

WELLINGTON



Wellington Zoo Trust

Business Plan 2006/07

1 Our Vision, Purpose and Commitments

VISION

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

PURPOSE

Wellington Zoo exists to bring animals in their environments and people who visit, on site and online, together. Individuals, families and other groups experience shared learning about the wonder and beauty of the natural world beyond themselves. Special moments of connection are built on by the Zoo to inspire visitors to respect the natural world and to understand their part in securing a sustainable future for it and for us within it.

COMMITMENTS

The Zoo is committed to:

- ⊗ Highest standards of animal care
- ⊗ Learning
- ⊗ Conservation
- ⊗ Fun
- ⊗ Creativity
- ⊗ Partnerships
- ⊗ Honesty

2 Strategic Overview and Strategic Plan Goals

Strategic Overview

Introduction

The following strategic issues are central to the Trust's success in the coming year:

Zoo Capital Plan

The sum of \$16.1 million appears in the Long term Community Council Plan (LTCCP) for Zoo capital development for the years 2006/07 to 2015/16.

The Trust is currently developing a Capital Programme/Business Case that will justify this expenditure. The draft Plan will be considered by the Trust in August/September of 2006 and will be presented to the Wellington City Council in November 2006.

It is critical to maintain the development of the areas of the Zoo that are inadequate for the maintenance of proper standards of animal welfare and staff/visitor health and safety, as outlined in the Zoo Capital Programme.

The Trust wishes to acknowledge previously allocated Wellington City Council funding granted for the construction of the chimpanzee night quarters and the giraffe/zebra stable. Work on the latter project is to commence in July 2006 and scheduled for completion January 2007.

Fundraising

The Trust's Fundraising Strategy, successful to date at bringing in \$1,094,361 in cash and approximately \$800,000 in kind over the period 2003-2006, has been revised. The Trust initially preferred to appoint professional fundraisers, however pressure on budgets has precluded this approach. Fundraising has been brought in-house and a provisional strategy, agreed at the 21 April 2006 Wellington Zoo Trust Board meeting, will be implemented. There will be review of these arrangements following the appointment of a new Chief Executive Officer late 2006.

Issues Faced by the Trust, as yet unresolved in this business plan

Staff Remuneration

The Trust has been able to make modest increases in remuneration for some staff in the period 2003-2006. However the remuneration levels of staff at the Wellington Zoo still lag behind those in other sectors and Wellington Zoo employees are amongst the lowest paid Zoo staff in Australasia.

The Zoo has a reputation for high standards of animal welfare and innovative approaches to the visitor experience. It is known as a zoo which trains its staff and encourages them to extend themselves into new areas. Consequently, we have been able to attract high calibre appointees over the last few years but we will face retention issues of these employees unless the Trust can find the resources to pay salaries that are competitive in the Australasian market.

Planning

Since the Trust's inception there has been an unresolved issue regarding funding for capital programme planning. Zoo capital works are often specialized in nature and invite difficulties with planning and budget control unless there is adequate pre-project planning. Establishing reliable estimates of cost and careful consideration of options for design is currently being done from operational funds earmarked for other purposes. These costs should be part of the Zoo Capital Programme or operations are put at risk. The Trust is seeking urgent resolution of this situation.

Animal Acquisition

The core business of the Wellington Zoo Trust is animal collection acquisition/maintenance and is reinforced in the Trust Deed. However, currently there is no budget available for animal acquisition. In the Trust's 2006/07 budget, there is a request for substantial increases in our expenditure lines in relation to animal acquisition costs.

MAF has recently begun to apply a user charges regime to Import Health Standard (IHS) work. The cost of an IHS will be between \$20,000 up to \$200,000 depending on the species. Freight of wildlife is also expensive and is escalating due to increasing fuel costs. The Wellington Zoo's collection is aging and it is critical to begin the often-slow processes which will enable the Zoo to renew and replace species and bloodlines before the situation becomes critical. This work, while related to the Zoo Capital Programme, needs to happen regardless of decisions made in that area. It can easily take up to 5 years for these processes to run their course and the work must commence now.

Strategic Plan Goals

Our animals' well being

The Zoo is known throughout Australasia for the high quality of the animals' environment and for our husbandry and welfare practices.

Conservation

The Zoo is a community leader shaping visitors' views on the need for conservation.

Learning

Visitors have memorable learning experiences based on engagement, exploration, discovery and fun.

2.1 Achievement of the Strategic Goals

These goals will be achieved by each team and each individual contributing to the following internal business objectives. Each team has developed a business plan indicating how it will contribute to delivery of these objectives.

⑥ Excellent animal well-being

Teams and individuals can contribute to either the creation of excellent well-being for our animals or to spreading knowledge in Australasia about our standards of excellence, or both.

⑥ Action for conservation

Teams and individuals can contribute in a variety of ways including showing leadership in shaping community views, contributing to *in situ* projects, participating in conservation research, raising funds for conservation and contributing to species management programmes.

