Deed outlines the roles of the Trust and the Guardians and was updated and signed in January 2013. All trustees may receive an honorarium set by the Council and Guardians.

The Trust Board shall meet no less frequently than eight times a year.

The Chief Executive attends all meetings accompanied by her/his management team as required.

Board performance

The Chair and the Board as a whole will participate in an annual review of their performance as follows:

- the Chair by the Board
- The Board as a whole by the Board.

The method/standards used to assess the performance will be based on the standards as issued by the NZ Institute of Directors adapted for the Karori Sanctuary Trust. From these reviews, development needs and any other actions required to ensure best practice governance and performance standards will be determined and implemented.

The Board will undertake an annual review of the Chief Executive's performance.

Annual general meeting

As per established practice the Karori Trust will hold a general meeting required to discuss the Annual Report and current strategies. This meeting will be open to the community. The date is to be confirmed.

6. Organisational Health, Capability and Risk Assessment

Organisation Health and capability

Our aim is deliver our work by attracting and retaining talented and capable staff and through strategic partnerships.

Critical to our success is having experienced and motivated staff. Training and professional development for staff will be a priority for 2013-14, using a limited resource. We are reviewing internal communication strategy as one way of ensuring staff engagement. This is a key strategic imperative.

We will continue to work closely with Victoria University, Council (e.g. shared services initiative) and other partners to build the capability and credibility of the organisation.

Executive team

Natasha Petkovic-Jeremic	Acting Chief Executive
Anna Burns	Food, Beverages & Function Manager
Brian Ireland	Education & Visitor Experience Manager
Clayton Wiki	Finance & Administration Manager
Julie Hoffman	Visitor Centre Operations Manager
Michael Ayre	Volunteer Coordinator
Peter Laurenson	Marketing & Sales Manager
Raewyn Empson	Conservation Manager
Russell Drewry	Facilities Manager

Environmental practices

Zealandia is committed to and incorporates sustainable practices. Zealandia is awarded the Qualmark's Enviro Gold accreditation.

Risk Management

The Karori Sanctuary Trust has:

- A robust risk management process which is monitored by an Audit and Risk committee. This committee reports to the Board.

- Robust fit-for-purpose systems and processes and financial delegations
- Insurance policies for Material Damage, Business Interruption, Combined Liability (Public, Employer, Statutory, Fidelity Guarantee and Laysafe) and Trustee Liability.
- A detailed Emergency Procedure Action Plan.

The Trust divides its risk management matrix into the following categories:

- Visitor & Education Centre capital works
- Conservation
- Natural disasters
- Health and safety
- Financial and
- Reputation.

Zealandia regularly reviews all known and potential risks using standard risk methodology. Zealandia has in place a health and safety policy and manual which forms the basis of Zealandia's health and safety management system. We are planning an independent assessment to test the current systems, by December 2013.

The Trust has recently identified issues with the current staff accommodation (particularly in two locations) and considers addressing these and other health and safety issues as one of its priorities for 2013/14.

For medium and high risks, control systems and management strategies are established, as appropriate. The objective is to reduce the residual risk to the point where all cost-effective mitigations have been put in place. The Audit and Risk committee is responsible for reviewing these strategies. The Trust's management is responsible for their implementation. There are four response types, depending on the risk assessment and cost effectiveness considerations. These are:

		Impact			
		Minor(1)	Moderate(2)	Major(3)	Catastrophic(4)
Likelihood	Highly likely (4)	Low (4)	Medium (8)	High (12)	High (16)
	Likely (3)	Low (3)	Medium (6)	Medium (9)	High (12)
	Possible (2)	Low (2)	Low (4)	Medium (6)	Medium (8)
	Unlikely (1)	Low (1)	Low (2)	Low (3)	Low (4)

This section of identified risks and their ratings relate to the performance of 2013-14 financial year.

