



May 11, 2014

Cr Iona Pannett
Chair
Environment Committee
Wellington City Council
PO Box 2199
WELLINGTON 6140

Dear Iona

RE: Statement of Intent (SOI) 2014-15

Thank you for your letter of April 3, 2014 regarding the Wellington Zoo Trust's Statement of Intent for 2014-15.

Our SOI addresses the issues for the Trust which you have raised in your letter. These specifically refer to the following matters:

- Note that an updated asset management plan will be ready in order to comply with the Council's Long term Plan timing
- Include the volunteer hours KPI or an equivalent KPI on community engagement
- Ensure that any KPIs relating to the ZCP align with the funding implied in the Council's Annual Plan
- Suggest an alternative to the public meeting to achieve the aim of community engagement
- Include a stronger emphasis on animal welfare and programmes to ensure the survival of endangered species
- Include a KPI to reflect the full cost per visitor including Council costs.

We look forward to the formal recommendation of the Wellington Zoo Trust SOI by the Environment Committee on June 12 and the approval by the Council on June 18, 2014.

The Trust looks forward to continuing the positive working relationship we have with Council to create a Zoo we can all be proud of. We greatly appreciate the capital investment Council is making to the Zoo for the completion of the ZCP.

We are looking forward to an exciting year for Wellington Zoo as we celebrate the living world and connect people with nature.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Ross Martin'.

Ross Martin
Chair
Wellington Zoo Trust

Statement of Intent and Business Plan
2014-15
Wellington Zoo Trust

Pursuant to Schedule 8 of the Local Government Act (2002)



Neighbours — our new Australian precinct

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1. Introduction

Wellington Zoo is a social enterprise that applies business strategies to maximise opportunities for human and environmental well-being, transparency and social responsibility. As a social enterprise we exist to create community benefit. We operate to fulfil our purpose and invest in the fulfilment of our mission to connect people with the natural world around them that is alive with living things – other people, plants and animals. We celebrate our living world.

The Zoo is a place of connections, within the Zoo, off site 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 and our community 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. As Dr Nikki Harre from Auckland University states, people are ‘happiness seekers’ and Wellington Zoo aims to be a ‘happiness attractor’ by telling stories of joy and wonderment about the environment and our place in it.

The Zoo is a strong contributor to our city, focusing on knowledge and content, innovation and positive action for the environment. We believe in place based education, that is, we create a sense of place for our visitors to ensure they are able to relate their personal experiences with a wider context.

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. Our theme of Conservation Connections is the basis of our ongoing work in the conservation advocacy area, will highlight our conservation work in the field, locally and globally, and positions the Zoo as an integral part of our living city.

Wellington Zoo contributes 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 an accessible and liveable city. This is economic benefit the Zoo generates additional liveability to our citizens and reflects the Economic Strategy of the Council for Wellington.

Our strategic elements cover the full remit of our organisational outcomes and focus our work in these key areas to give us clarity of purpose. As the global trend of species loss becomes more critical the Zoo’s role in animal care, conservation breeding for restoration of wild populations, care of injured or orphaned wildlife and advocacy for endangered animals becomes even more imperative. To ensure we can achieve these aims our financial sustainability, best practice animal housing and care and excellence in visitor programming become key strategic outcomes for us.

As the world’s first carboNZero certified Zoo we believe in sustainability for growth and for a continuing social licence to operate. Wellington Zoo gives back to the community through community well being outcomes, socially responsible behaviour and conservation legitimacy. We believe the Zoo’s outcomes contribute a better society for us and for our children after us.

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. We seek to work collaboratively with other like minded organisations and the *Nature Connections* Regional Amenity Funding project is testament to that ethos.

We have consistently met or outperformed almost all of our performance targets in the last seven years. We have shown that we can build our contribution to our financial requirements

APPENDIX TWO

and reduce our reliance on WCC funding. Since the beginning of the Zoo Capital Plan investment in 2006 our visitation has **increased 38.4% on 2004-05 figures**. We have also increased our contribution to the operating costs of the Zoo from 37% to 55% in that time.

The Trust requests the reinstatement of all of the reduction in the operational funding grant which occurred in 2013-14. This would mean our operating grant would be **\$2,799,000** for 2014-15 or an additional \$42,000 compared to the figure noted in the Letter of Expectation for the SOI. As our request for the additional \$42,000 was not approved in the Annual Plan we are now unable to provide the salary increases this would have enabled. We do however acknowledge the operational funding grant of \$2,757,000 as per the Letter of Expectation

We acknowledge the **capital upgrade budget** for 2014-15 as the already approved **\$516,000** (inclusive of external fundraising amount and excluding any carry forward from 2013-14). Wellington Zoo will ensure that any KPIs relating to the Zoo Capital Plan will align with the funding implied in Council's Annual Plan.

We acknowledge the Council anticipated budget for Wellington Zoo: capital renewals budget of \$278,177. The Board acknowledges the **\$278,177 currently in the Long Term Plan for CX125** (Zoo asset renewals) for 2014-15. The Trust and officers continue to work together to ensure there is a sufficient level of asset renewal work undertaken. An updated Wellington Zoo Asset Management Plan will be completed to comply with the Council's Long Term Plan deadlines.

We agree to the non financial expectations of the Zoo and the SOI outlines how we will implement these expectations.



Young visitors meet a Shingleback up close

2. Strategic Direction

a) Core Purpose

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

PURPOSE

Wellington Zoo exists to encourage people to find their personal connection with nature by celebrating our living world.

DREAM

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

TRUST DEED

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."

b) Operating Environment Update

The operating environment continues to be challenging as people look for discounts and deals rather than paying full fees.

