

To: Wellington City Council CCO Performance Committee
From: Wellington Zoo Trust
Date: 30 June 2013

Annual Report 2012/13 Financial Year



Trust Chair Report

Wellington Zoo is well placed to achieve more success next year. The platform we have built this year stands us in good stead for even greater achievement.

We now have a modern 21st century zoo of world class standing. Our future focus will be developing the positioning of the Zoo for the next ten years. We have started this work already and the coming year will complete our organizational values project which will set the framework for our strategy.

We have embraced sustainability as a point of difference for our organization and we are very proud of being carboNZero certified. Next year we will continue to reduce our carbon footprint. This is part of our ethos to act positively to improve the environment for animals and for people.

We will open the Australia precinct *Neighbours* in September 2013 which will bring our iconic Aussie animals out and about in the walkthrough exhibit.

We will also open a new Serval exhibit in December 2013 and begin work on the first phase of *Meet the Locals*. This precinct will celebrate New Zealand and take people on a journey from the sea to the mountains.

Our Trustees have again made a real difference with their dedication to the Zoo. The Trustees work in partnership with the Zoo's strategic management team to ensure valuable and measurable outcomes for Wellington Zoo.

As we move into 2013-14 we are very clear about the role Wellington Zoo plays in conservation, animal care and visitor engagement. We now have a Zoo that our community can be proud of and we are committed to having this continue.

Chief Executive Report

Wellington Zoo exists to encourage people to find their personal connection with nature. With an amazing record 232,130 visitors we have connected more people than ever with the animals in our care. We have been able to ensure that we build a future for wildlife by having our community act in positive ways for the environment.

Wellington Zoo Trust met or exceeded 17 of our 24 targets we set ourselves for 2012-13¹. I am particularly proud of our achievement of being the world's first carboNZero certified zoo.

We opened the *Asia Precinct* in September 2012 which ensures state of the art housing for our iconic Malayan Sun Bears and Sumatran Tigers while telling the story of our care for these animals and our field conservation work in Asia with Free the Bears Asia and 21st Century Tiger. We thank Wellington City Council, ASB and Pub Charity particularly for their support with this project.

We also opened the *Green Zoo, Green You* exhibit in September 2012. This new exhibit tells the story of sustainable action in the Zoo and offers visitors tools and knowledge to make sustainable changes to their actions in their lives.

Our conservation work with breeding for restoration programmes, conservation medicine and veterinary research projects and excellent conservation advocacy for the environment has been successful. Our latest visitor research indicates a significant growth in our community's recognition of this work by the Zoo.

Through efficient management of our resources and excellent business acumen, the Trust was able to generate 55% of its operational costs this year and finished with a positive financial result of \$8,075.

Our Zoo reached world leading milestones this year and the Zoo team showed their dedication and passion for our work in many ways. We finished the year with a flurry by winning the Vibrant Gold Award at the 2013 Wellington Gold Awards- a testament to the work we have done over the past few years to create a vibrant, award winning zoo. Wellington Zoo is a world class Zoo with a bright future.

¹ This is for both our internal and external measures.

Strategic Direction

OUR DREAM

To be the best little zoo in the world.

OUR PURPOSE

We encourage people to find their personal connection with nature.

OUR SIX STRATEGIC ELEMENTS:

Our six strategic elements have guided our progress over the last 12 months, helping us to build the best little zoo in the world.

1. **CREATE OUTSTANDING, INTIMATE AND UNIQUE VISITOR EXPERIENCES**
 - Increasing animal contact for our visitors
 - New animal arrivals and veterinary excellence
 - New achievements in visitor engagement across the Zoo
 - Building our 21st Century Zoo
2. **INTEGRATE CONSERVATION AND SUSTAINABILITY ACROSS THE ORGANISATION**
 - Supporting conservation of species in the wild
 - Achieving carboNZero certification
 - Community conservation programmes
3. **ACHIEVE FINANCIAL SUSTAINABILITY**
 - Growing support from partners
 - Record visitor numbers, revenue and growing annual membership
4. **BUILD LASTING COMMUNITY SUPPORT AND PARTICIPATION**
 - Growing volunteer programme
 - Increased involvement with our community
 - LEOTC
5. **SHOW INDUSTRY LEADERSHIP**
 - Staff presentations at conferences for the zoo and aquarium industry, education, conservation and advocacy
 - Staff representation on industry boards and other committees
6. **ENSURE ALL STAFF ARE MOTIVATED AND VALUED**
 - Building the capability and performance of our people
 - Growing our people engagement
 - Strengthening leadership and management capabilities

1. Create outstanding, intimate and unique visitor experiences

Animals in our Care

The animals at Wellington Zoo help to create a personal connection with nature for our visitors. Our Zoo Aquarium Association Australasia Accreditation covers another three years – a testimony to our dedication to excellence in animal welfare.

Newborn delights

It was a momentous year for new births at the Zoo for native and exotic species alike.

The arrival of five Tuatara hatchlings was very special, as they were the first to be hatched in The Roost Te Pae Manu, our conservation breeding centre, at the Zoo. Eggs previously laid at the Zoo have been hatched at Victoria University, but the growth of capability at the Zoo meant we were able to care for the eggs throughout the hatching process. The baby Tuataras are doing very well.



A newly hatched Tuatara in July 2012

But the Tuatara were not the only native species births this year. The Zoo, in partnership with the Department of Conservation, cares for an insurance population of critically endangered Grand and Otago Skinks – some of New Zealand's rarest lizards. The hope has always been that the pairs would breed - helping to create a larger insurance population to conserve them for years to come. 2013 saw success, with three Grand Skinks born in February – another first for zoos in New Zealand.

Also a New Zealand first, our Bolivian Squirrel Monkeys bore young as well – with the first arriving on 10 July, and quickly followed by another five! Not to be outdone, our Pygmy Marmoset group in the Mojo Café exhibit welcomed the birth of twins within the same week – for a veritable multitude of miniature monkeys! The second Pygmy Marmoset group at the Mini Monkeys exhibit welcomed a newborn son in February of 2013.



One of the newborn Pygmy Marmosets holds on tight.

We were also thrilled to welcome two baby Nyala in the African Savannah and four more adorable Meerkat pups.

Valuable newcomers

The year started off on a great note, as a wee bundle of fluff arrived after a trip across the Tasman. Yindi, our new Dingo puppy delighted staff and visitors alike – as she joined Wolfrik as an animal contact Dingo to help visitors make their personal connection with nature.



A very fluffy young Yindi in July 2012

Later arrivals were definitely a little less fluffy. The development of Hero HQ, our new reptile and invertebrate house was populated with a raft of animal kingdom superheroes. Jackson's Chameleons, with the power of invisibility, arrived at the Zoo, along with Leopard Geckos,

Giant Rainforest Praying Mantids, Goliath Stick Insects from Australia, Scheltopusiks (Legless lizards), and Rainforest Scorpions. Joining the Tarantulas, these creatures are allowing our visitors to gain a true appreciation of the important role small but powerful animals play in our ecosystems.



A male Jackson's Chameleon eyes up the camera.

Fond farewells

While our moustachioed Emperor Tamarin sported facial hair that was the envy of many a visitor, it was time for Ekeko to move to Mogo Zoo in Australia for the benefit of the regional breeding programme. The Mini Monkey exhibit also farewelled two Iguanas who were transferred to Ti Point Reptile Park.

Four Kākā spread their wings for the breed-for-restoration programme, making their way to Boundary Stream and Cape Kidnappers in Hawkes Bay. Wellington Zoo has now released 21 Kākā as part of our breed-for-restoration programme.

The Zoo was also instrumental in gathering Otago Skinks from various holders for health checks at The Nest Te Kōhanga before they were restored to the Central Otago Ecological Trust in Alexandra.

Sadly, we lost our male Pygmy Marmoset, Alfonso, at the Mini Monkey exhibit. The Keepers worked quickly to introduce Cusco from the Mojo Café group, as Alfonso's mate, Wicket, was pregnant. Cusco was soon seen with the baby, and the two have since shared the care for the new arrival.

Our few remaining Little Red Flying Foxes were euthanased due to age and health related issues, as were two elderly African Wild Dogs, a female Emperor Tamarin, an elderly White Heron, two Capuchins and a male Nyala.

Building our 21st Century Zoo

We are now entering the eighth year of the Zoo's ten year Zoo Capital Programme (ZCP). Wellington Zoo is a truly 21st century zoo – capturing the imagination of our visitors and providing first class care for our animals.

Significant steps

It was a year of great progress for Wellington Zoo. The Asia Precinct was officially opened at the end of September by Her Worship the Mayor, Celia Wade-Brown, along with our major donors Pub Charity and ASB Bank. Matt Hunt, the CEO of Free the Bears, one of our conservation partners, also attended the opening. This was a very special occasion, as the Sun Bear exhibit is the new home for Sean the Sun Bear, originally rescued by Free the Bears. The Asia Precinct is an important opportunity to engage our community in taking action for endangered species survival and to consider the effect of our every day choices.



The opening of the new Asia Precinct

The site of Asia Precinct saw the redevelopment of unused space with steep terrain and no focal point for visitors. In its place is a vibrant plaza, where people stop to watch the animals, where kids play, and where we can share our conservation messages about using FSC timber to protect wild habitats. The value is more than commercial – the Sun Bears are now in a purpose-built exhibit that allows them to showcase their natural arboreal talents. The Asia Precinct allows visitors to make a real connection with these animals and gain understanding of their wild habitats through state-of-the-art interpretation and visitor experience.

The design of the new exhibit has already won accolades and the Asia Precinct was a finalist in the New Zealand Institute of Builders national awards hosted by the Property Council of New Zealand. But this was not the only space gaining recognition. Kamala's – our new function space in the centre of the Zoo opened in late 2011 - won a New Zealand Institute of Architects award for innovative design in June 2013.



Kamala's lit up for an evening function

When it comes to every day choices, we recognised a gap at the Zoo – we needed to show how simple choices can have a big impact on our environment. Her Worship the Mayor, Celia Wade-Brown opened our new sustainability exhibit – Green Zoo Green You on 16 October. This new space shares our sustainability journey with our visitors, and encourages them to commit to a sustainability action of their own to become a 'Green You'. Green Zoo Green You was built and designed entirely in house on a small budget using recycled materials that help to reinforce the reduce, reuse, recycle messaging throughout.



A curious visitor investigates Green Zoo Green You

Our exhibits serve to highlight how every living thing plays a key role in our environment. Her Worship the Mayor joined us for another milestone, opening the new Hero HQ on 24 April. This innovative space engages visitors with the often misunderstood 'superheroes' of the animal world: reptiles, invertebrates and spiders. With superpowers such as invisibility, speed

and agility, this exhibit has been comic book themed with bright colours to create a vibrant, stunning home for these fascinating creatures.



The vibrant new Hero HQ exhibit.

Looking ahead

The next major phase of the ZCP is our New Zealand precinct – Meet the Locals. We plan to be underway with construction in the coming summer.

We are already underway on the Australia Precinct, due for completion in September 2013. Thinking outside of the box has developed a very tired area of the Zoo into a natural, vibrant space for our visitors to enjoy and show true consideration for animal welfare.

Once this area is complete, the focus will shift to building a modern exhibit for the Servals in the African Savannah precinct. Construction of this exhibit is due to commence in October.

Visitor Experience

Conservation Connection was developed as the 2013 theme to engage our visitors with conservation through our staff and our animals. Conservation Connection has been woven into events, signage, school sessions and talks. Throughout the Zoo, our conservation stories are on display – from the personally written staff conservation connection stories, conservation project and partnership panels; and videos produced for viewing in the Zoo. Staff even have their own QR code badges with their Conservation Connection stories linked through our mobile phone application, STQRY. Our visitors are able to see how easy it is to have their own conservation connection and make a positive impact on the environment we share with our amazing animals.