⑥ Learning through exploration, discovery and fun (visitors and staff)

Teams and individuals can contribute to their own, their colleagues and visitors' learning based on interaction and exploration. The Zoo will have a strong point of view which visitors and the community will be aware of.

⑥ Contribution to partnerships

Teams and individuals can contribute, through collaboration with external parties, to this strategy which underpins the main strategic goals as a means of improving the effectiveness of the Zoo's efforts.

⑥ Increase Zoo revenue

Teams and individuals can contribute by ensuring visitors have memorable experiences at the Zoo, participating in the development of new programmes and initiatives, identifying revenue-generating opportunities etc.

3 Delivering the objectives

3.1 Excellent animal well-being

While the Life Sciences group will have the greatest input to this goal, all teams are required to contribute and their activities are included in their team Business Plans. Key activities are listed below.

Key to abbreviations

CEO	Chief Executive Officer
CWIC	Creative Wellington – Innovation Capital
GMO	General Manager, Operations
HR	Human Resources
Mgr-M&E	Manager, Marketing & Events
Mgr-L&I	Manager, Learning & Interpretation
Mgr-VST	Manager, Visitor Services Team
MLS	Manager, Life Sciences
PWT	Positively Wellington Tourism
TAG	Taxon Advisory Group
TL	Team Leader
TT	Training Team
Vet	Veterinarian
ZST	Zoo Strategic Team

New activities

Activity	Deadline	Responsible	Measure
Cooperation on a professional level with staff from Victoria and Massey University.	Ongoing	MLS/Vet/TL	<ul style="list-style-type: none"> Animal Collection staff report increasing confidence and deepening knowledge
Increasing observation skills in keeping staff through one on one coaching.	Ongoing	MLS/GMO	<ul style="list-style-type: none"> Growing experience and confidence in identifying health status of the animals.

Day to day activities

Activity	Deadline	Responsible	Measure
Medical training of animals to enable safe completion of routine procedures without anaesthetic	Ongoing	TT, section TL, and Veterinary team	<ul style="list-style-type: none"> • Ability to vaccinate and take blood samples from carnivores and hoofstock. • Animals' stress levels reduced (visual verification). • Capture is significantly easier and safer for animals and staff.
Food suppliers checked for hygiene etc	Annually for each supplier	Curator, Equipment and Supplies	<ul style="list-style-type: none"> • No health issues related to food quality
All animal keeping staff trained to good professional level	Ongoing	MLS	<ul style="list-style-type: none"> • All AC staff have Certificate in Captive Wildlife or equivalent
Preventive health programme for staff implemented	Ongoing	ZST members	<ul style="list-style-type: none"> • No instances of transfer of serious disease from staff
Manage browse production to ensure freshness and no use of sprays	Ongoing	Hort TL	<ul style="list-style-type: none"> • Browse needs met in timely fashion in terms of quantity and quality
Promote recognition of Wellington Zoo's high standards through presentation of conference papers, participation on regional committees and boards etc	Ongoing	All staff	<ul style="list-style-type: none"> • High quality presentations done when attending conference.
Continue conditioning programme to prepare for assisted reproduction in chimps	Ongoing	TT/TL, Africa and Veterinary team	<ul style="list-style-type: none"> • Desired behavioural changes seen

3.2 Act for conservation

Details included in team Business Plans. Key activities listed below.

New activities

Activity	Deadline	Responsible	Measure
Establish Green Corridor project with local schools	June 2007	CEO, Mgr-L&I and Horticulture TL	<ul style="list-style-type: none"> • Project well supported by local schools • Evaluations indicate increasing awareness in local community of conservation issues
Establish a Wellington Zoo Conservation Fund and complete a Conservation Strategy in line with the World Zoos and Aquariums Conservation Strategy. Begin implementation of Strategy.	June 2007	GMO, Mgr-L&I, Mgr-M&E, MLS	<ul style="list-style-type: none"> • Conservation Strategy exists and fundraising for the fund has begun

Day to day activities

Activity	Deadline	Responsible	Measure
Begin implementation of Environmental Management System	Ongoing	Co-ordinator Environmental management	<ul style="list-style-type: none"> • Programme able to be demonstrated to visitors
Participate in managed programmes for both exotic and native species	Ongoing	MLS	<ul style="list-style-type: none"> • At least 3 ASMP studbooks managed or positions held. • Breed as directed by ASMP.
Implement various initiatives to get conservation messages across to visitors: <ul style="list-style-type: none"> • Review and adjust Close Encounters programme • Develop interpretation across site and monitor effectiveness • Demonstrate worm farming, paper shredding, composting, recycling and electricity and water saving initiatives to visitors 	End Sept. 2006 Ongoing Ongoing	Mgr-M&E Mgr-L&I Mgr-L&I	<ul style="list-style-type: none"> • Visitor feedback indicates increased awareness.