On the other hand costs continue to rise especially for animal food and services such as electricity.

This creates a tension between revenue and expenditure and requires serious consideration of all expenditure if the Zoo is to remain value for money and accessible for our community.

The Board and Strategic Management Team have begun a strategic review of the Zoo's future goals to ensure we maximise a continuation of the positive momentum in visitor admissions and financial performance. We are well aware of the need to be continually improving and creating an offering that the community feels is value for money and leading edge for zoo experiences.

We constantly scan the operating environment and we adjust accordingly, however, we feel that reviewing our strategic elements and ensuring Wellington Zoo retains its position as an industry leader are paramount for us in the coming years. We are committed to innovation and to redefining the Zoo experience for our community.

We believe that once this capital programme is complete there are a number of additional investments to be made which we have indicated previously. Notably, the front entrance redesign to better delineate functionality, snow leopards to complete Asia, lions and cheetah exhibit redevelopment to meet 21st century zoo standards, a walk through South American monkey exhibit.

However we are also cognisant that the success of the Zoo goes beyond capital investment and we are continuing to position the Zoo as a conservation agency which supports not only Zoo conservation but in the field conservation as well. Our visitor experience is an exemplar and we will continually build on this as we create a 'stage set' worthy of 21st century zoo experiences as we complete the ZCP. Our approach is to celebrate our living world and have people feel happiness when connecting with other living things.

Nature Connections – Regional Amenities Fund

Wellington Zoo and Zealandia are the lead agencies for this project. Wellington Zoo manages the budget and has been the major organisation leading the development of the programme of works, recruitment of the Project Manager and Coordinator and the engagement of project partners.



The organisations involved in Phase One of the project are; Wellington Zoo, Zealandia, Matiu Somes Island, Pukaha Mt Bruce and Staglands. Several workshops have been implemented to create unity among the organisations, train the trainer for face to face visitor interaction and development of themes for the organisations to use. The project plan is to include other organisations as we develop the messaging and implement further training.

c) Strategic Framework

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

Towards 2040 Strategy positions Wellington as an internationally competitive and connected city with a strong and diverse economy, a high quality of life and healthy communities. It acknowledges and builds on Wellington's current strengths.

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 pillars 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 which delivers 21st century conservation programmes on site and off site. Community space such as the Zoo become even more critical to city living as the city grows and develops. The Zoo 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.

Wellington Zoo can be seen as an important part of the regional fabric that stimulates overall wealth creation and social stability and raises awareness of conservation and environmental issues.

In addition, the Zoo, as an accredited member of the Zoo Aquarium Association Australasia, interacts continually with equivalent international facilities. A key component of our work is to contribute to sustainability and conservation of species in both a local and global sense. Sustainability behaviour change comes from the Zoo 'walking the talk' and sharing sustainable success with our community like we do at **Green Zoo, Green You** and our **carboNZero certification**. Conservation of species comes through conservation breeding for restoration programmes, global and local visitor advocacy programmes, holding insurance populations of endangered species such as Grand and Otago skinks, supporting range state conservation and community programmes such as Proyecto Titi for Cotton Top Tamarins in South America and by involvement in globally managed species programmes for endangered animals such as chimpanzees.

The Zoo also encourages economic connections; as an employer, through partnerships (including with universities and commercial sponsors), and through showcasing new technology, innovative conservation practices or innovative visitor attraction practices to enhance the city's reputation for being smart. The Zoo holds a range of community focussed events, provides interactive learning experiences and provides engaging volunteering opportunities for Wellingtonians.

We have an explicit educational remit and offer many forms of learning, up skilling, capability building and research partnerships with other organisations.

These activities are also some of the highest ranked activities for a modern zoo in the World Zoo and Aquarium Conservation Strategy.

In these ways we contribute to the **Our Living City Programme and the Economic Development Strategy**.



A group from Wellington City Council Housing meet a Blue-Tongued Skink

Wellington Zoo Trust's six strategic elements are to:

1. *Create outstanding, intimate and unique visitor experiences*

Wellington Zoo will continue to build its reputation as a unique and intimate Zoo by including more opportunities for our visitors to experience multi layered and multi sensory learning experiences. The redevelopment of the Zoo has provided the impetus for creative design, new technologies such as the use of QR codes in our STQRY app to increase the information available to visitors at the Zoo's exhibits, improved accessibility and innovative practice as the capital projects are developed.

We are part of an Australian Research Council funded project involving us together with Taronga Conservation Society Australia 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 facilitated by some of the world's most respected visitor experience researchers. Phase one is completed and subsequent phases will occur over the next eighteen months.

Our visitor experience offering is designed to connect people with nature, celebrate wildlife and to encourage behaviour change for the environment. Our aim is to encourage our community to protect nature and see this as a positive action for their daily lives. The Zoo, alone, cannot save species, nor can any conservation organisation – we need the community to care enough to do something. That is the sustainable advantage the Zoo has as people visit and learn more on their conservation or sustainability journey for their own lives. This is why we try to ensure a changing contextual visitor experience, a multi layering of information and story lines and excellence in exhibit design, conservation connections and being the 'best little Zoo in the world'.



Do at the Zoo — visitors celebrating Conservation Week

2. Integrate conservation and sustainability across the organisation

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 230,000 visitors on-site and many more online.

As such we have been chosen to work with Council and Hikurangi Foundation as part of the Council's Smart Energy Capital initiative which has the objective of moving the city towards a sustainable energy future. This initiative will see the installation of photo voltaic cells on the Zoo's front entry building. This will be the beginning of solar power at the Zoo.