Conservation Connection staff profiles at Conservation Corner

To help create connections, we know that visitor interaction plays a significant role. Our visitors frequently get the unforgettable chance to meet contact animals the minute they enter Wellington Zoo. Over the past year, we have recorded our highest ever number of animal contact hours across the whole Zoo – with over 1,200 hours.

Our talk schedule was updated, seeing a number of new talks developed so that our visitors have more opportunities to learn more about not just the animals, but how they can take action for the environment.

A Native Birds talk introduces our visitors to the various birds at The Roost Te Pae Manu, from the free ranging Pukeko to our Kākā and the part they play in the national breed-for-restoration programme.

With the opening of the Asia Precinct, three new talks were created. The Tiger and Sun Bear talks have been a great success, with the new demonstration panels allowing Keepers and Rangers the opportunity to hand feed and train the animals while delivering the talks. Project Asia was a daily talk over the summer months where visitors were able to explore the challenges around exhibit design, using props such as building blocks.

The Cool Creatures Up Close talk afforded a guaranteed opportunity to meet several contact animals in one place over the summer months; while at Green Zoo Green You, a talk highlighting the sustainability stories of the Zoo was designed to engage visitors in what they can do at home to reduce, reuse and recycle.

Our Little Blue Penguins Kororā have always been a subject of interest, and what started off as a weekend talk became a daily fixture due to its popularity for visitors with a passion for penguins.

The recent introduction of our mobile phone application STQRY in June 2012 has added yet another layer of engagement and shown how Wellington Zoo is keeping up with technology. Over the past year, STQRY has had over 16,700 page views – with over 5,450 codes scanned throughout the Zoo.

Keeping each visit a unique experience is an important aspect of our mission, and as such, we continually renew our Zoo. Our shop has enjoyed further refurbishment to open up the space

and improve displays, shelving, and lighting; making it easy for our visitors to explore and providing a better platform to showcase our retail products.

The launch of a new Meerkat Close Encounter in August has proved extremely popular. Accessible to those as young as four years old, our visitors have pounced on the opportunity to get up close to these curious critters. Our Giraffe Close Encounters were relaunched in December, with a new format that has visitors helping to train these giant ruminants and create a true connection with the work Wellington Zoo does to enrich the lives of all the animals in the collection.



The new Meerkat Close Encounter experience

An updated video was made for The Nest Te Kōhanga, highlighting our conservation connection with Places for Penguins and the care we provide for penguins; medical training for Zoo animals; a day in the life of a Veterinary Resident; and native wildlife care. A second screen was installed by the salt water pool for visitor viewing at this popular spot where native seabirds are frequently being rehabilitated.

Events

Creating opportunities to enrich our visitors' experience is another key element to ensuring we recognise the needs of our visitors. With the year filled with new exhibits and special occasions, there were numerous events to engage our visitors with all the new aspects of their zoo.

The visitor opening of Asia Precinct coincided with the first weekend of September school holidays, seeing the Zoo as a hive of activity. From stilt walkers and dancers to face painting and crafts, there were activities galore to engage our visitors with our exciting new exhibit. Our major partner, ASB, was on hand with Asia Precinct themed giveaways – including Sun Bear tattoos, and distinctive posters. Our Visitor Rangers delivered a full suite of talks, costumes, dress-ups for kids, and a multitude of contact animals.

On Valentine's Day, we hosted a special adults' only evening at the Zoo after hours. Woven throughout the event was our Conservation Connection theme, and visitors were able to help build penguin love nests for placement on the South coast. The option to book a gourmet picnic hamper or three course dinner at Kamala's was popular. Those wanting to treat their loved one to an unforgettable night were quick to book up the extra Close Encounters available.

We celebrated our new superheroes at the Hero HQ opening on 25 April. From the moment visitors entered the Zoo, they were greeted by our enthusiastic customer service team who had unveiled their super hero alter egos. Having encouraged our visitors to embrace their inner super hero for the day, the Zoo was filled with a multitude of masked and caped visitors to create a true buzz around our new reptiles and invertebrates. With games such as Gecko Hands and Chameleon Tongues tested speed and agility, while the Invisibility Wall game hid those who mastered the art of camouflage. Young superheroes were able to make their own masks and ID cards at Kamala's, meeting the impressive stilt walking Batman, Spiderman, and Wonder Woman.



A Zoo Crew Super Hero at the Hero HQ visitor opening

Children's Day Te Ra O Te Tamariki in March entertained the younger crowd of our community, with festivities such as magic acts from Zappo and Popsicle Band performances in the Wild Theatre, bouncy castles on the Chimp Lawn, and recycled craft activities at Kamala's. Our events have been a great way to encourage visitor actions for conservation.

Appealing to the foodies amongst us, the Zoo partnered with All Good Bananas to create an event for Wellington on a Plate. Monkeys Go Fair Trade Bananas was a great opportunity to focus on a variety of animals who enjoy bananas as part of their diet. Our close friends at Mojo Café donated banana muffins baked for our visitors with fair trade bananas from All Good, and face painters filled the Zoo with multiple monkeys!

Living Classroom

The Living Room is the heart of formal learning at the Zoo. Nearly 10,000 students from over 250 schools visited this year to participate in Ministry of Education Learning Experiences Outside the Classroom (LEOTC) programmes. Students travelled from near and far, with 66% of students from Wellington and the Wellington region, and 34% outside of the region visiting Wellington Zoo to take advantage of our unique learning opportunities. We also welcomed an increased number of secondary school students through LEOTC, with a focus on animal behaviour and primate evolution sessions.

Our ever popular school holiday programme continued to be successful. After increasing the capacity in 2011-12, we were able to accommodate nearly 1,500 children over the four school holiday periods – at 97% capacity. We listened to the feedback from parents, extending the pick up and drop off times, and incorporating more variety and choice of activities throughout the day. 98% of parents were satisfied with their children’s experience, and with how much their child’s knowledge of nature had increased.



Holiday Programme attendees learn about animal training with Wolfrik the Dingo

For the third consecutive year, we have held a free professional development event for teachers held during National Primary Science week. 14 teachers took advantage of this opportunity to learn how the nature of science can be implemented at the Zoo; with extremely positive feedback.

A Careers Day was held in the latter half of 2012, and again in 2013. In 2012, six staff from different areas of the Zoo presented about their role and were available for questions, before the students met our Giraffes and participated in a volunteer activity. The 2012 Careers Day was a learning step, as we found that students were primarily interested in Keeper and Veterinary roles. Taking this on board, the 2013 format was updated. The next Careers Day was held earlier to fit into a quieter period for the Learning Team and teachers alike. One Keeper and one Veterinarian gave presentations and answered questions, before students got stuck into relevant hands on activities.

Plans for new activities in 2013 are already underway. Linking to The Royal Society's CREST Award scheme, the Learning Team has created a Conservation Challenge project for Year 7 and 8 students in Term 3. Along with the Primate Keepers, the Learning Team are organising an Enrichment Project for GATE students in the Wairarapa, where they will create enrichment for Baboons and Cotton Top Tamarins.

2. Integrate conservation and sustainability across the organisation

Keeping conservation at the heart of everything we do is the essence of Wellington Zoo. Over the past year, we have continued to participate in local, national, and international conservation efforts both within the Zoo and in the field.

CarboNZero certification

Our proudest achievement for 2012-13 was becoming the first zoo in the world to be carboNZero accredited. The raft of sustainability initiatives implemented over the last five years to reduce our production of waste and our consumption of water and power saw us pass our audit with flying colours. The Zoo has a modest carbon footprint, and our accreditation involves committing to reducing our emissions further yet, by 0.8% each year. For the emissions that we cannot eliminate, we have carefully chosen carbon credits that align with our values - from the EBEX 21 Permanent Forest Sink Initiative. This initiative allows land to be naturally regenerated, with a covenant to protect the land from future development. These carbon credits exceed all internationally recognised standards, and fit perfectly with the Zoo's conservation ethos.

This long term goal was made possible thanks to a unique and successful partnership between the Zoo, Beca and the Department of Internal Affairs (DIA). This is a compelling example of government, business, and social enterprise working as one to achieve a bigger outcome than possible by any one organisation. Beca provided their technical expertise in attaining carboNZero certification, which was made possible by DIA funding through their Community Internship Programme. We are proud that our major partner, ASB, covered the complete cost of the certification and offsets.

Power

Our power use has shown a modest increase of 2%, which can be directly attributed to our two new exhibits – the Asia Precinct and Hero HQ. However, we have also made reductions in our area of highest consumption – lowering our power use at The Nest Te Kōhanga. We now have new software installed that shows direct correlations with weather patterns; allowing us to gain greater understanding of our power consumption.

Water

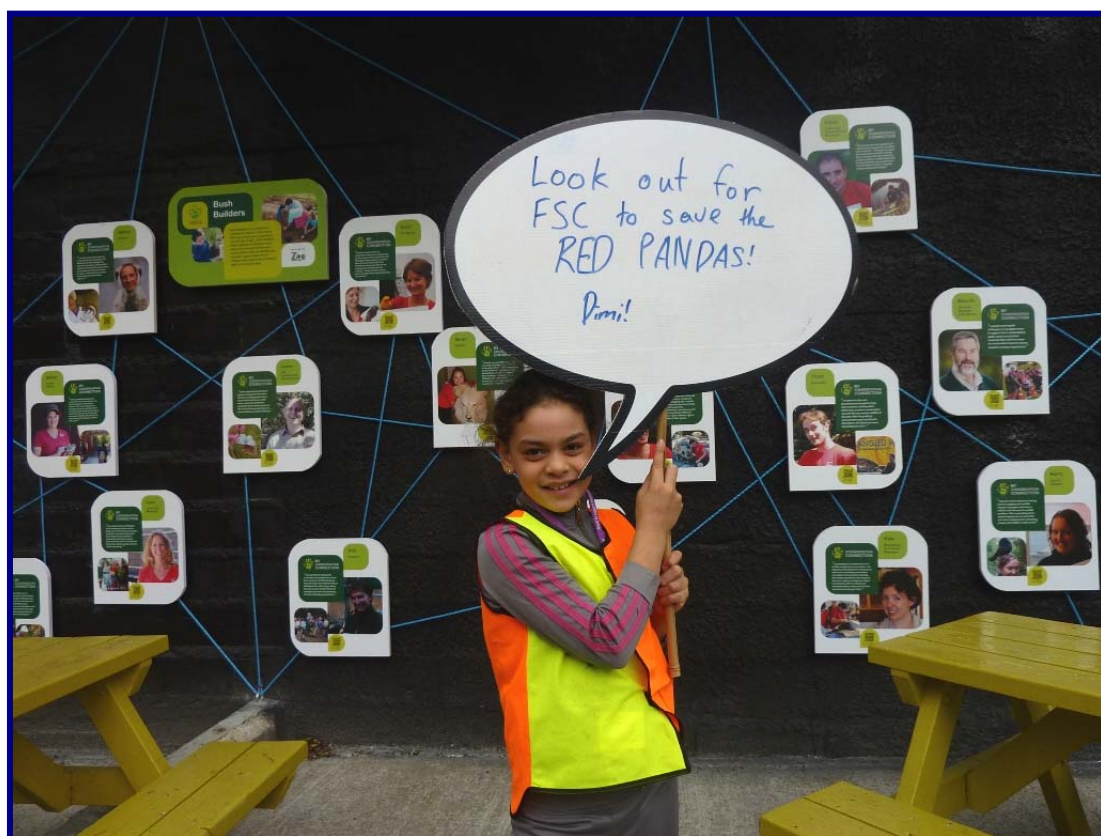
2012-13 saw our second lowest year for water consumption on record – with just 19.7 million litres. For the same period ten years ago, we consumed 64.3 million litres; and it is exciting to acknowledge that we now use almost 70% less water. The low monthly consumption rates we were able to achieve before the drought set in were continued throughout, with June proving to be the second lowest month on record – 75% below our June average. This shows the strength of people power to make a cultural change for sustainability that has a real, measurable impact. Our ability to reduce our water consumption also translates to small reductions for our operational costs.

