

**Statement of Intent and Business Plan
2021-22
Wellington Zoo Trust
Me tiaki, kia ora!**

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

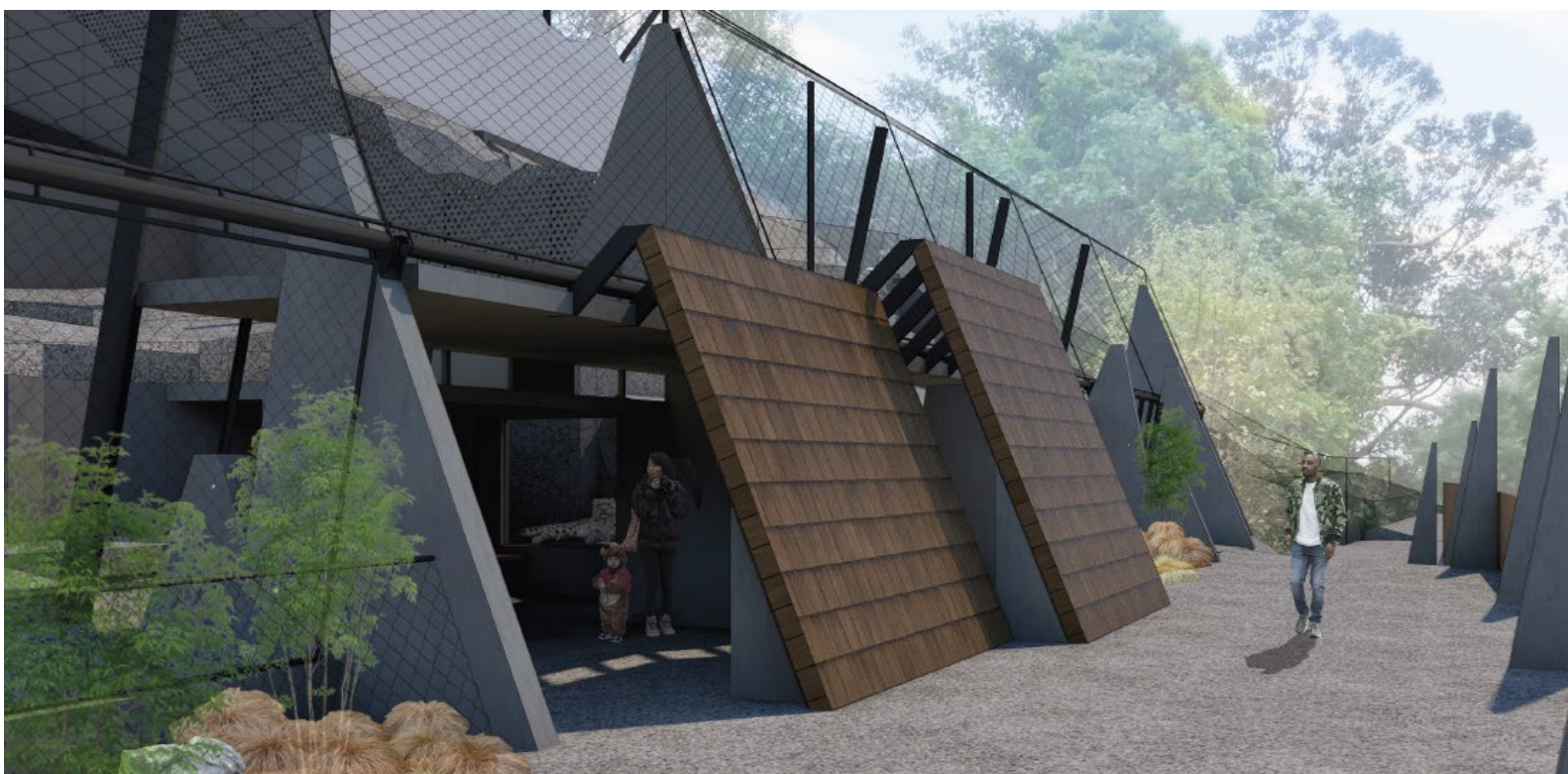


Image of the Snow Leopard lower visitor viewing area from Architecture Workshop Developed Design drawings