In 2013 Wellington Zoo became the first CarboNZero certified zoo in the world. This was an amazing achievement and we are committed to continuing to manage our carbon footprint and continually reduce our emissions. We were also accepted into the Sustainable Business Council membership in 2013.

This organisation is a national business network which examines strategic sustainability issues for like minded organisations and the community at large.



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 breeding as well as science and veterinary research programmes within the zoo industry, other conservation agencies in Wellington and across New Zealand. This year we are recruiting a dedicated Conservation Manager who will manage our conservation relationships, projects, funding and capacity building.

Our Collection Plan focuses on the percentage of endangered species we have in human care at the Zoo and those we support through our conservation programmes in the animal's range state. We support programmes for critically endangered species eg Cotton Top Tamarins, Black and White Ruffed lemurs and Golden Lion Tamarins. The planned acquisition of snow leopards will provide further opportunities for our community to engage with global conservation issues.

The Chief Executive has been appointed by the Minister to the Wellington Manawatu Conservation Board as of May 1, 2014 so this will be another avenue for Wellington Zoo to be engaged with conservation in New Zealand.

3. *Achieve financial sustainability*

The Trust now contributes 55% of its operational costs and has increased this gradually since the inception of the Trust from 37%. We see this as imperative as we work in partnership with Council to improve the facilities at the Zoo and reduce reliance on Council funding.

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 80 people (62FTE) and by being one of the largest businesses in Newtown.

The Trust will continue its commercial imperatives this year to ensure financial sustainability and to meet budget for 2014-15. As a social enterprise we seek to create our financial sustainability so that our social and environmental goals can be achieved.

4. *Build lasting community support and participation*

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

Wellington Zoo is inclusive for all sectors of our community – our visitor mix is diverse and we ensure that all visitors feel safe and respected.

We seek to ensure the Zoo is accessible for our community by improvement of gradients for mobility impaired visitors and those with strollers. We also discount our admission prices throughout the year to enable access for those less financially fortunate and host events such as Neighbours Night to allow free admission to those living close to the Zoo, many of whom are financially disadvantaged.

This year we are also implementing programmes such as 'Wellington Zoofari' which is a partnership with The Warehouse whereby the fundraising undertaken in their stores provides funding for low decile schools to access free transport to enable those children to visit the Zoo. We know that transport costs are the single most difficult cost for schools when considering learning experiences outside the classroom and this partnership alleviates this issue for many schools. The Kilbirnie Warehouse store was the highest contributing store to this programme.

Through these initiatives and others we contribute to **the Accessible Wellington Action Plan 2012-2015** by reducing social and physical barriers for our community.



Neighbours Night BBQ — 2014

5. Show industry leadership

Wellington Zoo has been recognised in a multitude of awards over the past few years, from sustainability to business and environmental leadership. Winning the Vibrant Gold Award in 2013 was an exciting event! We appreciate that we have been externally validated for the work we have done to create a Zoo which does our city proud.

There is a number of Zoo staff who hold regional zoo industry positions, including the Chief Executive who is the President of the Zoo Aquarium Association Australasia and our Collection Development Manager who is the Chair of the Zoo and Aquarium Association Animal Welfare and Accreditation Committee.

The Chief Executive is also a member of the NZ Animal Behaviour and Welfare Advisory Committee and the NZ Committee for the IUCN.

Our partnership with Massey University for the Wildlife and Zoo Medicine Masterate is the only one of its kind in the world and is the key to building capability in this area of veterinary science for our country. 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.

Animal care is the *raison d'être* for zoos. It is one of the defining differences between good zoos and bad zoos worldwide. In the 21st century compromised animal welfare in zoos is unacceptable. Animal Welfare is an area of developing and ever changing science and a 21st century zoo must be leading the ethical paradigm for animal care. As a zoo community we are sometimes criticised for housing 'captive' animals – this

criticism presumes 'captivity' is a bad thing and that the wild is the 'holy grail'. This is not always the case. There is no 'welfare' in the wild.

However, zoos and aquariums need to be sure they are doing all they can to ensure a life worth living for the animals in their care – whether that be for the animals who live at the zoo or the wildlife that is cared for in zoo hospitals before release back to the wild. Animal welfare or best animal care is expected by our communities and by our staff – and of course by our animals.

As a part of a community of good zoos in this region we have worked to the UN Five Freedoms in an animal welfare context for many years now. Recently our Zoo Aquarium Association Australasia (ZAA) has adopted the Five Domains of Animal Welfare, developed by Professor David Mellor et al from Massey University, in the ZAA Animal Welfare Position Statement. The Five Domains model takes animal welfare beyond the Five Freedoms – the Five Domains model assesses not only the physical well being of the animal but also its emotional and mental (affective) states.

The Five Domains also form the basis of the new Accreditation programme for ZAA members developed by our ZAA Accreditation and Animal Welfare Committee. This programme was launched in March 2014. All ZAA members will be assessed against animal welfare outcomes for their Accreditation. Wellington Zoo will be accredited under this new Accreditation programme later in 2014.

The World Association of Zoos and Aquariums, of which Wellington Zoo is a member, is developing a global Animal Welfare Strategy based on the Five Domains model.

Wellington Zoo has recently established an **Animal Welfare Committee** which has now had its inaugural meeting. The Committee will meet quarterly. The Committee is chaired by the Wellington Zoo Trust Chief Executive and consists of Wellington Zoo staff and external experts. The external members are Professor David Mellor, Massey University, Councillor Iona Pannett, Chair WCC Environment Committee and Iain Torrance, Chief Executive Wellington SPCA and President of the NZ SPCA.