Waste

Our waste to landfill has increased overall, with 242m³ directly attributed to our projects – demolition of the barn, the old Serval exhibit, the refit of the rotunda for Hero HQ, and Green Zoo Green You. In contrast, our operational waste to landfill has reduced by 10%. Our relationship with ZooDoo has seen a 50% increase of compostable waste (or 100m³) removed for free – reducing the amount of paid removal by 4%.

Conservation Awareness

To understand the impact of our messaging, we repeated our Visitor Conservation Awareness survey of how our visitors perceive our conservation work. The results show that there has been a dramatic increase in awareness and understanding around the Zoo's main conservation messages since 2012 – for example, 97% of visitors recognise our messages encouraging everyone to 'reduce, reuse, recycle'. Most visitors could think of a conservation initiative that the Zoo was involved with, and more importantly, the number of visitors who could provide detail about the initiatives had increased – showing that the messages are sinking in more effectively than before.



A visitor shows that our conservation messages are sinking in.

We also wanted to understand how our stakeholders perceive our conservation work. Dr. Sarah Rusholme conducted conservation stakeholder research on behalf of the Zoo, giving us a better understanding of stakeholder appreciation of the Zoo as a conservation agency. It was great to find that we are recognised as leaders in engaging our community in conservation issues. The strength of The Nest Te Kōhanga as a conservation resource was reaffirmed, as was the power of the Zoo's involvement with field conservation work.

The results of this research helped to identify gaps and opportunities, and we have already put into place strategies for enhancing connections to the Zoo's conservation work for our visitors and partners. One of the key strategies was the development of the Conservation Connection theme, which is now woven into all areas of the Zoo visitor experience.

The Zoo hosted a free screening of 'Do the Math', a movie on climate change and our role to help prevent global warming, as part of a 350.org initiative. This screening was an open

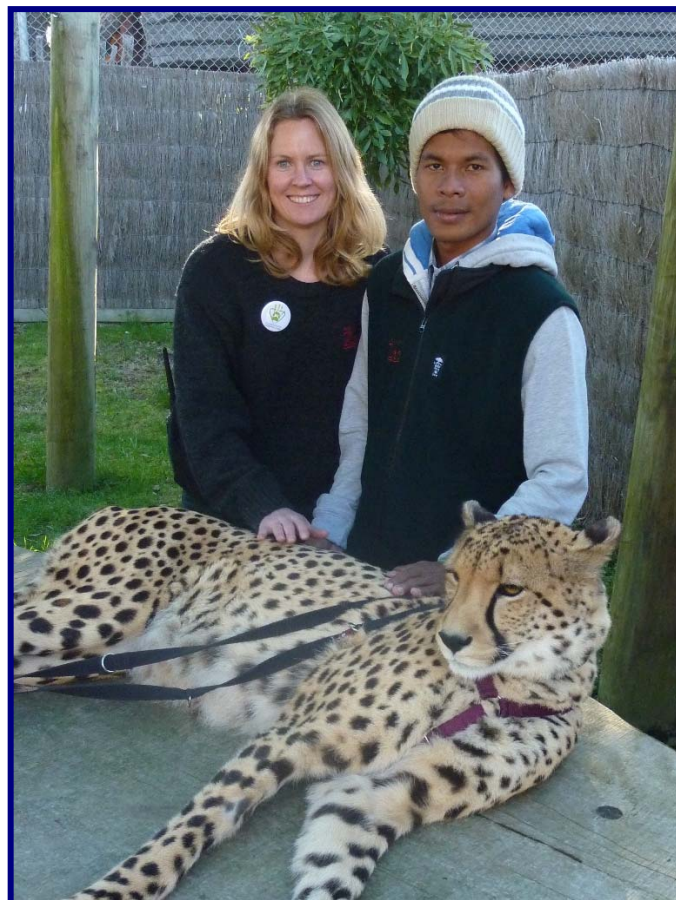
invitation to staff and the wider community, and was one of 11 screenings held around New Zealand at the same time to heighten awareness of conservation issues worldwide.

We encourage community participation in conservation initiatives. An 'Unmask Palm Oil' workshop was held at the Zoo to encourage the involvement of young people in the demand for clear labelling of palm oil in grocery products in New Zealand. This push for clarity will allow consumers to make informed choices – much like we are encouraging our visitors to do with purchasing Forestry Stewardship Council (FSC) approved products.

Conservation Partnerships

We have started supporting a new conservation project – 21st Century Tiger. This zoo - based organisation passes on 100% of funds raised to wild tiger projects in seven countries. The redevelopment of the Tiger exhibit at the Asia Precinct is helping us to raise more awareness for the conservation project that will aid the relatives of our critically endangered Sumatran Tigers.

As part of strengthening our conservation partnership with Free the Bears, we hosted one of their educators, Sokny El, who spent two weeks working with our Community Engagement Team and Life Science Keepers. We also received very positive coverage about our relationship with Free the Bears with media coverage from TV3, New Zealand Herald, the Dominion Post and Radio Live when we were able to welcome Free the Bears CEO, Matt Hunt, at the Asia Precinct opening.



Learning Manager Lynn Allan and Sokny El from Free the Bears meet our Cheetah

The Kea Conservation Trust completed their work, funded through the Wellington Zoo Conservation Fellowship, to track and monitor wild Kea in the South Island. With this partnership well established, we will continue to support their efforts through the Wellington Zoo Conservation Fund. The Wellington Zoo Conservation Fellowship also supported Victoria University biodiversity research in Wellington.

Our people continue to support Places for Penguins, which is now run on a voluntary basis by the Wellington branch of Forest and Bird. We continue to visit the coast regularly to place and monitor nest boxes, and check pest traps – helping our local Little Blue Penguins Kororā.

Two staff members participated in conservation projects through the support of the Wellington Zoo Conservation Fund in December. Lynn Allan, Learning Manager, spent time at the Golden Lion Tamarin Association project in Brazil, where she helped them develop learning materials in English. Life Science Keeper Sarah van Herpt headed to the South Island to assist the Kea Conservation Trust with monitoring of wild Kea and their nest boxes.



Keeper Sarah van Herpt working with wild Kea

Three more staff members have been on conservation leave; with Veterinarian Dr Baukje Lenting assisting with field conservation work with New Zealand Sea Lions; while Print and Production Assistant Matt Mitchell headed to Bream Head Conservation Trust to conduct the Seabird Survey and assisting with species identification of a newly discovered native skink. Manager People and Culture Jo Ring went further afield, spending time with Free the Bears in Cambodia to help develop human resource templates and resources.

Our Chief Executive and Group Manager Community Engagement have been growing our relationships with conservation agencies. They have been strengthening partnerships with

Forest and Bird, the Department of Conservation, WWF, Zealandia, Wellington City Council, and the New Zealand branch of the International Union for Conservation of Nature.

Bush Builders

In addition to the learning opportunities available in the Living Room, our Bush Builders educator helped six schools in 2012 to improve their environmental literacy – bringing conservation into the school community.

Zoo staff have given their time to help out the Bush Builder schools; digging in to help plant native gardens, build weta hotels, and construct bird feeders so that the schools can bring more native birds into their surroundings. Our community has really got in behind Bush Builders, with the Wellington Lions jumping in to help Bush Builders at Berhampore School.

Five of these schools in 2012 recorded an average increase of over 100% in nature awareness, while one school recorded an average increase of over 1000%. This result proves the immense value of Bush Builders as a resource for connecting local urban students with their local environment. For the 2013 calendar year, eight schools have signed up to bring Bush Builders to their students.



Bush Builders learn about the water cycle

Veterinary Excellence

Due to our growing reputation for native species conservation in the Wellington region, the Veterinary Team grew this year, with the welcome addition of a new full time veterinarian, Dr Baukje Lenting. Dr Lenting is a graduate of the Massey University Masterate Programme in Zoo Animal and Wildlife Health, which is run at the Zoo in partnership with Massey University. Dr Lenting was the 2007 recipient of the Veterinary Science Medal, which is awarded to the student in the final year of the veterinary degree with the highest overall grade across all subjects. Bringing her expertise into this new position allows us to continue increasing our care for injured and sick native wildlife as well as providing veterinary services to the Zoo collection. We also welcomed two new residents as they begin their journey through the rigorous three year Masterate programme.

Seun, our male Rothschild Giraffe, was being treated for laminitis in his hoof in September. In order to assess the severity of the condition, it was necessary to anaesthetise him for x-rays to determine the best course of action. The x-rays revealed the severity of the infection in his toe, and after consulting with experts from Massey University, the Veterinary Team decided to remove the infected toe.

This procedure had been done before in domestic cattle but had never been attempted on a Giraffe. Giraffes are notoriously difficult to anaesthetise, and while the team gave him the best chance they could and the toe was successfully removed, Seun did not recover from the anaesthetic.



Wellington Zoo and Massey University staff working together with Seun

The procedure showed the immense value of the partnership Wellington Zoo has with Massey University. Due to the complexities of anaesthetising an animal of his size, Massey University specialists were also on site to assist with the procedure. We were all grateful for the expert assistance provided by Dr Vicki Walsh, a specialist veterinary anaesthetist, and her team;

along with the expert advice and assistance provided by Dr Angela Hartman, Dr Jim Schumache, Dr Richard Laven, Dr Stu Hunter, and their respective teams.

The Veterinary Team also engaged the services of Massey University specialist, Dr Angus Fechny, for root canal work on an African Wild Dog, an Asian Short-Clawed Otter, a Sumatran Tiger, and a Malaysian Sun Bear. Their radiography services were also employed for ultrasounds and x-ray on Iguana, Chimpanzee, and Cheetah to name but a few.

Native Treatments in The Nest Te Kōhanga

The Nest Te Kōhanga is no stranger to special visitors, with a growing reputation for skilled care not just for the Zoo collection, but for native species from around New Zealand. The Department of Conservation - Chatham Islands Area Office sent another critically endangered Chatham Island Taiko for medical attention, after the first in 2011. While the outcome was not good for this bird, we have continued to cement our relationship with the Chatham Islands as experts in seabird medicine and rehabilitation.

History almost repeated itself, with the arrival of a Royal Penguin which was quickly dubbed 'Happy Feet Two'. However, the condition in which the penguin arrived was already dire; and it sadly succumbed to multiple organ failure shortly after arrival.

A severe southerly storm in June 2013 resulted in an influx of seabirds, including a number of White Capped Mollymawk Albatrosses. We were able to restore two of these beautiful animals to the wild.



A White Capped Mollymawk Albatross prepares to take flight.

Nearly 500 native patients from over 50 different species were treated at The Nest Te Kōhanga this year. They were brought in from Department of Conservation, the SPCA, Zealandia, and members of the community, showing the growing recognition of The Nest Te Kōhanga as the

centre for native wildlife care in the Wellington region and beyond. These patients all help to further develop the skills of our veterinary team and help more native animals recover for release back to the wild.

Veterinary Research

The growth of the Veterinary Team has afforded more time to dedicate to research to share the value of The Nest Te Kōhanga further afield.

Our vets are leading the way in a study of the prevalence of Plasmodium (malaria) amongst wild Little Blue Penguins in the Wellington region; with assistance from Massey University and Department of Conservation.

Dr Lenting also contributed to a conservation project for New Zealand Sea Lions to lend her field veterinary expertise for anaesthesia.

Dr Argilla published a scientific paper on Yellow-Eyed Penguin disease research in the Journal of Parasitology. She also co-authored a paper with Colin Miskelly et al. regarding the care of a Vagrant Emperor Penguin, which was published in the scientific journal *Notornis*.