Support Karori Wildlife Sanctuary and Marine Education Centre	Ongoing	All staff as and when required	<ul style="list-style-type: none"> • Combined tour focussing on conservation in Wellington developed
Continue to participate in DoC programme to release kiwi in Rimutaka Forest Park	As dictated by DoC	TL, Islands in Isolation	<ul style="list-style-type: none"> • DoC includes Zoo as partner in programme

3.3 Learning through exploration, discovery and fun

Details included in team Business Plans. Staff learning plans included in HR Plan and team Plans. See Learning Plan at Section 5.1.

New activities

Activity	Deadline	Responsible	Measure
Establish Green Corridor project with local schools	June 2007	CEO, Mgr-L&I	<ul style="list-style-type: none"> Project well supported by local schools Launch on Arbour Day 2007
Host Teacher Workshops to provide secondary teachers with content to align to changing NCEA curriculum	Jan 2007	Mgr-L&I	<ul style="list-style-type: none"> Event is held and 75% positive feedback by attendees
Plan and develop Islands in Isolation interpretation	By end Q2	Mgr-L&I	<ul style="list-style-type: none"> ZST sign-off on proposed matrix
Host the Australasian Zoo Educators annual meeting	April 2007	Mgr-L&I	<ul style="list-style-type: none"> Event is held with attendance of at least 10
Programme of events for annual conservation theme dates: Conservation Week, Arbour Day, etc	As dates fall due	Mgr-L&I with other TL's	<ul style="list-style-type: none"> Programmes for three dates planned and delivered
Develop and deliver a continuously changing range of tours for the public on various topics to be delivered by the Roving Guides	As required and approved	Mgr-VST and Guides	<ul style="list-style-type: none"> Number of people that take tours, visitor feedback through comments register and specific forms
Develop interpretation that corresponds to new construction (Chimpanzee night quarter and Giraffe House)	June 2007	Mgr-L&I	<ul style="list-style-type: none"> Construction occurs and public respond positively to new interpretation
Develop joint education programme with at least one other Wellington museum/organisation that is complementary to both organisation objectives	June 2007	Mgr-L&I	<ul style="list-style-type: none"> Partner identified and project is planned (may be implemented in 2007 school year)

Day to day activities

Activity	Deadline	Responsible	Measure
Review and adjust behind scenes activities in animal areas, food prep, hospital	Q1	TL's	<ul style="list-style-type: none"> • Visitor satisfaction feedback is high, learning reported
Review and redevelop close encounters programme	Twice yearly	TT & relevant TL	<ul style="list-style-type: none"> • Visitor satisfaction feedback is high, learning reported
Review and adjust interpretation methodologies	Ongoing	Mgr-L&I	<ul style="list-style-type: none"> • Learning outcomes as measured show increase
Deliver LEOTC programme	Ongoing	Mgr-L&I	<ul style="list-style-type: none"> • MoE contract reviews satisfactory
Plan and deliver school holiday programme	July, September, April school holidays	Mgr-L&I	<ul style="list-style-type: none"> • Programmes fully booked. • Percentage of good evaluations
Increase profile of roving Guides as "mobile learning points" in Zoo	Ongoing	Mgr-VST Mgr-L&I	<ul style="list-style-type: none"> • Surveys indicate good learning taking place

3.4 Contribution to partnerships

New activities

Activity	Deadline	Responsible	Measure
Centenary project <ul style="list-style-type: none"> • Work with local museums/archives on Centenary joint programmes 	Q1	CEO Mgr-M&E	<ul style="list-style-type: none"> • Preparations in place by June 2006
Identify likely sponsorship partners and develop relationships	Ongoing	ZST and Board Mgr-M&E	<ul style="list-style-type: none"> • Successful sponsorships obtained.

Day to day activities

Activity	Deadline	Responsible	Measure
WCC <ul style="list-style-type: none"> • Contribute to CWIC initiative • Strengthen relationships with other WCC CCOs 	Ongoing Ongoing	CEO ZST members	<ul style="list-style-type: none"> • PWT recognises contribution to Nature-based Tourism in Wellington. • Numbers of non-Wellington NZ visitors maintained or increased • Number of joint initiatives with WCC or related orgs increases
ARAZPA <ul style="list-style-type: none"> • Contribute to resolution of industry issues. • Progress ARAZPA relationships with NZ central government. • Contribute to regional collection planning 	Ongoing	CEO Animal Collection leadership team	<ul style="list-style-type: none"> • Maintain membership of Board • Progress seen in IHS issues, bottleneck reduce • DoC captive policies and guidelines managed cooperatively with Department • Strong presence at TAG meetings.