The purpose of the Wellington Zoo Animal Welfare Committee is to provide monitoring and support for Wellington Zoo Trust in performing its responsibilities to the animals in its care and ensuring best practice across all aspects of Animal Welfare. The Committee will ensure that animals in Wellington Zoo are treated with dignity and respect, that their quality of life needs are met and that Wellington Zoo is positioned as an industry leader, an advocate and an authority on animal welfare best practice.

This Mission will be achieved by:

- Educating and supporting Zoo staff to provide an environment which focuses on the well-being of the animals and provides conditions that are in line with the animal's natural history, behaviour and mental and emotional requirements.
- Ensuring staff are supported to give the animals a life worth living through enrichment of life and welfare best practice taking into consideration the animal's behavioural and physiological needs. These needs are captured in the Five Domains of Animal Welfare and are psychological (mind), physical (body), and evolutionary adaptation (nature).

We have two ZAA position holders on the Animal Welfare Committee at Wellington Zoo – The Chief Executive and the Collection Development Manager (as stated above). As President, the Wellington Zoo Chief Executive has driven this change in the ZAA Accreditation Programme as animal welfare is a global issue for zoos – good zoos need to distance themselves from poor zoos by ensuring the very best life worth living for the animals in their care.

We intend to establish a visitor programme which will discuss animal welfare at Wellington Zoo and this will highlight and celebrate the excellent care we have for animals at Wellington Zoo. This will assure our community that the animals in their zoo are receiving the very best and also provide an opportunity for visitors to discuss this with Zoo staff. Animal welfare extends to our collection animals, the ever increasing number of native wildlife we care for in The Nest Te Kōhanga and any animals we care for as part of conservation breeding programmes for restoration of wild populations.



A rare Brown Teal (Pāteke) receives a health check from veterinary staff

6. Ensure all staff motivated and valued

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.

This year we will be undertaking our regular three yearly review of all job sizes and salary ranges to ensure parity and fairness against the market. We have rigorously

examined our reward and recognition policy to ensure consistency across the organisation and to recognise the immense contribution our people make to the success of the Zoo.

We will undertake to research the implications of implementing the **Living Wage** as requested by Council. While we applaud this initiative for its attempt to rectify the pay gap in NZ we must also recognise that it may have serious implications for the Zoo as a charitable trust into the future. We currently have a rigorous remuneration policy which is transparent to our staff. Discussions will occur at Board level and we will commit to ensuring Council receives a balanced review of the Living Wage impacts on the Trust.

In light of this it must be said that without a restoration of the whole \$84k in our operating grant we will struggle to pay our people a salary increase without increasing admission costs to the Zoo — not an ideal action as it will compromise community access to the Zoo.

3. Nature and Scope of Activities

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 to develop children as democratic citizens
- Management of collection animals to achieve excellent levels of health and emotional/psychological well-being according the Five Domains of animal welfare
- Contribution to conservation through advocacy, support for ex situ and in situ conservation 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 in the field and on site
- Fundraising for the organisation's future sustainability, development and conservation projects

Contribution to our city

The Zoo is 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. The Zoo supports the Economic Strategy for our city by contributing strongly to liveability outcomes and by being part of the well being of people Wellington is renowned for amongst New Zealand cities.

APPENDIX TWO

As a result of aiming for and achieving the Trust's strategic vision, Wellington 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 that 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.

4. Performance Measurements

For the next three years the following table indicates the measures for WCC to monitor

Measure	Frequency of Measure	Target 2014-15	Target 2015-16	Target 2016-17	Notes
Fundraising targets for ZCP reached or exceeded	Annually	25% of Capex Spend	25% of Capex Spend	25% of Capex Spend	Varies according to ZCP Business Case and CAPEX spend
Meeting ZCP project timing and budget programme	Per project	Phase one and two of Meet the Locals	Phase three and four of Meet the Locals Dependent on fundraising results		
Increase total admissions by 2% each year on base year 2005/06 (170,116 visitors) as per Business Plan	Quarterly	230,111	234,713	239,407	These figures are beyond the required 2% pa as agreed in the ZCP Business case
Ratio of Trust generated income as % of WCC grant	Quarterly	119%	122%	124%	
Average income per visitor from Trust generated revenue	Quarterly	\$14.25	\$14.29	\$14.34	
Average WCC subsidy per visitor	Quarterly	\$11.98	\$11.75	\$11.52	This KPI is WCC OPEX Grant to the Zoo only
Full cost per visitor including WCC costs	Quarterly	\$20.06	\$19.86	\$19.60	This KPI is generated by WCC. It includes depreciation, shared services costs, CCO team costs, insurance, CAPEX interest and the OPEX grant
Staff turnover (not including casual and fixed term roles)	Annually	<15%	<15%	<15%	
Collection in managed conservation breeding programmes (% of total Collection)	Annually	<41%	<41%	<45%	Percentage approved with Zoo Aquarium Association Australasia requirements and the Wellington Zoo Collection Plan development
In the wild field conservation projects supported	Annually	≥4	≥4	≥4	
Visitor Research project	Annually	1 research project	1 research project	1 research project	
Volunteer hours	Annually	9600hours=5 FTE	11600hours=6FTE	13600hours=7FTE	

Budgeted Visitor Numbers by Quarter for 2014-15

	Q1	Q2	Q3	Q4	TOTAL
	51,591	60,245	65,292	52,983	230,111

5. Board's Approach to Governance

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

RELATIONSHIP WITH COUNCIL

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.

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

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
- 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
- Provision of quarterly reports against agreed KPIs and an annual report within three months of balance date.

BOARD MEMBERSHIP

Name	Term Expires
Ross Martin (<i>Chair</i>)	31 December 2015
Frances Russell (<i>Deputy Chair</i>)	31 December 2014
Simon Marsh	31 October 2016
Linda Meade	30 June 2015
Alan Dixson	31 December 2015

All Board members are non-executive.