Dr Baukje Lenting working on the New Zealand Sea Lion conservation project

3. Achieve financial sustainability

The Zoo received a clean audit for 2012-13. For 2012-13, we met or exceeded 17 out of 24 of our key performance measures². Ensuring that we maintain the Zoo for the highest level of animal welfare, and as a world class asset for our staff, visitors and wider community requires investment. As a charitable trust, we rely on the generous support of Wellington City Council, as well as our sponsors, supporters, and revenue from visitation.

Since becoming a charitable trust ten years ago, we have increased our share of the costs in running a 21st century zoo. This year, the Zoo generated direct revenue to cover approximately 55% of our operational costs.

This table below shows our key earnings for this financial year.

| | |
|------------------------------------|-------------|
| Visitor admissions | \$2,493,294 |
| Fundraising for capital projects | \$406,538 |
| Zoo shop retail sales | \$321,427 |
| Operational sponsorship and grants | \$130,463 |

In addition to these returns, we exceeded all previous visitation records – welcoming 232,130 visitors to enjoy their Zoo – ahead of our target of 206,703.

Strong commercial partnerships

The past financial year has shown that our sponsors and supporters continue to appreciate the value of Wellington Zoo for the wider community. For the first time in Zoo history, we received crown funding via DIA through the Community Internship programme, enabling our work towards carboNZero accreditation.

| | |
|--|---------------------------------|
| Principal Funder – Wellington City Council | |
| Major Partner - ASB | |
| Brian Whiteacre Trust | The Dominion Post |
| Fonterra Brands (Tip Top) Ltd | The Holdsworth Charitable Trust |
| Infinity Foundation Limited | The Radio Network |
| Koala Trust | The Trusts Community Foundation |
| Massey University | Thomas George Macarthy Trust |
| Mazda Foundation Trust | Trade Me |
| New Zealand Community Trust | Wellington Community Trust |
| Pub Charity | World Wildlife Fund for Nature |

Our friends have been loyal in lending a hand. We received a generous grant of \$300,000 from Pub Charity towards the construction of Meet the Locals. The Infinity Foundation Limited helped to make Hero HQ a reality with a kind donation of \$50,000.

The Holdsworth Charitable Trust supported the Wellington Zoo Conservation Fellowships, and is now supporting the Zoo's share of the Veterinary Residency Programme at The Nest Te

² This is for both our internal and external measures.

Kōhanga, helping to build the strength of animal care in New Zealand. New Zealand Community Trust, the World Wildlife Fund for Nature, and the Thomas George Macarthy Trust have given their support to our Bush Builders programme, while the Mazda Foundation is supporting the care we give to Tuatara.

We are incredibly grateful for a bequest from a staff member, which made it possible for us to purchase an x-ray digital imager for The Nest Te Kōhanga. This technology will greatly improve our animal care and welfare outcomes.

Raising our profile

We were proud to see that our dream of being the 'best little zoo in the world' is fast becoming a reality. Escapehere.com picked Wellington Zoo as number one on their top ten list of the best and most fascinating zoos in the world in May 2013

The zoo is dedicated to quality, sustainable enclosures for its population, which include solar heating and power, and intimate one-on-one encounters with the animals to educate on the importance of natural preservation.³

It has been a great year for revenue generation for Wellington Zoo. Our emphasis on growing relationships through activities such as encouraging our Zoo Crew members to book Close Encounters, or vice versa; and touching base with people who have enjoyed Sleepovers or Close Encounters in the past to enjoy another experience at the Zoo have worked well.



A visitor enjoying the newly launched Meerkat Close Encounter

We developed 'Gifts Gone Wild' – a virtual gift in which the recipient receives a card in return for donating to Wellington Zoo. These unique gifts range from helping to feed our cheeky

³ Fleet, Anna (2013). *Ten of the Best and Most Fascinating Zoos in the World*.
www.escapehere.com/inspiration/10-of-the-best-most-fascinatig-zoos-in-the-world

Meerkats or Chimpanzees to helping our Veterinary Team provide world class care at The Nest Te Kōhanga.

We refreshed our suite of marketing collateral for Zoo Functions and Zoo Crew, and added capability to our website to allow online bookings for Birthday Parties. To encourage international visitors, we hosted a number of iSite volunteer ambassadors for a group Cheetah Close Encounter; as they are the main point of contact with the cruise ships that arrive en masse throughout the summer season.

Our media profile grew significantly this year, with over 630 domestic news stories covering a very wide range of topics, from uplifting conservation success stories such as the restoration of storm blown albatrosses into the wild, to the amazing new arrivals for Hero HQ, and excitement about the possibility of caring for Tasmanian Devils.

Notable coverage included the opening of our Asia Precinct including multiple stories in the Dominion Post, a photo gallery on the NZ Herald website, a feature on the 3News website and a live interview on TVNZ Breakfast. We received very positive coverage about our conservation partnership with Free the Bears with media including TV3, New Zealand Herald, the Dominion Post and Radio Live.

Sneak peek at Wellington Zoo's new attraction

Email Print Like 11 Tweet 3 0

Sat, 22 Sep 2012 6:00a.m.



Weta Workshop designed the statues in the precinct, which are modelled on the enclosure's inhabitants (photo: Lloyd Burr / 3 News)

Related Articles

- [Happy Feet's last hurrah](#)
- [Close encounter with a rare Sumatran tiger](#)
- [PHOTOS: Snow at Wellington Zoo](#)
- [Photos: Tiny pygmy marmoset born at Wellington Zoo](#)

Video

Photo

[VIEW PHOTOS OF THE ASIA PRECINCT](#)

3 News media coverage of the new Asia Precinct

The arrival of a vagrant Royal Penguin, subsequently dubbed "Happy Feet 2", prompted a flurry of media coverage - with more than 30 domestic print and broadcast stories, and hundreds more internationally, including the BBC, Huffington Post, and Time Magazine online.

The Zoo also benefited from a great Dominion Post story about Chief Executive Karen Fifield and the way Karen and the team has worked together to take the Zoo to a new level of

excellence. Potential visitors were enticed to visit by a tourism related feature in the Sunday Star Times Escape section which included a Red Panda Encounter and an Iguana procedure at The Nest Te Kōhanga.

Our visitors are increasingly turning to technology to find out more about Wellington Zoo, with website visits from within New Zealand up almost 500%. A great increase in our social media followers has enabled us to connect more people with nature across a wider platform. During the year, we saw our Facebook fan base grow almost 150% from 11,685 to 17,086; while our Twitter followers increased from 4,000 to over 5,000. This loyal group generate further exposure for the Zoo – not just by sharing our stories with their own friends and followers; but also their own Zoo memories, experiences and photos.

4. Build lasting community support and participation

Our community have sung our praises widely, and we were proud to receive the prestigious Vibrant Gold Award at the 2013 Wellington Gold Awards. This award recognises innovative and high achieving events, hospitality and tourism facilities in Wellington; and is high praise in recognition of the role the Zoo plays in our community.



Board Chair Ross Martin accepts the Vibrant Gold Award from Mayor Celia Wade-Brown

Embracing the support and participation of our community is pivotal for Wellington Zoo. This year, we have grown our Zoo Crew membership base, with over 3,800 members signing up to visit their Zoo.

Volunteers provide valuable support to the Zoo, and over the last year they have dedicated over 8,000 hours (the equivalent of 4.19 full time employees) to helping the Zoo. The number of corporate groups has increased this year, as they recognise the Zoo as a valuable place to give back to their community and really get stuck in, with 54 groups visiting in total. We were also lucky enough to have a Live NZ volunteer join us full time for six weeks, helping out in all parts of the Zoo.

We have opened our doors to our neighbours, hosting our eighth annual Neighbours Night. This free evening for our neighbours was held on 21 March during Neighbours Week – with over 700 taking the opportunity to mix and mingle at the Zoo. This event provides access to the Zoo for many people who would otherwise be unable to afford to come. With sausage sizzles, face painting and animal talks, we were thrilled to have the neighbours over exploring all that is new at the Zoo.

On Children's Day Te Ra O Te Tamariki, we helped our community to find time for family with gold coin entry for kids. Over 1,350 visitors took part in the festivities, helping to raise \$1,182 for the Wellington Zoo Conservation Fund.

On Wellington Open Day, we were thrilled to exceed all previous visitation records. On Sunday 26 May, the city's various visitor attractions are open to visitors for a \$2 donation. Over 6,800

Wellingtonians took the opportunity to visit the Zoo – with 1,000 gaining entry in the first hour of opening. Despite the great volume of people, everything ran smoothly and the visitor feedback was overwhelmingly positive. Over \$12,000 was raised for our Wellington Zoo Conservation Fund.



Children enjoy the Zoo at the annual Neighbours' Night BBQ

We welcomed over 6,900 visitors with our 'Winter Wednesdays' promotion through August, which gave our community an incentive to explore our winter wonderland and fall in love with our Zoo.

To strengthen pathways for young people in the community, we welcomed new Gateway students who took place in structured workplace training at the Zoo to help them towards further education and employment. In partnership with the Wellington South Police, we developed the Youth at Risk Programme, so that our young people can find positive ways to give back to our community – with successful placements over school holidays.

5. Show industry leadership

Leading the way

Wellington Zoo is fast becoming recognised as a centre of excellence in animal care and quality visitor experience.

Our staff hold seven studbook and species coordinator positions. These positions include the responsibility for studbook maintenance for animals of particular species in the region – New Zealand and Australia. Our Collection Development Manager, Simon Eyre, holds the studbook for Meerkats, Porcupines, and Auckland Green Geckos. Simon also shares the species coordinator position for Tuatara with Kristin Kennedy; Pygmy Marmosets with Jacqui Hooper; Cheetah with Amanda Tiffin, and Nyala with Elise Kovac.

Our staff also play important roles within the Zoo and Aquarium Association (ZAA) committees. In addition to her role as Wellington Zoo Chief Executive, Karen Fifield has been the President of ZAA Australasia and was recently re-elected for a further two year term. Karen has also been invited to sit on the New Zealand committee for the International Union for Conservation of Nature and the NZ Animal Behaviour and Welfare Consultative Committee. She is also a member of the GROW Board.



Chief Executive Karen Fifield is also President of ZAA Australasia.

Collections Development Manager, Simon Eyre, has been elected Chair of the ZAA Accreditation and Animal Welfare Committee. Simon is also the convenor of the Carnivores and Small Exotic Taxonomic Advisory Group (TAG), a member of the Australasian Species

Management Programme Committee, and also the ZAANZ liaison for the Ministry of Primary Industries and Environmental Protection Authority. General Manager Operations, Mauritz Basson, is the Ungulate TAG husbandry advisor.

Dr Lisa Argilla was reconfirmed as the Principal Veterinary Advisor for the ZAANZ Fauna TAG. Dr Baukje Lenting was nominated and accepted as the secondary advisor. Dr Argilla and Dr Lenting have also been confirmed as adjunct lecturers in the Institute of Veterinary, Animal and Biomedical Sciences at Massey University – meaning the Zoo is able to return the support Massey University specialists have given throughout the year.

The leadership demonstrated by Zoo staff extends beyond animal care, as our expertise in other fields also recognises. Visitor Experience Manager, Oli du Bern, is the secretary of the Interpretation Network New Zealand (INNZ) committee, leading the best practices and professional standards in interpretation. Learning Team Manager, Lynn Allan, has been asked to sit on the Capital Science Educators Committee.

Sharing our stories

To share and exchange knowledge, our staff have been active participants in conferences around New Zealand and Australia.