DoC Work with DoC on recovery programmes wherever possible	Ongoing	Animal Registrar Curator Birds Vet	<ul style="list-style-type: none"> • Tuatara programmes work maintained • Involvement in at least one bird recovery programme • Provide vet services
Tangata Whenua <ul style="list-style-type: none"> • Develop stronger networks with iwi kaitiaki for native species • Improve network of contacts 	Ongoing	CEO, MLS, Islands in Isolation team Board/CEO	<ul style="list-style-type: none"> • Relationships strengthened
Wellington peers <ul style="list-style-type: none"> • Maintain existing relationship with Karori Wildlife Sanctuary • Facilitate research project for Massey and Victoria students • Strengthen relationships with WWF and Royal Forest & Bird • Strengthen relationship with SPCA 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing 	Staff at all levels ZST members CEO CEO	<ul style="list-style-type: none"> • Joint events and programmes reviewed and redeveloped • At least 2 students working at Zoo • At least one joint initiative • Four meetings with Director held

3.5 Increase revenue

New activities

Activity	Deadline	Responsible	Measure
Build Trust membership scheme	Ongoing	Mgr-M&E with Fundraiser	<ul style="list-style-type: none"> • 1500 members by June 2007
At least one new idea for major fundraising event or activity implemented	June 2007	Mgr-M&E with Fundraiser	<ul style="list-style-type: none"> • > \$20K raised
Zoolittles <ul style="list-style-type: none"> • Continue to source new product for shop through see what other shops stock, attending gift fair, supplier rep visits, internet, other zoos • Product mix constantly reviewed to maximise returns • Expansion and rebranding of zoo gift shop means more space for increased customer flow and better product mix • Continuing to develop, source and promote zoo branded product 	Ongoing Ongoing Ongoing Ongoing	Mgr-VST Mgr-VST Mgr-VST Mgr-VST	<ul style="list-style-type: none"> • Zoolittles revenue increases. • Profit margin reaches 60% over whole year • Increased revenue (tracked) • Increased revenue (tracked)
<ul style="list-style-type: none"> • Product knowledge training for staff to continue including encounter training for new staff 	Ongoing	Visitor Services team	<ul style="list-style-type: none"> • More people converted to customers through good knowledge of products and services offered

Day to day activities

Activity	Deadline	Responsible	Measure
Close Encounters commissionable activities	Ongoing	Mgr-M&E	<ul style="list-style-type: none"> • Programmes developed and marketed
Refine targeting of marketing/advertising activities	Ongoing	Mgr-M&E	<ul style="list-style-type: none"> • Admissions numbers in target markets grow
Year long events programme spreads risk relating to weather dependency	Ongoing	Mgr-M&E	<ul style="list-style-type: none"> • Admission numbers and revenue increase

4 Human Resources Plan

4.1 Identify capacity and capability of the organisation

Activity	When/triggers	Responsibility
Review competency needs of each role and each team to deliver Strategic and Business Plans	<ul style="list-style-type: none"> Yearly as part of performance review cycle 	<ul style="list-style-type: none"> TL/Mgr ZLT member (who reports to GMO)

4.2 Recruit appropriately to match identified competencies

Activity	When/triggers	Responsibility
Review role descriptions	<ul style="list-style-type: none"> Yearly as part of performance review cycle When recruiting new staff member 	<ul style="list-style-type: none"> TL/ Mgr with HR HR consultant TL/Mgr with HR
Use behavioural interview technique to assess competency match	<ul style="list-style-type: none"> At interview 	<ul style="list-style-type: none"> Recruiting manager with HR
Probe for match with key competencies	<ul style="list-style-type: none"> During referee checks During psychometric testing 	<ul style="list-style-type: none"> Recruiting manager HR

4.3 Train and develop all staff for optimum delivery of their roles

Activity	When/triggers	Responsibility
Leadership development programme <ul style="list-style-type: none"> Mentoring for ZST members Identify secondments, candidates and places 	<ul style="list-style-type: none"> January 2007 Q2 	<ul style="list-style-type: none"> CEO ZST/ARAZPA HR
Identify specialist (technical) training needs of individuals and develop programme	<ul style="list-style-type: none"> At recruitment and performance review 	<ul style="list-style-type: none"> Assessing/recruiting manager
Regular target practice for shooters	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> Frank Coles/Mauritz Basson
Conduct emergency drills	<ul style="list-style-type: none"> At least once per quarter 	<ul style="list-style-type: none"> GMO/MLS

4.4 Manage performance to optimise use of all available talent in support of Strategic and Business Plans

Activity	When/triggers	Responsibility
Conduct performance reviews 6 monthly. <ul style="list-style-type: none"> • Performance assessment of previous year against performance targets and organisational factors. Includes establishing performance targets for year ahead. • Semi-formal review of previous 6 months against targets and organisational factors. 	July January	<ul style="list-style-type: none"> • Assessing manager • Assessing manager
Establish individual development plan (IDP) for each staff member to support Strategic and Business Plans Review achievement of IDP.	July performance assessment January and July at Performance assessment	<ul style="list-style-type: none"> • Assessing manager (prior discussion with ZST member) • Assessing manager
Manage performance deficits/attitudinal issues vigorously	At first sign of problems	<ul style="list-style-type: none"> • Assessing manager in consultation with ZST member.