Risks	Likelihood ratings	Impact ratings	Overall ratings	Control system/mitigation strategies
FINANCIAL /OPERATIONAL				
Failure to break even	Likely	Moderate	High	<ul style="list-style-type: none"> Realistic/achievable targets Service level review Budget control; regular reviews New revenue streams developed
Commercial revenues not achieved (membership, admission, retail, cafe/functions etc) Grants target not achieved	Likely	Moderate	High	<ul style="list-style-type: none"> Careful planning based on analysis of current trends and actual performance etc Regular review (weekly) Addressing early signs immediately; risk plans in place for all projects Fundraising plan in place, and resource allocated
Loss of key staff	Possible	Moderate	Low	<ul style="list-style-type: none"> Staff personal development plans in place Remuneration strategy
Staff fraud	Unlikely	Major	Low	<ul style="list-style-type: none"> Policy and procedures in place that cover delegations, signatures, cash handling etc Code of Conduct in place Audit
Policy and procedural failure	Unlikely	Moderate	Low	<ul style="list-style-type: none"> Policies in place and reviewed yearly (or/and when relevant) Align with legislation
IT infrastructure loss and failure	Possible	Major	Medium	<ul style="list-style-type: none"> Back up provided
CONSERVATION				
Failure to maintain its position as a leading fenced sanctuary resulting in: - lack of credibility - reduced visitor numbers	Possible	Severe	Medium	<ul style="list-style-type: none"> Ensure competent staff Ensure conservation work is not compromised Proactively maintaining a wide network of experts and partners Relationship with stakeholders
Failure to develop self sustaining populations of wildlife resulting in: - reduced fauna visibility;- reduced visitor numbers	Possible	Major	Medium	<ul style="list-style-type: none"> Ensure competent staff Ensure conservation work is not compromised Proactively maintain a wide network of experts and partners to assist

NATURAL DISASTER/BIOSECURITY				
Biosecurity breach, ecoterrorism resulting in significant loss of wildlife, unexpected costs and loss of credibility	Possible	Major	Medium	<ul style="list-style-type: none"> • Ensure robust biosecurity strategy and programme • Proactively maintain a wide network of experts and partners to assist
Fire, earthquake, illnesses , resulting in significant loss of wildlife, unexpected costs, closure for long period	Unlikely	Severe	Low	<ul style="list-style-type: none"> • Emergency plan in place to deal with natural disaster • Business continuity plan will be developed • Proactively maintaining a wide network of experts and partners to assist • Ensure adequate insurance cover
HEALTH AND SAFETY				
Significant site incident causing harm or death to staff or visitors	Unlikely	Severe	Low	<ul style="list-style-type: none"> • A comprehensive health and safety plan is in place and regularly reviewed • Clear communication to visitors of safety rules • Clear communication to staff and volunteer • Event management process
Staff experience health and safety issues due to current accommodation	Possible	Major	Medium	<ul style="list-style-type: none"> • Plan to address current conditions by mitigating, or relocating staff as appropriate
Potential legal issues which may affect the Trust's reputation and generate additional costs	Possible	Major	Medium	<ul style="list-style-type: none"> • A comprehensive health and safety plan is in place and regularly reviewed and action taken
REPUTATION				
Failure to maintain relationships with key stakeholders <ul style="list-style-type: none"> • Loss of credibility • Loss of support 	Possible	Major	Medium	<ul style="list-style-type: none"> • Ensure strong stakeholder engagement and plan of action in place • Membership/donors communication plan in place and reviewed regularly
Failure to successfully implement proposed changes	Possible	Major	Medium	<ul style="list-style-type: none"> • Communication plan delivered in time and to 100% • Messages clear • Market research undertaken

7. Additional Information

a. Response to other specific Letter of Expectation matters (if applicable)

Not applicable.

b. Ratio of shareholders funds to total assets

Please refer to the Balance Sheet included in the Accounting policies.

c. Estimate of amount intended for distribution

The Karori Sanctuary Trust is a not-for-profit organisation and registered charity and does not make a distribution to the Settlor.

d. Acquisition procedures

The Trustees have no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or any organisation.

e. Activities for which the board seeks compensation from a local authority

In the Long Term Plan 2012-22, Council has allocated funding \$700k for 2013/14 and \$700k for 2014/15. As part of the current Annual plan consultation it is also recommend that a total additional \$350k is included in the 2013/14 and 2014/15 (\$175k each year), bringing funding to \$1.75 m over two years.

After this period Council and KST will be in a better position to determine what would be the most appropriate level of support required in the longer term.

f. Estimate of commercial value of shareholders investment

Not applicable

8. Appendix: Accounting Policies

BASIS OF REPORTING

g. Basis of Reporting

The financial statements presented here are for the reporting entity, the Karori Sanctuary Trust. The Trust is a charitable trust registered under the Charities Act 2005, established to develop a secure native wildlife sanctuary in the Karori Reservoir valley in the city of Wellington.

The Trust is a qualifying entity within the differential reporting framework issued by the New Zealand Institute of Chartered Accountants. The Trust qualifies on the basis that it has no public accountability (that is: not an issuer as defined under the Financial Reporting Act 1993 nor does it have coercive power to tax, rate or levy to obtain public funds) and is not considered large as defined by the framework. The Trust has taken advantage of all differential reporting concessions available to it except for FRS10 Statement of Cash Flows.