BOARD COMMITTEES

The Board operates three Committees:

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

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. A report will be tabled to the WCC Chief Executive on the Board review and outcomes by **30 September 2014**.

ANNUAL COMMUNITY MEETING

Wellington Zoo will hold an open Community Meeting to discuss the strategic outcomes and activities for the Zoo on **19 February 2015**. We conducted a community meeting in 2014 which was advertised in papers, on our website and on facebook, and only two members of the community attended even though the Zoo was actually open to visitor the same evening. In light of this we would ask that the requirement for the Zoo to conduct such meetings be reconsidered. Wellington Zoo interacts with our community in many meaningful ways and we are always available to speak with anyone who wishes to ask us a question or find out more about their Zoo. The Annual Community Meeting requires work from staff, cost for catering and advertising for little benefit. While the conversation with the two people who came along was interesting we believe there are other ways to engage that are better than this type of activity.

Community support and participation is one of six strategic elements and we have annual measures in place to meet this outcome. These are volunteer hours which are now included in the measures for WCC and one visitor feedback and satisfaction research project annually. We believe that we engage with our community everyday when visitors come to the Zoo and our visitor numbers show that the community is pleased with what their Zoo does. We also use Trip Advisor and an online exit survey for visitors to access as feedback mechanisms. The Chief Executive speaks at a large number of events each year which are a cross section of the community – from Chambers of Commerce, Probus Clubs, Rotary Clubs, business breakfasts, leadership forums, conferences and sustainability forums. Feedback is received through question time at many of these events.

We propose that we provide a annual summary report to WCC on the above activities in place of the Annual Community Meeting.

6. Organisational Health, Capability and Risk Assessment

Wellington Zoo Trust has a Finance, Audit and Risk Committee which meets quarterly throughout the year. The Board monitors our risk matrix at annually and this matrix is updated as required.

Health and Safety is managed via the Collection Development Manager 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 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.

Our health and safety plan covers everything from working in an office to managing a variety of wild animals in purpose built enclosures. We have a hazard identification register which identifies each and every individual work space and environment within the zoo the risks that apply to these areas and the cause of control or mitigation. Every occupied building has an emergency procedures plan at the main entry and exit points of the building along with instructions of what to do in the event of an earthquake.

Accident reporting and investigation management are encouraged in a positive way so that staff realise the benefit of accurate reporting of all incidents and provide good detail for investigative reports.

We report on all of the following categories, Equipment (failure or need), Animal (issue), Slip, Trip, Fall, Fire, Obstruction, Illness, Near Miss, Manual Handling, Other. Wellington Zoo has Standard Operating Procedures (SOP) in place for all sections of our operation. These form part of our induction of staff and are reviewed regularly by our operations people to keep them current. Any improvements or recommendations that come out of an incident report, investigation report or review of a SOP get forwarded to our Health and Safety Manager for review and action.

We consider health and safety issues from day one and incorporate health and safety measures into every project throughout the design process. We then request at Pre Qualifying stage as part of our Expressions of Interest documentation the ability of the contractor to provide evidence of their health and safety plan and how they manage health

and safety on site on a daily basis. We also request their environmental policy and management systems which all form part of the measures they are judged on.

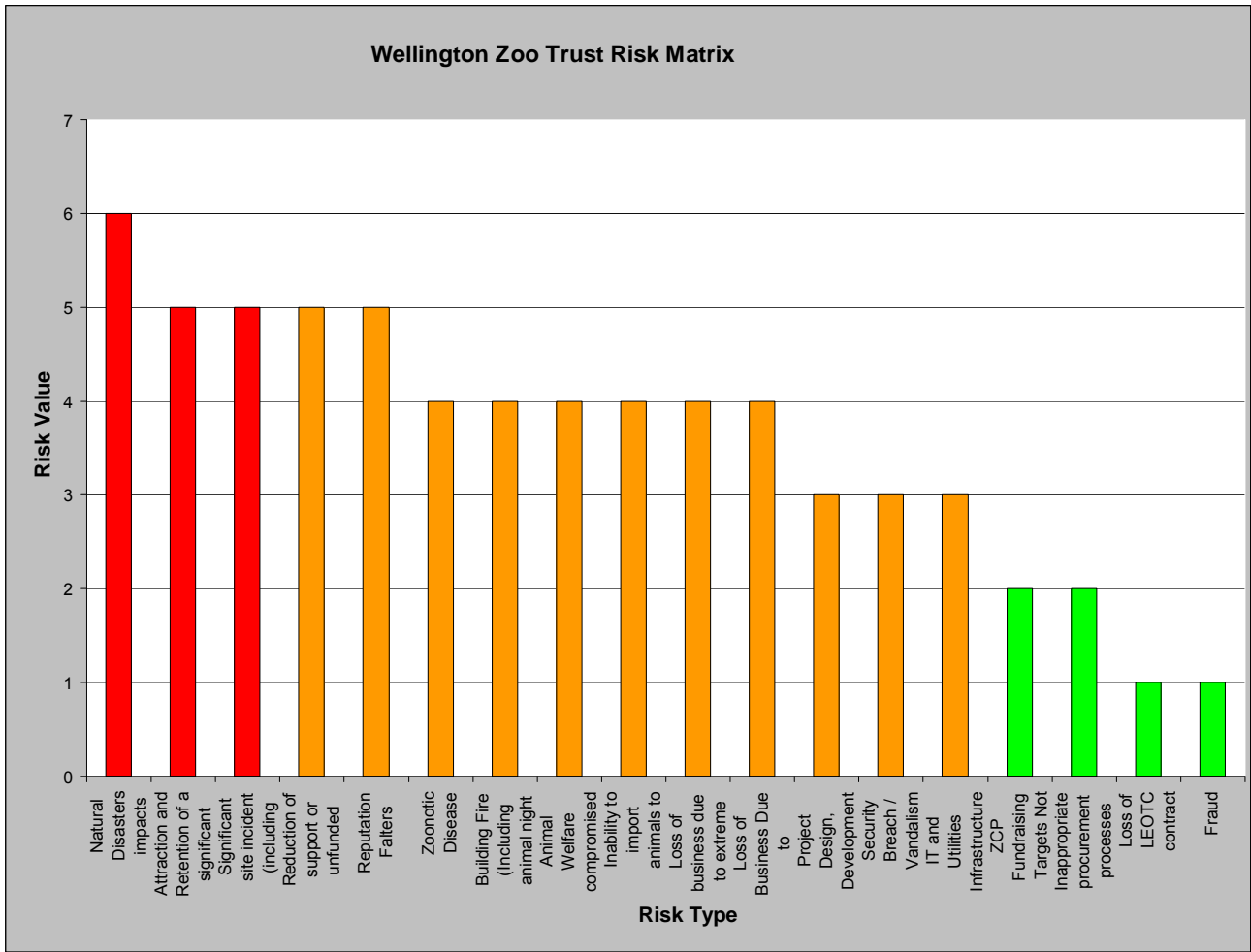
Before a contractor is engaged they must provide a site specific safety plan which includes Wellington Zoo's health and safety plan as a back to back document for that specific project. When inducted to site the contractor is questioned on our health and safety plan to ensure that they understand the environment that they are going to be working in. this induction typically takes place a week or two before they are granted access to the site. All contractors on site are required to pass on their weekly tool box meeting minutes and provide a weekly project report which includes health and safety and current hazards that are apparent on site.