The ZAA Australia Conference was held in August 2012. Dr Lisa Argilla and Marketing and Communications Manager, Kate Baker, presented together about the visit of Happy Feet, the Emperor Penguin, and the valuable learning for both the veterinary and the communications fields. Karen Fifield and Manager People and Culture, Jo Ring, also presented about the Journey of Change to Create the 'Best Little Zoo Culture in the World'. They also took this presentation to the Wellington Human Relations Institute New Zealand Special Interest Group the following month.

Visitor Experience Manager, Oli du Bern, presented on interpreting climate change at the INNZ conference in Christchurch. He was joined in November by General Manager Community Engagement, Amy Hughes, to present at the Interpretation Australia Conference. They were able to inspire with the work that created Green Zoo Green You, illustrating how stories of sustainability can be shared in an engaging, new manner.

In the same month, Keepers Sarah van Herpt, Kristin Kennedy, and Jacqui Hooper presented at the Training and Conditioning Workshop at Auckland Zoo.

Our vets, Dr Lisa Argilla and Dr Baukje Lenting, both presented at the New Zealand Veterinary Association Wildlife Society Conference in December 2012. Dr Argilla talked about The Nest Te Kōhanga and the work her team does with native species; while Dr Lenting presented about her research on *Mycobacterium Pinnipedii* infection in New Zealand Sea Lions.

In May 2013, Keepers Esta Wilson-Burke and Ryan Cartlidge visited the Australasian Society of Zoo Keeping Conference in Auckland to present about Conservation Connection, and how this project helps to put all our stories together to create the big picture for our visitors.

A contingent of staff travelled to Dunedin for the 2013 ZAANZ Conference in May. Keeper Jared Tomalin engaged attendees with his presentation on how contact animals help nurture minds; while Keeper Sarah van Herpt shared her experiences working with our conservation partner, Kea Conservation Trust, and the little Kea that could. Oli du Bern provoked discussion with his presentation on Nurturing Nature with Advocacy, and how advocacy and connections

can be built into all parts of the visitor experience to celebrate the work of zoos. Amy Hughes shared a presentation about the development of the Conservation Connection project, and why it is important to provide further context for visitors. Simon Eyre ran a workshop on Animal Welfare.

Taking advantage of these opportunities ensures our staff are at the forefront of industry developments, with access to share our stories with the wider industry.

6. Ensure valued and motivated staff

Building the capability and performance of our people

Our people have the technical and professional skills, knowledge and attitudes to be high performers, enhance productivity, and deliver professional and timely services to our visitors and stakeholders.

To motivate and promote a culture of continuous learning, our staff have had the opportunity to attend learning sessions throughout the year – hosted by their peers and by external facilitators. These sessions have ranged from informative sessions about animal welfare to conservation leave and research projects; and training opportunities for animal conditioning to New Zealand sign language taster classes. Providing these sessions helps to build the capability and performance of our team by encouraging shared knowledge.

Our staff have also been engaged with external training opportunities to lift capability and performance. Four of our Life Science Team members attended the sixth Australasian Training and Conditioning Workshop. This comprehensive workshop included an interactive basic training session, workshops on vet procedures, enrichment and education, understanding how our own behaviour affects animals, and problem solving for all species. The attendees also heard from international keynote speaker, Barbara Heidenreich, and network with industry peers.

Four members of the Visitor Engagement team attended the INNZ national workshop in Christchurch; while our Marketing and Communications team increased their knowledge at a number of forums about green communications, getting people through the doors, and multichannel direct marketing.



Visitor Engagement Manager Ben Pocock (left) digs in at the INNZ workshop

Growing our people engagement

We have an engaged workforce committed to delivering excellent results. Our people have a clear line of sight and understanding of how their role contributes to our strategic elements. They know what is expected of them, they feel valued and motivated and are empowered, committed and positive about change and opportunities. Wellington Zoo is seen as a preferred employment option.

We have an ongoing commitment to ensure that all staff are valued and motivated. Two of our Action Learning Groups focussed on this area, developing our Reward and Recognition Policy and establishing our annual awards evening, the Gold Agoutis. We held our first Annual Awards Night on 17 August here at the Zoo, with rewards for the following categories:

- Excellence in Building Lasting Community Support and Participation
- Excellence in Industry Leadership
- Excellence in Valued and Motivated Staff
- Excellence in Outstanding, Intimate and Unique Visitor Experiences
- Excellence in Conservation and Sustainability
- Excellence in Ensuring Financial Sustainability
- The Salty Dip Award
- Peoples Choice – Employee of the Year
- Chief Executive's Choice – Individual Excellence
- Chief Executive's Choice – Team Excellence



Some of our Gold Agouti Award Winners 2012

The event provides an excellent opportunity to bring everyone together to recognise and celebrate significant milestones, individual and organisational achievements, and to foster a positive organisational culture.

Keeping with the spirit of celebration and fun, our staff organised our second annual Zoolympic Games – an evening of games, fun, and much laughter that truly made a positive contribution to morale and team building.



Staff prepare for a Zoo version egg and spoon race at the second annual Zoolympics

Our commitment to valued and motivated staff was recognised in a feature article of the November 2012 edition of *Employment Today*.

We have continued to advance our people engagement through TetraMap, which has proved to be a fantastic tool for helping all staff to understand themselves, their peers, and how to communicate more effectively with each other. All new staff participate in TetraMap workshops, gaining greater appreciation for the perspective of others.

Strengthening leadership and management capabilities

Our leaders provide clear vision and communication about WZT's goals and values. They create high performing teams and ensure that our people feel valued and have the opportunity to develop their potential.

Managers were able to take charge with three action learning groups to apply the theory and principles from the 2012 Management 101 Leadership Development Programme. These projects spanned across the organisation, with the development of a new Reward and Recognition Policy, an enhanced induction programme and accompanying manual, and a new annual awards night – the Gold Agoutis.



Karen Fifield and Dr Lisa Argilla at the Management 101 Leadership Development Awards event.

Our people who show strong aspirations have been provided with the opportunity to lead and manage specialised programmes; from enrichment to animal training and conditioning. To ensure success, they have received coaching and support from management. The stretch and challenge of these projects has had great benefits, including enhanced technical skills which are then shared with other staff to foster our culture of shared continuous learning.

Health and Wellbeing

Our suite of wellness initiatives was extended this year. All staff have access to the Employee Assistance Programme Services for personal and professional assistance; and to ward off winter woes, staff were given the opportunity for free flu vaccinations in May. We have also now teamed up with SpecSavers to provide all staff with access to discounted fully comprehensive eye examinations, free digital retinal photography, and exclusive discounts for glasses or contacts. This offer also extends to friends and family.

MoleMap clinics were also offered to staff on site at a discounted rate. MoleMap is an advanced melanoma skin cancer detection programme designed to protect the deadly effects of melanoma skin cancer by diagnosing it at the earliest possible stage. The service will now be offered on an annual basis with all our wellness initiatives.

We employed the professional expertise of the New Zealand Drug Detection Agency to support the development and implementation of a new Drug and Alcohol Policy. This new policy is to assist in reducing and eliminating the unacceptable risks that alcohol and drug abuse bring to the workplace, and ensure that we comply with the legal obligations under the Health and Safety in Employment Act. This included employee information seminars, management training workshops, and ongoing testing services.

Defibrillator training was provided to our team of first aiders by Wellington Free Ambulance on 24 November. A defibrillator is located in the centre of the Zoo to provide emergency assistance to visitors or staff. We also completed our ACC Workplace Safety Management Practices audit, which certifies our systems and processes that promote safety and injury prevention.

Trustee Bios

Ross Martin (Chair)

Ross is a Chartered Accountant and successful businessman. He joined the Wellington Zoo Trust after a successful career in Public Transport in the Asia Pacific Region. He is a strong supporter of the Zoo's Visitor Engagement, Learning and Conservation strategies and is a passionate Wellingtonian. His vision for the Zoo is to build a financially resilient and beautifully presented community facility that is loved by all Wellingtonians and visitors to Wellington. Amongst other roles, Ross is also Chair of the Wellington Free Ambulance.

Francie Russell (Deputy Chair)

Francie is an inaugural Zoo trustee and is involved with the philanthropic and business sectors in Wellington. Ensuring a unique experience is key to the success of the facility, and this is the prime focus of her involvement. Other board appointments include NZ Art Show, Wellington Netball Centre, Tana Umaga Foundation and Maranui Surf Life Saving Club. Francie is also a Justice of the Peace.

Simon Marsh

"Swampy" Marsh is a Wellington City Councillor and lives with his family in his eastern ward suburb of Seatoun. Swampy remains connected with Wellington's business community through his successful radio advertising business. Since becoming a Trustee he has become a proud disciple of Wellington Zoo.

Linda Meade

Linda provides commercial and other specialist financial advice to a range of businesses and organisations spanning the public and private sectors. Over the last 25 years she has worked in London and Switzerland as well as New Zealand. Linda is a Partner in the Deloitte Financial Advisory Services team in Wellington. Linda is also the Director and co-owner of Daisies Early Education & Care Centre, a high quality early childhood education centre based in Johnsonville, Wellington.

Alan Dixon

Alan was educated in England at the University of Nottingham where he obtained a BSc in Zoology and at the University of Birmingham Medical School, where he was awarded a PhD and a DSc in Biological Sciences. His research has involved comparative studies of reproductive biology and the evolution of sexuality in primates. He has held posts at the Zoological Society of London (1976-1983), Medical Research Council UK (1983-1999), International Medical Research Centre in Gabon (1989-1992) and was Director of Conservation and Science at the Zoological Society of San Diego in the USA (1999-2005). He is currently a Professor in the School of Biological Sciences at Victoria University of Wellington, and has published more than 140 papers and books, including "The Natural History of the Gorilla"(1981), "Sexual Selection and the Origins of Human Mating Systems"(2009), and "Primate Sexuality: Comparative Studies of the Prosimians, Monkeys, Apes, and Humans" (second edition 2012).

WELLINGTON ZOO TRUST

FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2013

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Independent Auditor's Report

To the readers of the Wellington Zoo Trust's financial statements and statement of service performance for the year ended 30 June 2013

The Auditor-General is the auditor of the Wellington Zoo Trust (the Trust). The Auditor-General has appointed me, J.R. Smaill, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and statement of service performance of the Trust on her behalf.

We have audited:

- the financial statements of the Trust on pages 6 to 29, that comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Trust on pages 30 to 31.

Opinion

In our opinion:

- the financial statements of the Trust on pages 6 to 29:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect the Trust's:
 - financial position as at 30 June 2013; and
 - financial performance and cash flows for the year ended on that date; and
- the statement of service performance of the Trust on pages 30 to 31:
 - complies with generally accepted accounting practice in New Zealand; and
 - fairly reflects the Trust's service performance achievements measured against the performance targets adopted for the year ended 30 June 2013.

Our audit was completed on 9 August 2013. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Trustees and our responsibilities, and we explain our independence.

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements and statement of service performance are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements and statement of service performance. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements and statement of service performance, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the preparation of the Trust's financial statements and statement of service performance that fairly reflect the matters to which they relate. We consider internal control in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Trustee;
- the adequacy of all disclosures in the financial statements and statement of service performance; and
- the overall presentation of the financial statements and statement of service performance.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance. Also we did not evaluate the security and controls over the electronic publication of the financial statements and statement of service performance.

We have obtained all the information and explanations we have required and we believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Trustees

The Trustees are responsible for preparing financial statements and a statement of service performance that:

- comply with generally accepted accounting practice in New Zealand;
- fairly reflect the Trust's financial position, financial performance and cash flows; and

- fairly reflect its service performance achievements.

The Trustees are also responsible for such internal control as it determines is necessary to enable the preparation of financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error. The Trustees are also responsible for the publication of the financial statements and statement of service performance, whether in printed or electronic form.

The Trustee's responsibilities arise from the Local Government Act 2002.

Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you based on our audit. Our responsibility arises from section 15 of the Public Audit Act 2001 and section 69 of the Local Government Act 2002.

Independence

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than the audit, we have no relationship with or interests in the Trust.



J. R. Smaill
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Statement of Compliance and Responsibility

For the year ended 30 June 2013

Compliance

The Board and management of the Wellington Zoo Trust confirm that all the statutory requirements of the Local Government Act 2002 regarding financial and operational management have been complied with.

Responsibility

The Board and management of the Wellington Zoo Trust accept responsibility for the preparation of the annual Financial Statements and the judgements used in them.

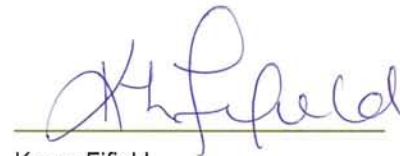
They also accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the financial reporting and performance information of the Wellington Zoo Trust.

In the opinion of the Board and management, the annual Financial Statements for the year ended 30 June 2013 fairly reflect the financial position, results of operations and service performance achievements of the Wellington Zoo Trust.



Ross Martin
Chairperson and Chairperson Finance, Audit and
Risk Committee

9 August 2013



Karen Fifield
Chief Executive

9 August 2013

Statement of Comprehensive Income

For the year ended 30 June 2013

| | Note | Actual 2013 \$000 | Actual 2012 \$000 |
|--|------|-------------------------|-------------------------|
| INCOME | | | |
| Grants and Operating Income | 1 | 5,928 | 5,705 |
| Finance Income | 4 | 80 | 75 |
| Operating Income | | 6,008 | 5,780 |
| Capital Grants and Donations | 1 | 406 | 692 |
| TOTAL INCOME | | 6,414 | 6,472 |
| EXPENDITURE | | | |
| Operating Expenditure | 2 | 5,839 | 5,741 |
| Depreciation | 6 | 20 | 16 |
| Operating Expenditure | | 5,859 | 5,757 |
| Vesting of Capital Grants and Donations | 3 | 461 | 414 |
| TOTAL EXPENDITURE | | 6,320 | 6,171 |
| NET SURPLUS/(DEFICIT) before taxation | 5 | 94 | 301 |
| Income Tax Expense | 11 | - | - |
| NET SURPLUS/(DEFICIT) for the year | | 94 | 301 |
| Other Comprehensive Income | | - | - |
| TOTAL COMPREHENSIVE INCOME | | 94 | 301 |

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2013

| | Note | 2013 \$000 | 2012 \$000 |
|---|------|---------------|---------------|
| Equity Opening Balances | | | |
| Accumulated Funds and retained earnings | | 287 | 282 |
| Restricted Funds | | 436 | 140 |
| Total Equity-Opening Balance | | <u>723</u> | <u>422</u> |
| Changes in Equity | | | |
| Retained Earnings | | | |
| Transfers from Retained Earnings | 14 | (566) | (750) |
| Transfers to Retained Earnings | 14 | 480 | 454 |
| Restricted Funds | | | |
| Transfers from restricted funds | 15 | (480) | (454) |
| Transfers to restricted funds | 15 | 566 | 750 |
| Net Income recognised directly in equity | | - | - |
| Comprehensive Income | | | |
| Surplus/(deficit) for the year to retained earnings | | 94 | 301 |
| Other comprehensive income | | - | - |
| Total comprehensive income | | <u>94</u> | <u>301</u> |
| Total changes in equity | | <u>94</u> | <u>301</u> |
| Equity Closing Balances | | | |
| Accumulated Funds and retained earnings | | 295 | 287 |
| Restricted Funds | | 522 | 436 |
| Total Equity-Closing Balance | | <u>817</u> | <u>723</u> |

The accompanying notes form part of these financial statements.

Statement of Financial Position

as at 30 June 2013

| | Note | 2013 \$000 | 2012 \$000 |
|--------------------------------|------|---------------------|---------------------|
| ASSETS | | | |
| Current Assets | | | |
| Cash and cash equivalents | 7 | 1,831 | 1,342 |
| Trade and other receivables | 8 | 485 | 672 |
| Prepayments | 8 | 6 | - |
| GST Receivable | 8 | 63 | 68 |
| Inventories | 9 | 61 | 62 |
| | | <u>2,446</u> | <u>2,144</u> |
| Non-Current Assets | | | |
| Property, Plant and Equipment | 10 | 90 | 98 |
| Work in Progress | 10 | 1 | - |
| | | <u>91</u> | <u>98</u> |
| TOTAL ASSETS | | <u><u>2,537</u></u> | <u><u>2,242</u></u> |
| LIABILITIES | | | |
| Current Liabilities | | | |
| Trade and other payables | 12 | 1,110 | 903 |
| Income in Advance | | 147 | 71 |
| Monies held in trust | | 202 | 163 |
| Employee Benefits | 13 | 249 | 332 |
| | | <u>1,708</u> | <u>1,469</u> |
| Non-Current Liabilities | | | |
| Employee Benefits | 13 | 12 | 50 |
| | | <u>12</u> | <u>50</u> |
| TOTAL LIABILITIES | | <u><u>1,720</u></u> | <u><u>1,519</u></u> |
| NET ASSETS | | <u><u>817</u></u> | <u><u>723</u></u> |
| EQUITY | | | |
| Retained Earnings | 14 | 295 | 287 |
| Restricted Funds | 15 | 522 | 436 |
| TOTAL EQUITY | | <u><u>817</u></u> | <u><u>723</u></u> |

The accompanying notes form part of these financial statements

Statement of Cash Flows

For the year ended 30 June 2013

| | Note | 2013 \$000 | 2012 \$000 |
|--|------|---------------|---------------|
| Cash flows from operating activities | | | |
| Cash was provided from: | | | |
| Operating Revenue | | 6,630 | 5,913 |
| Interest Received | 4 | 80 | 75 |
| Net GST Received | | 5 | 79 |
| Cash was applied to: | | | |
| Payments to Suppliers and employees | | (6,213) | (6,071) |
| Net GST Paid | | - | - |
| Net cash inflow from operating activities | 16 | <u>502</u> | <u>(4)</u> |
| Cash flows from investing activities | | | |
| Cash was applied to: | | | |
| Receipts from sale of property, plant and equipment | | - | - |
| Purchase of Fixed Assets | | (13) | (11) |
| Net cash (outflow) from investing activities | | <u>(13)</u> | <u>(11)</u> |
| Cash flows from financing activities | | | |
| Net cash (outflow) from financing activities | | <u>-</u> | <u>-</u> |
| Net Increase/(Decrease) in Cash and cash equivalents held | | 489 | (15) |
| Cash and cash equivalents at beginning of year | | 1,342 | 1,357 |
| Cash and cash equivalents at end of year | 7 | <u>1,831</u> | <u>1,342</u> |
| Made up of: | | | |
| Cash and bank balances | | 167 | 155 |
| Current Investments | | 1,664 | 1,187 |
| Closing Cash Balance | | <u>1,831</u> | <u>1,342</u> |

The accompanying notes form part of these financial statements.

Statement of Accounting Policies

For the year ended 30 June 2013

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

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

Measurement

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

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

Impairment

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

Disposal

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

Depreciation

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

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.



Notes to the Financial Statements

Note 1: Income

| | 2013 | 2012 |
|---|--------------|--------------|
| | \$000 | \$000 |
| Admissions | 2,493 | 2,231 |
| Sale of Goods | 322 | 283 |
| Other Corporate income | 102 | 97 |
| Contractual Income | | |
| Ministry of Education | 82 | 82 |
| Wellington City Council Operating Grant | 2,799 | 2,799 |
| Total Operating Income | 5,798 | 5,492 |
| Grants and Donations | | |
| Operating Grants and Donations | | |
| Koala Trust | 9 | 7 |
| Classic Hits | 10 | 10 |
| Fonterra Brands | 25 | 25 |
| Brian Whiteacre Trust | 10 | 5 |
| Dominion Post | 10 | 12 |
| Department of Conservation | - | 2 |
| Victoria University | - | 37 |
| TG McCarthy | 10 | 20 |
| Regular Giving | - | 6 |
| General Donations | - | 11 |
| Holdsworth Trust | - | 40 |
| Trade Me | 30 | 28 |
| Mazda Foundation | 4 | - |
| Worldwide Fund for Nature | 2 | - |
| Infinity Foundation | - | 10 |
| Wellington Community Trust | 12 | - |
| New Zealand Community Trust | 5 | - |
| Corporate Memberships | 3 | - |
| Total Operating Grants and Donations | 130 | 213 |
| Capital Grants and Donations | | |
| New Zealand Lottery Grants Board | - | - |
| General Donations | 59 | 151 |
| Pub Charity | 300 | 500 |
| Lion Foundation | - | 10 |
| Southern Trust | (3) | 26 |
| The Trusts Charitable Foundation (Inc) | - | 5 |
| Infinity Foundation | 50 | - |
| Total Capital Grants and Donations | 406 | 692 |
| Total Grants and Donations | 536 | 905 |
| Total Grants and Operating Income | 6,334 | 6,397 |

Grants and Donations includes grants and bequests received for capital and operational purposes of \$504,568. These grants were received for specific purposes. This income is transferred from Retained Earnings to Restricted Funds until it is needed, refer to Note 15.

Note 2: Expenditure on operating activities

| | Note | 2013 \$000 | 2012 \$000 |
|------------------------------------|------|---------------|---------------|
| Advertising | | 257 | 371 |
| Auditor's remuneration: | | | |
| - Audit Services | | 20 | 19 |
| Authorised entertainment | | 33 | 8 |
| Consumables | | 374 | 380 |
| Cost of goods sold | | 143 | 119 |
| Direct costs | | 529 | 521 |
| Insurance premiums | | 8 | 8 |
| Materials and Services | | 299 | 335 |
| Personnel costs | | 3,837 | 3,639 |
| Trustee's remuneration | 21 | 88 | 88 |
| Utilities | | 251 | 253 |
| Total Operating Expenditure | | 5,839 | 5,741 |

1. Personnel costs include costs such as salaries, wages, leave and other employee earned compensation.
2. Direct costs include expenditure not separately disclosed, such as:
 - professional costs
 - travel
 - administration costs
 - animal collection maintenance
 - vehicle fleet costs
 - contracts

Note 3: Vesting of Capital Grants and Donations

Wellington City Council has approved a capital expenditure budget of \$15.661 million towards the Zoo Capital Plan to be spent over the 10 year period, starting in 2006/07. This funding is contingent on the Trust generating external sponsorship funding of \$5.221 million over the duration of the Zoo Capital Plan.

This entry relates to the transfer of these funds to Wellington City Council. In line with the contract for services, this amount is paid on receipt of external sponsorship funding and donations as the Zoo contribution towards the capital plan. Due to the timing differences between the receipt of capital grants and the vesting of the resultant assets in Council, this will cause fluctuations in the reported results. Refer to Note 18 for more detail.

Note 4: Finance Income

| | Note | 2013 \$000 | 2012 \$000 |
|-----------------------------|------|---------------|---------------|
| Finance Income | | | |
| Interest on Term Deposits | | 80 | 75 |
| Total Finance Income | | <u>80</u> | <u>75</u> |

Note 5: Net Surplus

| | | 2013 \$000 | 2012 \$000 |
|--|----|---------------|---------------|
| Net surplus/deficit from operations for the year | 14 | 94 | 301 |
| Income received for animal acquisition purposes in 2012/13 year | 15 | (137) | - |
| Income received for capital/operational purposes in 2012/13 year | 15 | (429) | - |
| Income received for capital/operational purposes utilised in 2012/13 year | 15 | 18 | - |
| Income vested to Wellington City Council in 2012/13 year | 15 | 462 | - |
| Income received for animal acquisition purposes in 2011/12 year | 15 | - | (35) |
| Income received for capital/operational purposes in 2011/12 year | 15 | - | (715) |
| Income received for capital/operational purposes utilised in 2011/12 year | 15 | - | 40 |
| Income vested to Wellington City Council in 2011/12 year | 15 | - | 414 |
| Normalised Operating Surplus/(Deficit) for the year before taxation | | <u>8</u> | <u>5</u> |

Due to the timing differences between the receipt of capital grants and the vesting of the resultant assets in Council, there will be fluctuations in the reported results. This note shows, for comparative purposes only, the results without the impact of these transactions.