4.5 Remunerate and reward staff appropriately

Activity	When/triggers	Responsibility
Benchmark remuneration of all roles against other zoos and wider market where it exists. Pay around median of market.	<ul style="list-style-type: none"> • At establishment of role, appointment of new staff and/or every 2 years. 	<ul style="list-style-type: none"> • Assessing manager with HR • HR consultant
Conduct formal salary review of all staff	<ul style="list-style-type: none"> • Q1 post performance review 	<ul style="list-style-type: none"> • ZLT with ZST
Maintain immediate rewards system for “above and beyond” contributions, particularly those supporting achievement of strategic goals. Ensure reward is real to person rewarded.	<ul style="list-style-type: none"> • ASAP after behaviour 	<ul style="list-style-type: none"> • Any member of ZLT

5 Specialist Plans

5.1 Learning Plan

Activity	Delivery by	Responsible	Measure
Deliver Ministry of Education LEOTC contract	Daily through to June 2007	Mgr-L&I	<ul style="list-style-type: none"> • Programme implemented, targets met, milestone reports submitted. Advisory committee meetings held.
Report to ZET and Ministry of Education on business activity at all prescribed times throughout the year.	On/before prescribed deadlines	Mgr-L&I	<ul style="list-style-type: none"> • All reporting is effectively carried out to the satisfaction of the respective authority.
Develop and implement learning programmes for Non LEOTC learners: e.g. Early Childhood, Tertiary, Adult groups.	On-going throughout the year	Learning team	<ul style="list-style-type: none"> • Programmes initiated. New programmes implemented and evaluated. Programme success reported regularly to ZST.
Plan and implement the Zoo Holiday Programme	July, September, April School Holidays	Learning Team	<ul style="list-style-type: none"> • Completion of planned and delivered programme each holiday period.
Ensure Islands in Isolation interpretive requirements are planned for and developed.	Ongoing through to June 2007	Mgr-L&I	<ul style="list-style-type: none"> • Interpretive plan completed, interpretives designed and produced.
Develop productive working relationships and programmes with recognised external partners	Ongoing	Learning Team	<ul style="list-style-type: none"> • At least two new programmes developed/maintained/enhanced in conjunction with external partner(s).
Enhance relationships between staff toward promoting learning as a key function of all Zoo activity.	On-going throughout the year	Learning Team	<ul style="list-style-type: none"> • Learning team working positively with all Zoo staff. • Business issues dealt with proactively toward a positive outcome for learning.
Promote the conservation ethic in all business practice	On-going throughout the year	Learning Team	<ul style="list-style-type: none"> • Conservation practices are done, seen to be done and promoted in the Learning work area. • Conservation messages are promoted by the team at every formal and informal learning activity.
Contribution to the <i>E</i> newsletter	Ongoing, December, March, June	Learning Team	<ul style="list-style-type: none"> • Completion of planned and delivered newsletter each quarterly period.
External publication through	At least one	Learning	<ul style="list-style-type: none"> • Zoo story published in

School Journals, etc.	per year.	Team	external source
Internal publication of schools competition winner(s)	At least one per year		<ul style="list-style-type: none"> • Winning item published on website, relevant enclosure.
Organised programme for annual conservation theme dates; conservation week, arbour day, etc.	On calendar day/week.	Learning Team	<ul style="list-style-type: none"> • At least one activity planned, promoted and delivered on three conservation theme dates.

5.2 Marketing Plan

The marketing & events team plan to focus on a number of key areas over the coming year. These include;

- ⑥ Increase revenue through admissions and value-added programmes.
- ⑥ Implement and evaluate the Zoo Close Encounters Programme to ensure strategic and tactical objectives are being met. Implement the separate marketing plan for this product offering.
- ⑥ Continue with the development of value added initiatives increase repeat visitation levels by offering a value added experience, with a focus on our events programme.
- ⑥ Focus on PR, create networks to capture information and manage stakeholders, and mitigate risks of adverse publicity.
- ⑥ Revamp website, ensuring that we have our key audiences top of mind.
- ⑥ Leverage PR and events opportunities based on our Centenary celebrations.
- ⑥ Develop our direct marketing capabilities, including the creation of a Trust Membership Scheme.
- ⑥ Develop a permanent market research programme.
- ⑥ Added focus on internal communication.
- ⑥ Continually review and update all products that the marketing and events team is responsible for.

In the next 3 years;

- ⑥ Work with ARAZPA on benchmarking standards across the Zoo
- ⑥ Fully develop the Zoo Website
- ⑥ Develop a greater emphasis on fundraising
- ⑥ Continually develop our marketing and PR mix
- ⑥ Develop further Zoo products (e.g. venues, events and encounters) and customer segments (e.g. corporate market for venues and domestic tourists)
- ⑥ Develop our internal desk top publishing capabilities
- ⑥ Invest in more suitable resources for expos and conferences, for example light weight banners