The Business Continuity Plan is reviewed annually.

APPENDIX TWO

Risk Analysis & Mitigation Plan for Wellington Zoo Trust

Areas of Risk	Risk Identification	Probability	Impact	Risk Value	Impact	\$ Value of Risk	Risk Mitigation	Responsibility	Accountability
Financial, H & S, Operational, Collection, Visitation	Natural Disasters impacts	-1	7	6			Business Continuity plan.	CEO	Board GMAC Manager Capital Development
Financial, H & S, Operational, Visitation, Fundraising, ZCP	Attraction and Retention of a significant number of Staff	-1	6	5			Staff Development Policy, Remuneration Policy, Recruitment Policy	CEO	Board Manager People & Culture
Financial, H & S, Operational, Visitation, Reputational Fund Raising, ZCP	Significant site incident (including animal related incidents)	-2	7	5			Health & Safety Management System, Containment Standards	CEO	Board GMAC Manager Capital Development
Financial, H & S, Operational, Collection, Visitation, Reputational, Fundraising	Reduction of support or unfunded compliance costs from WCC	-1	6	5			Statement of Intent, Contract for Services	Board	Board CEO
Financial, Operational, Reputational Visitation, Fundraising, ZCP, CarboNZero certification	Reputation Falters	-1	6	5			Code of Conduct, Media Policy, Use of Electronic Media Policy, Disciplinary Policy, Carbon Emissions Reduction and Management Plan	CEO	Board
Financial, H & S, Operational, Collection, Visitation	Zoonotic Disease	-3	7	4			Zoonotic diseases policy, EPA policies	CEO	Board GMAC
Financial, H & S, Operational, Visitation, ZCP, Collection	Building Fire (Including animal night quarters)	-2	6	4			Health & Safety Management System, Fire Alarms, Building WOFs	CEO	Board GMAC Manager Capital Development
Financial, Operational, Reputational Fundraising, Collection	Animal Welfare compromised	-2	6	4			ZAA Accreditation Husbandry Manuals, Staff development policies, Animal Welfare Committee	CEO	Board GMAC
Financial, Operational, Visitation, Reputational Fund Raising, ZCP	Inability to import animals to replace collection	-1	5	4			Collection Plan	CEO	Board GMAC
Financial, H & S, Operational, Collection, Visitation	Loss of business due to extreme weather	-1	5	4			Marketing Strategy, Pricing Policy	CEO	Board Group Manager Commercial Development
Financial, Reputational Visitation, Fundraising	Loss of Business Due to Competition / Economic Downturn	-1	5	4			Business Plan, Strategic Plan, Marketing Strategy, Collection plan	Board	Board CEO
Financial, Operational, Visitation, Fundraising, ZCP	Project Design, Development and Delivery Risk (including not obtaining resource consent)	-2	5	3			Project Management Process	CEO	Board Manager Capital Development
Financial, H & S, Operational, Collection	Security Breach / Vandalism	-2	5	3			CCTV System, Security Alarms, Maintenance of Perimeter Fence	CEO	Board GMAC
Financial, Operational, Visitation, Fundraising, ZCP, Collection, H & S	IT and Utilities Infrastructure Loss and Failure	-1	4	3			Business Continuity Plan, WCC Business Continuity Plan.	CEO	Board Manager Capital Development GMAC
Financial, H & S, Visitation, ZCP	ZCP Fundraising Targets Not Reached	-3	5	2			Fundraising Strategy	CEO	Board General Manager Commercial Development
Financial, Operational, Reputational, Fund Raising, ZCP	Inappropriate procurement processes followed	-2	4	2			Procurement Policy, Register of Interests	CEO	Board CFO
Financial, Operational, Reputational, Visitation, Fundraising	Loss of LEOTC contract	-3	4	1		\$81,000 p.a.	Meet KPIs as per Contract	CEO	Board General Manager Community Engagement
Financial, Operational, Reputational Fundraising	Fraud	-3	4	1			CCTV, Code of Conduct, Financial management procedures.	CEO	Board CFO



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

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

Red 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.