Note 6: Depreciation

| | | 2013 \$000 | 2012 \$000 |
|---------------------------|--|---------------|---------------|
| Plant | | 4 | 4 |
| Furniture and Equipment | | 16 | 12 |
| Total Depreciation | | <u>20</u> | <u>16</u> |

Note 7: Cash and cash equivalents

| | | 2013 \$000 | 2012 \$000 |
|--|--|---------------|---------------|
| Bank Balances | | 163 | 151 |
| Cash on hand | | 4 | 4 |
| Short Term deposits | | 1,664 | 1,187 |
| Total Cash and cash equivalents | | <u>1,831</u> | <u>1,342</u> |

Note 8: Trade and other receivables

| Current | Note | 2013 \$000 | 2012 \$000 |
|--|------|-------------------|-------------------|
| Trade Receivables | | 27 | 55 |
| Trade Receivables due from Wellington City Council | 20 | 458 | 617 |
| Less provision for impairment of trade receivables | | - | - |
| Net Trade Receivables | | <u>485</u> | <u>672</u> |
| GST Receivable | | 63 | 68 |
| Prepayments | | 6 | - |
| Total Current Trade and other receivables | | <u>69</u> | <u>68</u> |
| Total Trade and other receivables | | <u><u>554</u></u> | <u><u>740</u></u> |

Provision for impairment of trade and other receivables

| | 2013 \$000 | 2012 \$000 |
|--|---------------|---------------|
| Opening Balance | - | - |
| Additional or increased provision made | - | - |
| Release of provision | - | - |
| Provision for impairment of trade and other receivables-closing balance | <u>-</u> | <u>-</u> |

Further information on the collectability of trade and other receivables is contained in Note 17: Financial Instruments.

Note 9: Inventories

| | 2013 \$000 | 2012 \$000 |
|--------------------------|---------------|---------------|
| Inventory – Zoo Shop | 61 | 62 |
| Total Inventories | <u>61</u> | <u>62</u> |

Note 10: Property, Plant and Equipment

| | 2013 \$000 | 2012 \$000 |
|--|------------------|------------------|
| Operational Assets | | |
| Plant | | |
| Plant at cost – opening balance | 48 | 48 |
| Accumulated depreciation | (28) | (24) |
| Total Plant – opening balance | <u>20</u> | <u>24</u> |
| Additions | - | - |
| Disposals | - | - |
| Depreciation Expense | (3) | (4) |
| Total plant – closing balance | <u>17</u> | <u>20</u> |
| Furniture and Equipment | | |
| Furniture and Equipment at cost – opening balance | 159 | 147 |
| Accumulated Depreciation | (81) | (69) |
| Total Furniture and Equipment – opening balance | <u>78</u> | <u>78</u> |
| Additions | 12 | 12 |
| Disposals | - | - |
| Depreciation Expense | (17) | (12) |
| Total Furniture and equipment – closing balance | <u>73</u> | <u>78</u> |
| Total Operational Assets | <u><u>90</u></u> | <u><u>98</u></u> |
| Work in progress | | |
| Work in progress at cost – opening balance | - | - |
| Additions | - | 12 |
| Other | 1 | - |
| Capitalised to asset classes | - | (12) |
| Work in progress at cost – closing balance | <u>1</u> | <u>-</u> |

Projects that will be vested to Wellington City Council are permanent structures or fixtures that are built by the Trust on land owned by the Wellington City Council.

Note 11: Taxation

The Trust is registered as a Charitable Trust and is exempt from income tax under the Income Tax Act 2004.

Note 12: Trade and other payables

| | Note | 2013 \$000 | 2012 \$000 |
|---|------|---------------------|-------------------|
| Sundry Payables | | 168 | 101 |
| Trade Payables | | 303 | 313 |
| Trade Payables due to parent | 20 | 639 | 489 |
| Total Current trade and other payables | | <u>1,110</u> | <u>903</u> |
| Total Trade and other payables | | <u><u>1,110</u></u> | <u><u>903</u></u> |

Note 13: Employee Benefits

| | 2013 \$000 | 2012 \$000 |
|------------------------------------|---------------|---------------|
| Payroll Accruals | 22 | 13 |
| Holiday Leave | 227 | 202 |
| Organisational performance payment | - | 117 |
| Retirement Gratuities | 12 | 50 |
| Total employee benefits | <u>261</u> | <u>382</u> |
| Represented by: | | |
| Current | 249 | 332 |
| Non-current | 12 | 50 |
| Total employee benefits | <u>261</u> | <u>382</u> |

The retirement gratuities liability is a contractual entitlement for a reducing number of employees who having qualified with 10 years service will on retirement be entitled to a payment based on years of service and current salary. This entitlement has not been offered to new employees since 1991.

The gross retirement gratuities liability inflation adjusted at 2.3% (2012:2.5%) as at 30 June 2013 after discounting is \$12,344 (2011:\$50,098). The discount rate used 6.50%.(2012:6.5%)

Note 14: Accumulated Funds and Retained Earnings

| | Note | 2013 \$000 | 2012 \$000 |
|--|------|-------------------|-------------------|
| Accumulated Funds | | - | - |
| Retained Earnings | | | |
| Opening Balance | | 287 | 282 |
| Net surplus/(deficit) | | 94 | 301 |
| Transfers from restricted funds | 15 | 480 | 454 |
| Transfers to restricted funds | 15 | (566) | (750) |
| Retained earnings – closing balance | | <u>295</u> | <u>287</u> |
| Total accumulated funds and retained earnings | | <u><u>295</u></u> | <u><u>287</u></u> |

Note 15: Restricted Funds

| | 2013 \$000 | 2012 \$000 |
|--|-------------------|-------------------|
| Trusts and Bequests | | |
| Opening Balance | 401 | 140 |
| Additional funds received | 429 | 715 |
| Funds utilised | (480) | (454) |
| Trusts and bequests – closing balance | <u>350</u> | <u>401</u> |
| Animal Acquisition | | |
| Opening Balance | 35 | - |
| Additional funds received | 137 | 35 |
| Funds utilised | - | - |
| Animal Acquisition – closing balance | <u>172</u> | <u>35</u> |
| These funds are represented by: | | |
| Opening Balance | 436 | 140 |
| Transfers from retained earnings | 566 | 750 |
| Transfers to retained earnings | (480) | (454) |
| Restricted Funds – closing balance | <u><u>522</u></u> | <u><u>436</u></u> |

The Trust has accumulated funds of \$100 contributed by Wellington City Council upon establishment of the Trust on 1 July 2003.

Note 16: Reconciliation of Net surplus to Net cash flow from operating activities

| | 2013 \$000 | 2012 \$000 |
|--|-------------------|-------------------|
| Reported surplus/(deficit) | 94 | 301 |
| Add /(deduct) non cash items: | | |
| Vesting of Assets | - | - |
| Movement in provision for impairment of doubtful debts | - | - |
| Depreciation | 20 | 16 |
| Total non-cash items | <u>20</u> | <u>16</u> |
| Add/(deduct) movements in working capital | | |
| (Increase)/Decrease in accounts receivable | 187 | (561) |
| (Increase)/Decrease in Inventory | 1 | - |
| (Increase)/Decrease in Prepayments | (6) | 9 |
| (Increase)/Decrease in GST Receivable | 5 | 79 |
| Increase/(Decrease) in accounts payable | 207 | 38 |
| Increase/(Decrease) in monies held in trust | 39 | 63 |
| Increase/(Decrease) in GST payable | - | - |
| Increase/(Decrease) in Other Liabilities | - | - |
| Increase/(Decrease) in Employee benefit liabilities | (121) | 46 |
| Increase/(Decrease) in Revenue in Advance | 76 | 5 |
| Total working capital movement | <u>388</u> | <u>(321)</u> |
| Net cashflow from operating activities | <u><u>502</u></u> | <u><u>(4)</u></u> |

Note 17: Financial Instruments

The Zoo's financial instruments include financial assets (cash and cash equivalents, loans and receivables and financial liabilities (payables that arise directly from operations and borrowings). The main purpose of the Zoo's financial instruments is to raise finance for the Zoo's operations.

As part of its normal operations, the Zoo is exposed to credit risk, interest rate risk and liquidity risk. The Zoo's exposure to these risks and the action that the Zoo has taken to minimise the impact of these risks is outlined as follows:

Note 17: Financial Instruments (continued)

Fair Value

Fair value is the amount for which an item could be exchanged, or a liability settled, between knowledgeable and willing parties in an arms length transaction. The fair values and carrying amounts of all financial instruments are detailed below by class:

| | Note | 2013 | | 2012 | |
|---|------|---------------------|-----------------------------|---------------------|-----------------------------|
| | | Fair Value \$000 | Carrying Amount \$000 | Fair Value \$000 | Carrying Amount \$000 |
| Financial Assets | | | | | |
| Cash and cash equivalents | 7 | 1,831 | 1,831 | 1,342 | 1,342 |
| Trade receivables, loans and other receivables | | | | | |
| – Trade Receivables | 8 | 27 | 27 | 55 | 55 |
| – Other Receivables | 8 | 458 | 458 | 617 | 617 |
| Financial Liabilities | | | | | |
| Payables | | 1,110 | 1,110 | 903 | 903 |

Credit Risk

Credit risk is the risk that a third party will default on its obligations to the Trust, therefore causing a loss. The Trust is not exposed to any material concentrations of credit risk. Receivables balances are monitored on an ongoing basis with the result that the Trust's exposure to bad debts is not significant. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

The Zoo's maximum exposure to credit risk at balance date is:

| | Note | 2013 \$000 | 2012 \$000 |
|---|------|---------------|---------------|
| Financial Assets | | | |
| Cash and cash equivalents | 7 | 1,831 | 1,342 |
| Trade receivables, loans and other receivables | | | |
| – Trade Receivables | 8 | 27 | 55 |
| – Other Receivables | 8 | 458 | 617 |
| Total Financial Assets | | 2,316 | 2,014 |

Note 17: Financial Instruments (continued)

The status of trade receivables at the reporting date is as follows:

| Trade and other receivables | | 2013 | | 2012 | |
|--|---|---------------------------|---------------------|---------------------------|---------------------|
| | | Gross Receivable \$000 | Impairment \$000 | Gross Receivable \$000 | Impairment \$000 |
| Not past due | 8 | 416 | - | 671 | - |
| Past due 0-3 months | 8 | 69 | - | 1 | - |
| Past due 3-6 months | 8 | - | - | - | - |
| Past due more than 6 months | 8 | - | - | - | - |
| Total trade and other receivables | | 485 | - | 672 | - |

Liquidity risk

Liquidity risk is the risk arising from unmatched cash flows and maturities.

On a cash flow basis, the Trust maintains sufficient funds to cover all obligations as they fall due. Facilities are maintained in accordance with the Zoo's Treasury Management Policy and Guidelines.