5.3 Events Plan

Month	What's Up?	Related Zoo Activity
July	School holidays	<ul style="list-style-type: none"> • School Holiday Programme
August	Conservation week Completion of Chimpanzee night quarters	<ul style="list-style-type: none"> • \$2 Winter Wednesdays • Kereru Discovery Launch • Marketing and media campaign • Opening function
September	Fathers day School holidays	<ul style="list-style-type: none"> • Dad's Day Activity • School Holiday Programme
October	Sleepover bookings - traditionally busy month Centenary celebrations begin	<ul style="list-style-type: none"> • Promote Venue for Christmas Functions
November	Sleepovers – traditionally busy month Christmas parties bookings	<ul style="list-style-type: none"> • Promotion (Xmas gift)
December	Christmas parties – traditionally busy month Sleepovers bookings	<ul style="list-style-type: none"> • Promote Non School Sleepovers (for Jan)
January	School Holidays	
February	Waitangi day	
March	Newtown Festival Children's day	<ul style="list-style-type: none"> • Carnival/Festival Presence including Flyers, animal costumes – use to raise Zoo profile
April	Easter School Holidays ARAZPA conference	<ul style="list-style-type: none"> • School Holiday Programme • Sleepover awareness
May	Mothers Day	
June	Arbour day	

6 Life Science Plan

The Life Science team will again lift the bar in respect to state of the art husbandry and management of our animal collection. The medical training of nearly all species in the Zoo (apart from invertebrates) will be a main focus for the next year.

To ensure compliance with legislation we have produced the ERMA (Environmental Risk Management Authority) applications for the following species:

- ⑥ Dingo (*Canis lupus dingo*)
- ⑥ Maned wolf (*Chrycoyon brachyurus*)

These applications only need to have their fees funded and can then be presented to the authorities.

Another priority will be the detailed planning of the Amphitheatre project and the new hospital.

7 Risk Management Plan

Individual team Plans contain detailed risk management plans. Obvious risks such as animal escape are considered to be very well controlled.

Risk	Management strategy	Deadline
<p>Failure to achieve budget targets – revenue (weather affected and increasing competition from free events) and expenditure.</p> <p>Operational Revenue</p> <ul style="list-style-type: none"> • Weather dependency • Competition from free events <p>Capital funding</p> <p>Expenditure</p> <p>Cash flow</p>	<ul style="list-style-type: none"> • Review events and promotions programme throughout year and constantly seek innovative ideas to attract visitors during bad weather • Design all new exhibits and theme areas with high number of activities under shelter • Develop Trust membership as stable revenue stream • Review events and promotions programme throughout year and constantly seek innovative ideas to attract visitors and leverage off external events • Develop relationships with high value funding bodies. • Research possible funding agencies to “spread load” • Apply for grants • Launch bequest campaign • Continue reporting and monitoring regime • Manage to seasonalised pattern as far as is possible • Invest WCC grant to extract maximum interest 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing

<p>Animal welfare problems - such as disease, poor husbandry etc – leading to negative publicity</p> <ul style="list-style-type: none"> • Disease • Poor husbandry 	<ul style="list-style-type: none"> • Maintain current good relationships between Veterinary and other Animal Collection teams • Monitor compliance with hygiene protocols • Implement Fit for Work programme • Continue other veterinary preventative health programmes • Continue training and development programmes for Animal Collection staff • Recruit appropriate skill sets 	<ul style="list-style-type: none"> • Ongoing • Monthly • Q1 • Ongoing • Ongoing
<p>Competition from other attractions</p> <ul style="list-style-type: none"> • Admissions negatively affected • Public perception that Karori Wildlife Sanctuary is only player in conservation 	<ul style="list-style-type: none"> • Continue “top of mind” campaign • Raise awareness of activity complementarities. Exploit synergies • Create and use every opportunity to publicise Zoo’s conservation work 	<ul style="list-style-type: none"> • Ongoing
<p>Health and Safety</p>	<ul style="list-style-type: none"> • While mitigation measures are in place to control most of the significant risks, some are not sustainable in the medium to long term as assets deteriorate further and the statistical likelihood of human error increases. Some risks (particularly of back injury) cannot be satisfactorily mitigated, especially in the existing hospital. • The ZCP Business Case to be presented to the Council in November will address all Health and Safety risk in detail. • Detailed plans are in place for the potential outbreak of Avian Influenza. • A comprehensive policy is in place to address the possibility of zoonotic disease amongst staff. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing

8 Provision of corporate services by WCC

The Trust will review all of its service supply arrangements in 2006/07 and will indicate any changes it wishes to make to services supply arrangements in the 2007/08 Business Plan.

9 Other Purchase Contract matters

The Trust has no other Purchase Contract issues to raise.

10 Budgets

The Trust's draft operating and capital budgets for 2006/07 to deliver this Plan are detailed below. Forecast financial statements for the following two years are also included below.