The financial statements have been prepared in accordance with generally accepted accounting practice. The Trust has chosen not to adopt the NZ equivalent to International Financial Reporting Standards (NZ IFRS). The decision not to adopt is consistent with the exemption provided by the Accounting Standard Review Board (“ASRB”) Release 9, issued September 2007. ASRB Release 9 provides a choice to certain qualifying entities to either adopt NZ IFRS or to continue to apply NZ Financial Reporting Standards (NZ FRS).

The measurement base adopted is that of historical cost.

Reliance is placed on the assumption that the Trust continues to receive sufficient income to fund ongoing operations.

h. Recognition of Income

Grants are recognised as income when the requirements under the grant agreement have been met. Any grants for which the requirements under the grant agreement have not been completed are carried as liabilities until all the conditions have been fulfilled.

Income received from membership subscriptions is allocated proportionally over the period to which they relate. The unearned portion of subscriptions is shown under current liabilities. Prepaid visits are also treated as current liabilities.

Other income is accounted for on a cash basis.

In the accounts, there is no financial recognition of support given in the form of donated labour and materials.

i. Fixed Assets

Fixed Assets are recorded at cost less accumulated depreciation.

j. Depreciation

Depreciation of fixed assets is calculated on a straight-line basis so as to allocate the cost of the assets over their useful lives as follows:

Predator Fence	25 years
Buildings/Infrastructure	10 - 50 years
Leasehold Improvements	10 - 50 years
Fixtures Plant and Equipment	3 -5 years
Boat	15 years
Vehicles	5 -10 years
Other Assets	3 -5 years

k. Receivables

Receivables are stated at anticipated realisable value.

l. Retail Stock on Hand

Retail stock on hand is stated at the lower of cost and net realisable value. Cost is determined on a first in, first out basis.

m. Goods and Services Tax

The financial statements have been prepared so that all components are stated exclusive of GST with the exception of receivables and payables that include GST invoiced.

n. Income Tax

The Trust being a charitable organisation is income tax exempt under the Income Tax Act 2007.

o. Changes in Accounting Policies

There have been no changes in accounting policies. All policies have been applied on a basis consistent with the prior year.

KARORI SANCTUARY TRUST

Estimate 30-Jun-13	EARNINGS STATEMENT	Qtr to 30-Sep-13	Qtr to 31-Dec-13	Qtr to 31-Mar-14	Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
	Revenue							
2,018,514	Trading Income	417,400	632,295	735,771	356,059	2,141,525	2,165,525	2,256,525
345,342	Sponsorships, Grants and Donations	47,545	137,459	77,515	113,267	375,786	375,786	331,786
350,000	WCC Grants	875,000	-	-	-	875,000	875,000	875,000
15,328	Interest Income	3,400	5,200	2,400	3,400	14,400	10,000	7,000
22,209	Other Income	5,260	-	-	1,740	7,000	7,000	10,000
2,751,393	Total Revenue	1,348,605	774,954	815,686	474,466	3,413,711	3,433,311	3,480,311
	Expenditure							
1,748,040	Employee Costs	411,183	454,467	466,570	419,814	1,752,034	1,864,748	1,883,748
1,197,573	Other Operating Expenses	303,744	412,623	426,717	413,632	1,556,716	1,375,002	1,430,002
40,736	Interest Expense	10,777	10,435	9,875	9,649	40,736	35,000	33,000
2,986,349	Total Expenditure	725,704	877,525	903,162	843,095	3,349,486	3,274,750	3,346,750
- 234,956	Net Surplus/(Deficit) before Depreciation and Tax	622,901	- 102,571	- 87,476	- 368,629	64,225	158,561	133,561
920,968	Depreciation	231,342	231,484	231,797	232,130	926,753	927,837	928,596
	Taxation Expense	-	-	-	-	-	-	-
- 1,155,924	Net Surplus/(Deficit)	391,559	- 334,055	- 319,273	- 600,759	- 862,528	- 769,276	- 795,035
0	Operating Margin	46%	-13%	-11%	-78%	2%	0	0