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

Green 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.

Red 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 5.

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

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 and Accounting Policies

c) Estimate of amount intended for distribution

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

d) Acquisition procedures

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

e) Activities for which the Board seeks compensation from a local authority

The Trust is seeking **operational funding grant of \$2,799,000** for 2014-15. The Trust requests the reinstatement of all of the reduction in the operational funding grant which occurred in 2013-14. This would mean our operating grant would be **\$2,799,000** for 2014-15 or an additional \$42,000 compared to the figure noted in the Letter of Expectation for the SOI. The current figure indicates a return of \$42,000 from the reduction last year but we request that whole reduction be reinstated ie \$84,000. We acknowledge the **operational funding grant of \$2,757,000** as per the Letter of Expectation. We have explained the consequences of the operational funding differential and how this will affect our people should the whole \$84k not be reinstated.

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 acknowledges the amount in the Letter of Expectation that the Council approve **\$516,000 for CX340** as per the LTP for the current ZCP. This figure is inclusive of external fundraising but exclusive of any carry forward from 2013-14.

The Board acknowledges the **\$278,177 currently in the Long Term Plan for CX125** (Zoo asset renewals) for 2014-15. The Trust and officers continue to work together to ensure there is a sufficient level of asset renewal work undertaken.

f) Estimate of commercial value of shareholders investment

Not Applicable

g) Other matters (if applicable) e.g. water supply services LGA requirements

Not Applicable

h) Supplementary information the entity wishes to include

As per Section 4.2 of the Contract for Services, we request that this contract be extended for a further year to 30 June 2015.

8. Appendix: Accounting Policies

Reporting Entity

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

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

The Trust is reliant on the Wellington City Council (the Council) for the majority of its income and operates under a Contract for Services with the Council. The Contract for Services was negotiated for a period of 3 years to 30 June 2012. This contract has been re-extended for a further year to 30 June 2014. Ongoing funding for the Trust has been approved in the 2012/2022 Long Term Plan.

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

The reporting period for these financial statements is for the year ended 30 June 2013. The financial statements were authorised for issue by the Board of Trustees on 9 August 2013.

Statement of Compliance with International Financial Reporting Standard

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

Measurement Base

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

Functional and Presentation Currency

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

Significant Accounting Policies

Critical Accounting estimates and assumptions

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

Grants

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

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

Sales

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

Donated, subsidised or vested assets

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

Interest

Interest income is recognised using the effective interest rate method.

Volunteer Services Recognition

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

Taxation

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

Goods and Services Tax (GST)

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

Debtors and other receivables

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

Cash and cash equivalents

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

Creditors and other payables

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

Inventory

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

Property, Plant and Equipment

Recognition

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

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

Measurement

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

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

Impairment

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

Disposal

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

Depreciation

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

Plant

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

Furniture and Equipment

Composter	10 years
CCTV	3 years
Incubators	12.5 years

Work in Progress

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

Employee Benefits

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

Holiday Leave

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

Long Service Leave and Retirement Gratuities

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

Other Contractual Entitlements

Other contractual entitlements include termination benefits. Termination benefits are recognised in the Statement of Financial Performance only when there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide

such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

Provisions

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

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

Other Liabilities and Provisions

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

Contingent Assets and Liabilities

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

Equity

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

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

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

Statement of Cash Flows

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

Related Parties

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

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

Changes in Accounting Policies

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

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

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.



Ross Martin, Chair

9. Appendix: Forecast Financial Statements

CCO: Wellington Zoo Trust Business Plan 2014/15		\$NZ000's						
Estimate 30-Jun-14	EARNINGS STATEMENT	Qtr to 30-Sep-14	Qtr to 31-Dec-14	Qtr to 31-Mar-15	Qtr to 30-Jun-15	Total YE 30-Jun-15	Total YE 30-Jun-16	Total YE 30-Jun-17
	Revenue							
2762	Trading Income	603	825	834	579	2,841	2,903	2,980
2715	WCC Grants	690	689	689	689	2,757	2,757	2,757
82	Other Grants	21	21	20	20	82	82	82
250	Sponsorships and Donations-Operational	49	76	52	60	237	250	250
400	Sponsorships and Donations-Capital					0	-	0
30	Investment Income	7	7	8	8	30	30	30
90	Other Income	22	23	22	23	90	90	90
6,329	Total Revenue	1,392	1,641	1,625	1,379	6,037	6,112	6,189
	Expenditure							
3,938	Employee Costs	997	998	998	1,000	3,993	4,074	4,123
1,970	Other Operating Expenses	527	505	485	506	2,023	2,018	2,048
21	Depreciation	5	5	5	6	21	20	18
0	Interest	0	0	0	0	0	0	0
400	Vested Assets				0	0	0	0
6,329	Total Expenditure	1,529	1,508	1,488	1,512	6,037	6,112	6,189
0	Net Surplus/(Deficit) before Taxation	(137)	133	137	(133)	0	0	0
0	Taxation Expense					0	0	0
0	Operating Surplus (Deficit)	(137)	133	137	(133)	0	0	0
0	Net Surplus/(Deficit)	(137)	133	137	(133)	0	0	0
0.0%	Operating Margin	-9.8%	8.1%	8.4%	-9.6%	0.0%	0.0%	0.0%