Trust Draft Operating Budget for 2006/07*



	Draft Budget 06/07
	\$'s
<i>Fees and User Charges</i>	1,132,450
<i>Sale of Goods</i>	220,000
<i>WCC Operating Grant</i>	2,687,500
<i>Interest</i>	22,000
<i>Events/Close Encounters/ School Holiday Programme</i>	259,481
<i>Café Licence Fee</i>	40,000
<i>MOE LEOTC Contract</i>	75,555
<i>Other Grant and Subsidy Income</i>	0
Total Income	4,436,986
<i>Employee Remuneration</i>	2,660,662
<i>Other Employee Costs</i>	251,014
Personnel Expenditure	2,911,676
<i>Marketing Costs</i>	206,000
<i>Admin Costs</i>	217,540
<i>Animal Acquisition Costs</i>	31,000
<i>Consulting /Advice/Feasibility Studies</i>	43,000
<i>Other Professional Costs</i>	33,000
<i>Low Value Assets</i>	30,000
<i>Utility Costs</i>	217,928
<i>Vehicle and Plant Costs</i>	14,040
<i>Materials</i>	85,601
<i>Services</i>	108,800
<i>Contracts</i>	81,600
<i>Consumables</i>	259,500
<i>Cost of Goods sold</i>	110,000
<i>Plant Equipment Hire/Other Costs</i>	10,368
<i>Depreciation</i>	76,933
General Expenses	1,525,310
Total Expenses	4,436,986
TOTAL OPERATING SURPLUS/(DEFICIT)	0

- *Final Budget will be available after final approval from WCC*

We are budgeting for a breakeven operating position in 2006/07 and forecasting close to a breakeven operating position in 2005/06.

The net deficit shown in the forecast financial statements in 2006/07 below is the net effect of receiving the gifted hospital equipment as income of \$300K offset by the expense of vesting the assets for funds raised by the Zoo Trust for the Amphitheatre and the Chimpanzee night quarters of \$687K resulting in a net deficit of \$387K.

The offset of this is a forecast net surplus in 2005/06 of \$577K which is a result of capital funds raised which will be vested back to WCC in the 2006/07 financial year. The balance of the funds were raised in the 2004/05 year.

Trust Draft Capital Budget for 2006/07*

CX125	\$351,850
CX340	\$1,800,000

***Final Budget will be available after final approval from WCC**

Major renewal items to be addressed in 2006/07 funded from WCC capital budget CX125 are as follows:

CX125	2006/07 (\$)
AV Equipment	2,000
Building Refurbishments	43,850
Enclosure Refurbishments	30,000
Equipment Renewals	12,000
Fencing	70,000
General Drainage	50,000
Guttering Renewals	5,000
Hospital Equipment	22,000
Learning Equipment/Signs	10,000
Security	43,000
Service Area Refurbishment	5,000
Service Roads	5,000
Staff Accommodation Refurbishments	28,000
Water Reticulation & Storage Tanks	20,000
Workshop Equipment	6,000
Total Capital Expenditure for CX125	351,850

Upgrades and developments to be funded from WCC capital project CX340 are as follows:

CX340	2006/07 (\$)
Hospital	1,300,000
Temporary Aviaries	100,000
Environmental Management System	50,000
Amphitheatre	350,000
Total Capital Expenditure for CX340	1,800,000

The chimpanzee quarters that commenced construction in 2005/06 are expected to be completed by the end of August 2006 and the remainder of the funding for that project will be carried forward to the 2006/07 financial year. The construction of the giraffe house in the mixed African exhibit is expected to commence on 17th July 2006 and the funding for that project will also be carried forward from the 2005/06 financial year.

Risks associated with all of the capital projects above are cost escalations and delays.

**CCO: Wellington Zoo Trust
Business Plan 2006/07**

\$NZ000's

Estimate 30-Jun-06	EARNINGS STATEMENT	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07	Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
	Revenue							
1581	Trading Income	337	344	402	270	1,353	1380	1435
2363	WCC Grants	672	672	672	672	2,688	2,908	3024
577	Other Grants		100		200	300	400	0
87	Sponsorships and Donations					0	0	0
45	Investment Income	12	0	10	0	22	22	22
	Other Income	79	144	79	72	374	381	397
4,653	Total Revenue	1,100	1,260	1,163	1,214	4,737	5,092	4,878
	Expenditure							
2,620	Employee Costs	713	727	732	740	2,912	3,028	3,150
1,439	Other Operating Expenses	366	358	359	366	1,449	1,507	1,567
17	Depreciation	19	19	19	19	76	156	162
0	Interest					0	0	0
	Vested Assets	287	400			687		0
4,076	Total Expenditure	1,385	1,504	1,110	1,125	5,124	4,691	4,879
577	Net Surplus/(Deficit) before Taxation	(285)	(244)	53	89	(387)	400	(1)
0	Taxation Expense					0	0	0
577	Net Surplus/(Deficit)	(285)	(244)	53	89	(387)	400	(1)
12.4%	Operating Margin	-25.9%	-19.4%	4.6%	7.3%	-8.2%	7.9%	0.0%