Estimate 30-Jun-13	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-13	As at 31-Dec-13	As at 31-Mar-14	As at 30-Jun-14	As at 30-Jun-15	As at 30-Jun-16
	Shareholder/Trust Funds						
	Share Capital/Settled Funds	6,391,074	6,391,074	6,391,074	6,391,074	5,528,546	4,759,270
	Revaluation Reserves	-	-	-	-	-	-
	Restricted Funds	-	-	-	-	-	-
6,391,074	Retained Earnings	391,559	57,504	- 261,769	- 862,528	- 769,276	- 795,035
6,391,074	Total Shareholder/Trust Funds	6,782,633	6,448,578	6,129,305	5,528,546	4,759,270	3,964,235
	Current Assets						
573,457	Cash and Bank	1,220,099	1,167,073	996,830	628,222	642,854	583,985
40,000	Accounts Receivable	-	-	-	-	24,000	74,000
134,126	Other Current Assets	134,126	134,126	134,126	134,126	134,126	134,126
747,583	Total Current Assets	1,354,225	1,301,199	1,130,956	762,348	800,980	792,111
	Investments						
	Deposits on Call	-	-	-	-	-	-
	Other Investments	-	-	-	-	-	-
-	Total Investments	-	-	-	-	-	-
	Non-Current Assets						
17,071,994	Fixed Assets	16,842,552	16,629,568	16,415,371	16,195,241	15,314,404	14,432,808
-	Other Non-current Assets	-	-	-	-	-	-
17,071,994	Total Non-current Assets	16,842,552	16,629,568	16,415,371	16,195,241	15,314,404	14,432,808
17,819,577	Total Assets	18,196,777	17,930,767	17,546,327	16,957,589	16,115,384	15,224,919
	Current Liabilities						
113,763	Accounts Payable and Accruals	124,403	217,447	177,279	214,303	241,805	246,375
109,718	Provisions	109,718	109,718	109,718	109,718	109,718	109,718
258,333	Other Current Liabilities (Incl. Income in Advance)	258,333	258,333	258,333	258,333	257,901	257,901
481,814	Total Current Liabilities	492,454	585,498	545,330	582,354	609,424	613,994
	Non-Current Liabilities						
10,346,689	Loans - WCC	10,346,689	10,346,689	10,346,689	10,346,689	10,346,689	10,346,689
600,000	Loans - Other	575,001	550,002	525,003	500,000	400,000	300,000
10,946,689	Total Non-Current Liabilities	10,921,690	10,896,691	10,871,692	10,846,689	10,746,689	10,646,689
6,391,074	Net Assets	6,782,633	6,448,578	6,129,305	5,528,546	4,759,271	3,964,236
-		-	-	-	-	1	1
1.6	Current Ratio	2.7	2.2	2.1	1.3	1.3	1.3
36%	Equity Ratio	37%	36%	35%	33%	30%	26%

KARORI SANCTUARY TRUST

Estimate 30-Jun-13	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-13	Qtr to 31-Dec-13	Qtr to 31-Mar-14	Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
	<i>Cash provided from:</i>							
2,321,291	Trading Receipts	524,532	721,939	846,137	409,468	2,502,076	2,490,354	2,595,004
402,500	WCC Grants	1,006,250	0	0	0	1,006,250	1,006,250	1,006,250
345,342	Sponsorships and Donations	54,677	157,013	83,169	129,624	424,483	396,254	319,204
15,328	Investment Income					0		
25,540	Other Income	6,049	0	0		6,049	10,000	7,000
3,110,001		1,591,508	878,952	929,306	539,092	3,938,858	3,902,858	3,927,458
	<i>Cash applied to:</i>							
1,748,040	Payments to Employees	411,183	454,467	466,570	419,814	1,752,034	1,748,159	1,731,227
1,377,209	Payments to Suppliers	349,715	408,948	507,997	425,173	1,691,833	1,719,227	1,820,486
239,751	Net GST Cashflow	150,392	28,629	73,408	14,461	266,890	245,839	261,614
	Other Operating Costs					-		
40,736	Interest Paid	10,777	10,435	9,875	9,649	40,736	35,000	33,000
3,405,736		922,067	902,479	1,057,850	869,097	3,751,493	3,748,225	3,846,327
(295,734)	Total Operating Cash Flow	669,441	(23,527)	(128,544)	(330,005)	187,365	154,633	81,131
	Investing Cash Flow							
	<i>Cash provided from:</i>							
0	Sale of Fixed Assets							
0	Other	0	0	0	0	0	0	0
97,000	<i>Cash applied to:</i>							
	Purchase of Fixed Assets	1,200	9,700	19,100	17,000	47,000	50,000	47,000
97,000	Other	1,200	9,700	19,100	17,000	47,000	50,000	47,000
(97,000)	Total Investing Cash Flow	(1,200)	(9,700)	(19,100)	(17,000)	(47,000)	(50,000)	(47,000)