APPENDIX TWO

Estimate 30-Jun-14	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-14	As at 31-Dec-14	As at 31-Mar-15	As at 30-Jun-15		As at 30-Jun-16	As at 30-Jun-17
	Shareholder/Trust Funds							
0	Share Capital/Settled Funds	0	0	0	0		0	0
0	Revaluation Reserves	0	0	0	0		0	0
436	Restricted Funds	436	436	436	436		436	436
307	Retained Earnings	170	303	440	307		307	307
743	Total Shareholder/Trust Funds	606	739	876	743		743	743
	Current Assets							
1,400	Cash and Bank	1,957	1,406	2,237	1,421		1,441	1,481
60	Accounts Receivable	60	60	60	60		60	60
60	Other Current Assets	60	60	60	60		60	60
1,520	Total Current Assets	2,077	1,526	2,357	1,541		1,561	1,601
	Investments							
0	Deposits on Call	0	0	0	0		0	0
0	Other Investments	0	0	0	0		0	0
0	Total Investments	0	0	0	0		0	0
	Non-Current Assets							
59	Fixed Assets	54	49	44	38		18	0
0	Other Non-current Assets	0	0	0	0		0	0
59	Total Non-current Assets	54	49	44	38		18	0
	Total Assets							
1,579	Total Assets	2,131	1,575	2,401	1,579		1,579	1,601
	Current Liabilities							
400	Accounts Payable and Accruals	390	401	390	400		432	454
	Provisions						0	0
424	Other Current Liabilities	1,123	423	1,123	424		392	392
824	Total Current Liabilities	1,513	824	1,513	824		824	846
	Non-Current Liabilities							
0	Loans - WCC	0	0	0	0		0	
0	Loans - Other	0	0	0	0			
12	Other Non-Current Liabilities	12	12	12	12		12	12
12	Total Non-Current Liabilities	12	12	12	12		12	12
	Net Assets							
743	Net Assets	606	739	876	743		743	743
	Current Ratio							
1.8	Current Ratio	1.4	1.9	2	1.9		2	1.9
	Equity Ratio							
47.1%	Equity Ratio	28.4%	46.9%	36.5%	47.1%		47.1%	46.4%

APPENDIX TWO

Estimate 30-Jun-14	STATEMENT OF CASH FLOWS	Qtr to Sep-14	Qtr to Dec-14	Qtr to Mar-15	Qtr to Jun-15	Total YE Jun-15	Total YE Jun-16	Total YE Jun-17
	<i>Cash provided from:</i>							
2,762	Trading Receipts	603	825	834	579	2,841	2,903	2,980
2,715	WCC Grants	1379	0	1378	0	2,757	2,757	2,757
82	Other Grants	21	21	20	20	82	82	82
650	Sponsorships and Donations	49	76	52	60	237	250	250
30	Investment Income	7	7	8	8	30	30	30
90	Other Income	22	23	22	23	90	90	90
6,329		2,081	952	2,314	690	6,037	6,112	6,189
	<i>Cash applied to:</i>							
3,938	Payments to Employees	997	998	998	1,000	3,993	4,074	4,123
1,970	Payments to Suppliers	527	505	485	506	2,023	2,018	2,026
	Net GST Cashflow					0	0	0
400	Other Operating Costs (VESTING)			0	0	0	0	0
	Interest Paid	0				0	0	0
6,308		1,524	1,503	1,483	1,506	6,016	6,092	6,149
21	Total Operating Cash Flow	557	(551)	831	(816)	21	20	40
	Investing Cash Flow							
	<i>Cash provided from:</i>							
	Sale of Fixed Assets					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	<i>Cash applied to:</i>							
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
0	Total Investing Cash Flow	0	0	0	0	0	0	0

APPENDIX TWO

Estimate 30-Jun-14	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-14	Qtr to 31-Dec-14	Qtr to 31-Mar-15	Qtr to 30-Jun-15	Total YE 30-Jun-15	Total YE 30-Jun-16	Total YE 30-Jun-17
	Financing Cash Flow							
	<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	Total Financing Cash Flow	0	0	0	0	0	0	0
21	Net Increase/(Decrease) in Cash Held	557	(551)	831	(816)	21	20	40
1,379	Opening Cash Equivalents	1,400	1,957	1,406	2,237	1,400	1,421	1,441
1,400	Closing Cash Equivalents	1,957	1,406	2,237	1,421	1,421	1,441	1,481

Estimate 30-Jun-14	CASH FLOW RECONCILIATION	Qtr to 30-Sep-14	Qtr to 31-Dec-14	Qtr to 31-Mar-15	Qtr to 30-Jun-15	Total YE 30-Jun-15	Total YE 30-Jun-16	Total YE 30-Jun-17
0	Operating Surplus/(Deficit) for the Year	(137)	133	137	(133)	0	0	0
	<i>Add Non Cash Items</i>							
21	Depreciation	5	5	5	6	21	20	18
	Other (Gifted Hospital Assets)		0		0	0	0	
21		(132)	138	142	(127)	21	20	18
	Movements in Working Capital							
	(Increase)/Decrease in Receivables	0	0	0	0	0	0	0
	(Increase)/Decrease in Other Current Assets	0	0	0	0	0	0	0
	Increase/(Decrease) in Accounts Payable	0	11	(11)	10	10	32	22
	Increase/(Decrease) in Other Current Liabilities	689	(700)	700	(699)	(10)	(32)	0
0		689	(689)	689	(689)	0	0	22
	Net Gain/(Loss) on Sale:							
	Fixed Assets	0				0		
	Investments	0				0		
0		0	0	0	0	0	0	0
21	Net Cash Flow from Operations	557	(551)	831	(816)	21	20	40