The following table sets out the contractual cash flows for all financial liabilities that are settled on a gross cash flow basis. Contractual cash flows for financial liabilities comprise the notional amount and interest payment.

| Note | | 2013 | | | | |
|---|----|--|--------------------------------------|----------------------|--------------------|--------------------|
| | | Statement of Financial Position \$000 | Total Contractual Cashflows \$000 | 0-12 months \$000 | 1-2 years \$000 | 1-2 years \$000 |
| Trade and other payables | 12 | 1,110 | 1,109 | 1,109 | - | - |
| Total financial liabilities settled on a gross basis | | 1,110 | 1,109 | 1,109 | - | - |

| Note | | 2012 | | | | |
|---|----|--|--------------------------------------|----------------------|--------------------|--------------------|
| | | Statement of Financial Position \$000 | Total Contractual Cashflows \$000 | 0-12 months \$000 | 1-2 years \$000 | 1-2 years \$000 |
| Trade and other payables | 12 | 903 | 903 | 903 | - | - |
| Total financial liabilities settled on a gross basis | | 903 | 903 | 903 | - | - |

Note 17: Financial Instruments (continued)

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Trust's financial instruments will fluctuate due to changes in market interest rates. The Trust is exposed to interest rate risk from its interest-earning financial assets. The Trust is risk averse and seeks to minimise exposure arising from its treasury activities. It does not undertake unnecessary investment or borrowing activity, nor is it speculative in the activity it undertakes; the overall intention being to avoid placing the capital value of individual investment and borrowing facilities at risk.

The effective interest rates and contractual re-pricing or maturity periods (whichever is earlier) of financial instruments are as follows:

| | | 2013 | | | | |
|--|------|--|--------------------------------------|----------------------|--------------------|--------------------|
| | Note | Statement of Financial Position \$000 | Total Contractual Cashflows \$000 | 0-12 months \$000 | 1-2 years \$000 | 1-2 years \$000 |
| Variable rate instruments | | | | | | |
| Cash and cash equivalents | 7 | 1,831 | 1,831 | 1,831 | - | - |
| Total variable rate instruments | | 1,831 | 1,831 | 1,831 | - | - |

| | | 2012 | | | | |
|--|------|--|--------------------------------------|----------------------|--------------------|--------------------|
| | Note | Statement of Financial Position \$000 | Total Contractual Cashflows \$000 | 0-12 months \$000 | 1-2 years \$000 | 1-2 years \$000 |
| Variable rate instruments | | | | | | |
| Cash and cash equivalents | 7 | 1,342 | 1,342 | 1,342 | - | - |
| Total variable rate instruments | | 1,342 | 1,342 | 1,342 | - | - |

Equity Management

The Zoo's equity includes accumulated funds and retained earnings and restricted funds which comprise special funds, reserve funds and trusts and bequests.

The Local Government Act 2002 requires the Zoo to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community.

Note 18: Commitments

The Trust has a commitment to Wellington City Council (the Council) relating to the Zoo Capital Plan, a 10 year capital programme totalling \$20.881 million which commenced in 2006/07. The Council has approved a capital expenditure budget of \$15.661 million towards the Zoo Capital Plan to be spent over the 10 year period, starting in 2006/07. This funding is contingent on the Trust generating external sponsorship funding of \$5.221 million over the duration of the Zoo Capital Plan.

Wellington City Council has approved this funding subject to the following:

- That the Trust manages its projects within the annual capital expenditure budgets
- Wellington City Council Officers monitor the projects and review their status prior to tendering for any construction contracts
- Wellington City Council Officers will not authorise any contracts that would result in a material overspend of Wellington City Council capital expenditure budgets.

As at 30 June 2013, the Trust has vested \$4.307 million to the Council and has committed to fund an additional \$0.914 million over the period from 30 June 2013 to 30 June 2016. In line with the Contract for Services, this amount will be paid on receipt of external sponsorship funding. If external funding targets are not met then it is at the Council's discretion to amend the Plan accordingly.

The Trust had no operating lease commitments as at 30 June 2013. Payments due not later than one year Nil, payments due between one to two years Nil (2012:Nil).

Note 19: Contingencies

The Trust had no contingent liabilities as at 30 June 2013 (2012:Nil).

Note 20: Intra group transactions and balances

| | 2013 \$000 | 2012 \$000 |
|---|---------------|---------------|
| Revenue for services provided by the Zoo to: | | |
| Wellington City Council | 646 | 524 |
| | <u>646</u> | <u>524</u> |
| Revenue for services received by the Zoo from: | | |
| Wellington City Council | 2,802 | 2,801 |
| | <u>2,802</u> | <u>2,801</u> |
| Current receivables owing to the Zoo from: | | |
| Wellington City Council | 458 | 617 |
| | <u>458</u> | <u>617</u> |
| Current payables owing from the Zoo to: | | |
| Wellington City Council | 639 | 489 |
| | <u>639</u> | <u>489</u> |

Note 21: Related Party disclosures

| | 2013 \$000 | 2012 \$000 |
|--|---------------|---------------|
| Salaries and other short term employee benefits | 1,028 | 920 |
| Post-employment benefits | - | - |
| Other long term benefits | - | - |
| Termination benefits | - | - |
| Total Key Management Personnel Compensation | 1,028 | 920 |

Key management personnel include the Chief Executive, other senior management personnel and Trustees.

Trustee's Remunerations

Trustee's remuneration is any money, consideration or benefit received, receivable or otherwise made available, directly or indirectly, to a trustee.

The following people held office as trustees of the Zoo during the reporting period. The aggregate remuneration paid to the trustees during the year totalled \$87,500 (2012:\$87,500) and is disaggregated and classified as follows:

| Trustee Remuneration | 2013 \$000 | 2012 \$000 |
|--|---------------|---------------|
| Ross Martin | 30 | 30 |
| Frances Russell | 15 | 15 |
| Linda Meade | 13 | 10 |
| Shaan Stevens (1 July 2010-1 September 2011) | - | 3 |
| Simon Marsh | 15 | 15 |
| Alan Dixson | 15 | 15 |
| Total Trustee Remuneration | 88 | 88 |

Related party transactions

During the year trustees and key management, as part of a normal customer relationship, were involved in minor transactions with the Trust.

The Trust receives a grant from the Wellington City Council under a Contract for Services. In addition, the Wellington City Council receives/(pays) amounts for the provision/(receipt) of other goods and services. These other transactions are conducted on an arms-length basis. The amounts owing to/from related party balances are disclosed in Note 20. Grants received from the Zoo Aquarium Association (ZAA) in 2013:Nil (2012:Nil). Karen Fifield who is the Chief Executive of the Zoo is the President of ZAA. This transaction was also conducted on an arms-length basis. Grants received from Wellington Community Trust in 2013 \$12,000.00 (2012:Nil). Frances Russell who is a trustee of the Zoo is also the Executive Director of Wellington Community Trust. This transaction was also conducted on an arms-length basis.

Note 21: Related Party disclosures (continued)

The Trust also purchased services from the Zoo Aquarium Association (ZAA). These services cost \$34,205.93 (2012:\$51,577.42) and were supplied on normal commercial terms. There was an outstanding balance for unpaid invoices at year end of \$Nil (2012 \$23,297.65). Karen Fifield who is the Chief Executive of the Zoo is the President of ZAA.

The Trust also purchased services from Hermes Management Limited. These services cost \$15,000. (2012:\$15,000) and were supplied on normal commercial terms. There is a balance outstanding for unpaid invoices at year end \$4,312.50 (2012:\$4,312.50). Simon Marsh who is a trustee of the Zoo is a Director of Hermes Management Limited.

No provision has been required, nor any expense recognised for impairment of receivables for any loans or other receivables to related parties (2012:\$Nil).

Note 22: Severance Payments

In accordance with the Schedule 10, section 19 of the Local Government Act 2002, the Zoo is required to disclose the number of employees who received severance payments during the year and the amount of each severance payment made.

Severance payments include any consideration (monetary and non-monetary) provided to any employee in respect of the employee's agreement to the termination of their employment with the Trust. Severance payments exclude any final payment of salary, holiday pay and superannuation contributions.

For the year ended 30 June 2013, the Trust made one severance payment. \$35,000. (2012:Nil).

Note 23: Events after balance date

There were no significant events after balance date that affect the financial statements.

Statement of Intent Key Performance Indicators

For the year ended 30 June 2013

A Statement of Intent was prepared for 2012/13. The Statement of Intent was delivered to Wellington City Council on 15th February 2012 and approved by them on 21st June 2012 including the following performance indicators.

| Measure | Target 2012/13 | Result 2012/13 | Narrative |
|--|--|---|---|
| Fundraising targets for ZCP reached or exceeded | \$468,693 The target for 2012/13 is 25% of the total CAPEX spend | \$406,538 | Lower than target but capital spend for year was below expectations so the final result is still above required 25% of capital spend to date. |
| Meeting ZCP project timing and budget programme | Completion of the Asia precinct September 2012 Completion of Reptile Rotunda Completion of Servals, Dingoes, Wallabies | Asia Precinct Complete Reptile Rotunda Complete Servals Wallabies Dingoes under Construction | Asia Precinct completed on time and under budget on September 26 th 2012. Reptile Rotunda (Hero HQ) completed on time and under budget on April 23 rd 2013. Servals, Wallabies and Dingoes Project is currently under construction and will be complete by the end of 2013. |
| Increase total admissions by 2% each year on base year 2005/06 (170,116 visitors) as per Business Plan | 206,703 | 232,130 | Above target, driven by opening of the Asia Precinct and Hero HQ. We enjoyed the busiest day in our history on Wellington Open Day with over 6,803 visitors. |
| Ratio of Trust generated income as % of WCC grant | 110% | 115% | This figure indicates the success of our commercial products and the ever growing visitor numbers. |
| Average income per visitor from Trust generated revenue | \$14.88 | \$13.82 | Whilst we did not attain the target of \$14.82, this is our highest average income per visitor result to date. The outstanding success of Wellington Open Day, which attracted 6,803 visitors for \$2 entry had a significant impact on this figure. |
| Average WCC subsidy per visitor | \$13.54 | \$12.06 | Ahead of target, driven by visitation being significantly ahead of target for this financial year. |
| Staff turnover (not including casual and fixed term roles) | <15% | 17.24% | |

Statement of Intent Key Performance Indicators (continued)

| Measure | Target 2012/13 | Result 2012/13 | Narrative |
|--|-----------------------------------|--|---|
| Collection in managed conservation breeding programmes (% of total Collection) | 41% | 39.8% | A slight decrease in % of managed species from last year due to new invertebrate and reptile species being held for Hero HQ. None of these new species are managed in regional programmes. This requirement is set by the Australasian Zoo and Aquarium Association. |
| Wellingtonians visiting the Zoo | 50% | 49% | In 2012 the May Residents' Monitoring Survey (RMS) (with a sample of 450 respondents) was conducted online for the first time. This year the May RMS was combined with the main RMS. The sample size was 500 and it was also conducted online. It is uncertain what proportion of the result differences can be accounted for by the interviewing method (CATI vs online) or the sample selection, or indeed whether some unknown cause may be influential. From comparison testing on another survey and secondary research it can be said with reasonable confidence however that the change to an online methodology by itself is likely to result in a lower favourability rating for most of the questions; as CATI respondents tend to be more favourable with their ratings and are more likely to use the extreme positive end of the scales (e.g. strongly agree). Time series data was therefore disrupted in between 2011 and 2012 results. With the change in methodology we are considering whether this measure is of any future value. It may be removed in 2013-14. |
| Volunteer hours (FTE) | ≥5 FTE (9600 hours) | 4.19 FTE (8048.25 hours) | Decrease in volunteer hours due to long term wellness leave of Volunteer Manager and part time cover for this position for final six months of year. Corporate volunteering interest remains high. |
| Measure visitor feedback and satisfaction | 1 research project | Complete | Conservation awareness and feedback survey completed April School Holidays. Results compared to last year indicate an increased awareness of the Zoo's conservation activities and that the Zoo is a conservation organisation. |
| Back Office functions review for Shared Services model | Completed by date directed by WCC | This project is now complete and no further work will be done on it by WCC | This measure will be removed in 2013-14. |