Estimate 30-Jun-13	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-13	Qtr to 31-Dec-13	Qtr to 31-Mar-14	Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
	Financing Cash Flow						(0)	(0)
	<i>Cash provided from:</i>							
0	Drawdown of Loans							
0	Other	3,400	5,200	2,400	3,400	14,400	10,000	7,000
100,000	<i>Cash applied to:</i>							
	Repayment of Loans	24,999	24,999	24,999	25,003	100,000	100,000	100,000
100,000	Other	24,999	24,999	24,999	25,003	100,000	100,000	100,000
(100,000)	Total Financing Cash Flow	(21,599)	(19,799)	(22,599)	(21,603)	(85,600)	(90,000)	(93,000)
(492,734)	Net Increase/(Decrease) in Cash Held	646,642	(53,026)	(170,243)	(368,608)	54,765	14,633	(58,869)
1,066,191	Opening Cash Equivalents	573,457	1,220,098	1,167,072	996,829	573,457	628,221	642,854
573,457	Closing Cash Equivalents	1,220,098	1,167,072	996,829	628,221	628,221	642,854	583,985
0		1	1	1	1		0	0

KARORI SANCTUARY TRUST

Estimate 30-Jun-13	CASH FLOW RECONCILIATION	Qtr to 30-Sep-13	Qtr to 31-Dec-13	Qtr to 31-Mar-14	Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
(1,155,924)	Operating Surplus/(Deficit) for the Year	391,559	(334,055)	(319,273)	(600,759)	(862,528)	(769,276)	(795,035)
920,968	Add Non Cash Items							
	Depreciation	231,342	231,484	231,797	232,130	926,753	927,837	928,596
	Other					0		
(234,956)		622,901	(102,571)	(87,476)	(368,629)	64,225	158,561	133,561
	Movements in Working Capital							
3,632	(Increase)/Decrease in Receivables	40,000	0	0	0	40,000	(24,000)	(50,000)
(15,246)	(Increase)/Decrease in Other Current Assets	(356)	0	0	0	(356)	0	0
(43,485)	Increase/(Decrease) in Accounts Payable	6,896	51,816	(41,068)	38,624	56,268	27,502	4,570
(5,680)	Increase/(Decrease) in Other Current Liabilities	0	27,228			27,228	(7,430)	(7,000)
(60,779)		46,540	79,044	(41,068)	38,624	123,140	(3,928)	(52,430)
	Net Gain/(Loss) on Sale:							
	Fixed Assets		0	0	0	0	0	0
	Investments							
0		0	0	0	0	0	0	0
(295,735)	Net Cash Flow from Operations	669,441	(23,527)	(128,544)	(330,005)	187,365	154,633	81,131
(0)		0	(0)	0	0	0	0	0

Estimate 30-Jun-13	STATEMENT OF MOVEMENT IN TRUST FUNDS	Qtr to 30-Sep-13	Qtr to 31-Dec-13	Qtr to 31-Mar-14	Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
7,546,998	Trust Funds at beginning of Year	6,391,074	6,782,633	6,448,578	6,129,305	6,391,074	5,528,546	4,759,270
- 1,155,924	Net Surplus / Deficit - current year	391,559	- 334,055	- 319,273	- 600,759	- 862,528	- 769,276	- 795,035
6,391,074	Trust Funds at end of Year	6,782,633	6,448,578	6,129,305	5,528,546	5,528,546	4,759,270	3,964,235
ok		ok	ok	ok	ok	ok	ok	ok

Represented by:

6,391,074	Trust- General Operations	6,782,633	6,448,578	6,129,305	5,528,546	5,528,546	4,759,270	3,964,235
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Estimate 30-Jun-13	CAPITAL EXPENDITURE	Qtr to 30-Sep-13	Qtr to 31-Dec-13	Qtr to 31-Mar-14	Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
-	Property Improvements							
45,000	Computer Equipment / Intangibles		14,000	4,000		18,000	18,000	18,000
	Other Assets							
5,000	Furniture and Fittings and Plant	1,900	4,500	10,600	12,000	29,000	32,000	29,000
50,000	Capital Expenditure	1,900	18,500	14,600	12,000	47,000	50,000	47,000

NOTE : THE WCC GRANT FUNDING OF \$875,000 IN THE 2015-2016 HAS NOT BEEN CONFIRMED