Estimate 30-Jun-06	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-06	As at 31-Dec-06	As at 31-Mar-07	As at 30-Jun-07		As at 30-Jun-08	As at 30-Jun-09
	Shareholder/Trust Funds							
0	Share Capital/Settled Funds	0	0	0	0		0	0
0	Revaluation Reserves	0	0	0	0		0	0
687	Restricted Funds	687	687	687	687		687	687
-244	Retained Earnings	-529	-773	-720	-631		-231	-231
443	Total Shareholder/Trust Funds	158	-86	-33	56		456	456
	Current Assets							
55	Cash and Bank	944	156	703	38		194	378
145	Accounts Receivable	75	75	75	75		75	75
16	Other Current Assets	50	50	50	50		50	50
216	Total Current Assets	1,069	281	828	163		319	503
	Investments							
0	Deposits on Call	0	0	0	0		0	0
500	Other Investments	0	0	0	0		0	0
500	Total Investments	0	0	0	0		0	0
	Non-Current Assets							
59	Fixed Assets	40	121	102	283		527	365
50	Other Non-current Assets	0	0	0	0		0	0
109	Total Non-current Assets	40	121	102	283		527	365
825	Total Assets	1,109	402	930	446		846	868
	Current Liabilities							
187	Accounts Payable and Accruals	78	72	58	53		50	62
195	Provisions	145	145	160	160		160	170
0	Other Current Liabilities	728	271	745	177		180	180
382	Total Current Liabilities	951	488	963	390		390	412
	Non-Current Liabilities							
0	Loans - WCC	0	0	0	0		0	0
0	Loans - Other	0	0	0	0		0	0
0	Other Non-Current Liabilities	0	0	0	0		0	0
0	Total Non-Current Liabilities	0	0	0	0		0	0
443	Net Assets	158	-86	-33	56		456	456
0.6	Current Ratio	1.1	0.6	0.9	0.4		0.8	1.2
53.7%	Equity Ratio	14.2%	-21.4%	-3.5%	12.6%		53.9%	52.5%

Estimate 30-Jun-06	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07	Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
	<i>Cash provided from:</i>							
1,826	Trading Receipts	337	344	402	270	1,353	1,380	1,435
2264	WCC Grants	1344	200	1144	100	2,788	2,908	3,024
40	Other Grants					0		
583	Sponsorships and Donations					0		
32	Investment Income	12	0	10	0	22	22	22
685	Other Income	79	145	80	62	366	381	397
5,430		1,772	689	1,636	432	4,529	4,692	4,878
	<i>Cash applied to:</i>							
2,641	Payments to Employees	683	697	702	702	2,784	3,028	3,150
2,350	Payments to Suppliers	395	388	389	403	1,575	1,507	1,545
	Net GST Cashflow	18	-8	-2	-8	0	0	0
	Other Operating Costs (VESTING)	287	400			687		
	Interest Paid	0				0	0	0
4,991		1,383	1,477	1,089	1,097	5,046	4,535	4,695
439	Total Operating Cash Flow	389	(788)	547	(665)	(517)	156	184
	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>							
14	Purchase of Fixed Assets					0	0	0
	Other -vesting Cash for Capital Projects	0				0	0	0
14		0	0	0	0	0	0	0
(14)	Total Investing Cash Flow	0	0	0	0	0	0	0

Estimate 30-Jun-06	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07	Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
	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
425	Net Increase/(Decrease) in Cash Held	389	(788)	547	(665)	(517)	156	184
130	Opening Cash Equivalents	555	944	156	703	555	38	194
555	Closing Cash Equivalents	944	156	703	38	38	194	378

Estimate 30-Jun-06	CASH FLOW RECONCILIATION	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07	Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
577	Operating Surplus/(Deficit) for the Year	(285)	(244)	53	89	(387)	400	(1)
	Add Non Cash Items							
17	Depreciation	19	19	19	19	76	156	162
	Other (Gifted Hospital Assets)		(-100)		(200)	(300)	(400)	
594		(266)	(325)	72	(92)	(611)	156	162
	Movements in Working Capital							
65	(Increase)/Decrease in Receivables	20	0	0	0	20	0	0
1	(Increase)/Decrease in Other Current Assets		0	0	0	0	0	0
9	Increase/(Decrease) in Accounts Payable	(5)	(6)	(14)	(5)	(30)	(3)	12
(230)	Increase/(Decrease) in Other Current Liabilities	640	(457)	489	(568)	104	3	10
(155)		655	(463)	475	(573)	94	0	22
	Net Gain/(Loss) on Sale:							
	Fixed Assets	0				0		
	Investments	0				0		
0		0	0	0	0	0	0	0
439	Net Cash Flow from Operations	389	(788)	547	(665)	(517)	156	184

WELLINGTON ZOO TRUST***Detailed Fixed Assets by Category***

Category	Estimate 30-Jun-06 \$NZ000's	TOTAL YE 30-Jun-07 \$NZ000's	TOTAL YE 30-Jun-08 \$NZ000's	TOTAL YE 30-Jun-09 \$NZ000's
<i>Furniture, Office Equipment and Plant</i>	59	43	27	5
<i>Hospital Equipment</i>	0	240	500	360
TOTAL NET BOOK VALUE	59	283	527	365