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1. INTRODUCTION

Wellington Zoo is the Zoo with the biggest heart – a creative, innovative and progressive zoo which exists to create community value and to solve important social and environmental problems. We have local and global influence in animal welfare, sustainability initiatives, community engagement and conservation outcomes. We live by the kaupapa of **Me tiaki, kia ora!** This means that we **must** care for the planet so that life will thrive.

Wellington Zoo is one of the most sustainable zoos in the world. The World Association of Zoos and Aquariums inaugural Environmental **Sustainability Award** was awarded to Wellington Zoo in 2018. We believe that sustainability is an integral part of being an iconic organisation in our livable city, a city **where people live inclusively and sustainably**. 84% of residents surveyed by Wellington Zoo rate building a sustainable future as important to them. Our success as a cause-related business continues through prudent management and we work hard to be connected and accessible to our diverse community of all ages and cultures locally and beyond. 80% of residents surveyed rate spending time as a family as important to them. The animals who are cared for at Wellington Zoo are given the best lives possible and we take pride in being an **Animal Welfare Accredited** Zoo through the Zoo and Aquarium Association Australasia. 89% of residents surveyed rate animal welfare as important to them and 85% rate wildlife conservation as important to them.

Planned capital investment through upgrades and renewals will ensure the Zoo remains leading edge and we believe the introduction of animals, such as **Snow Leopards, Wellington Green Geckoes and Ring-tailed Lemurs**, allows us to tell both local and global conservation stories which will drive positive action for the environment within our community. We see our capital investment and asset planning as a response to community expectations of a progressive and professional zoo and to create **ongoing resilience** for one of our city's most iconic places.

In view of the pressure of City Council funds **we have reduced our Capital Upgrades bid** in the LTP by removing the Savannah Survival project that was included in the last LTP but we have requested additional \$300k pa for Renewals. Our plan is to keep the Zoo well maintained over the life of the LTP and use renewals to complete smaller projects such as Ring-tailed Lemurs and wombats. After Snow Leopards is completed we will not have any major Capital Upgrades in the LTP.

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

2. CONTRIBUTION TO OUR CITY

Wellington Zoo is a strong contributor to our city, focusing on knowledge, collaboration, innovation and positive action. It contributes to the vibrancy and forward thinking of our city. We aim to be a reflection of our city and contribute, as a cutting-edge cause-related business with talented people, to the thriving cultural and natural heritage of Wellington as a liveable and sustainable city. The Zoo contributes strongly to liveability outcomes by being an integral part of the well-being of people that Wellington is renowned for amongst New Zealand cities.

We are working with WellingtonNZ and other partners to ensure economic growth for our city. As previous winners of the Green Gold and Vibrant Gold in the Wellington Gold Awards and the Supreme Award winner of the Wellington Region Business Awards, we believe we are perfectly placed to add value to the economy of our region.

As always, we are more than willing to work with WCC or the other CCOs to drive strategic outcomes for the city. We understand that a workshop for CCOs will be convened for te ao Māori strategic alignment. We are keen to share our knowledge in a leadership role or as a member of any team. We have experience in sustainability, visitor understanding, capital projects and safety that the city can draw on if required.

Wellington Zoo will be seen as:

- **A leader in the city in shaping the community's views** on and action for conservation and sustainable living.
- A valued and valuable member of the Wellington regional community that adds to the prosperity of our city through business activity, events, **connections, inclusivity and engagement** for children and their families and other members of our society.
- A substantial player in the drive to position Wellington as a centre for learning about and expertise in **conservation and sustainability**.
- A key contributor to helping the city become internationally competitive, entrepreneurial and innovative by attracting investment in **education, research, tourism and employment** and contributing to the provision of a vibrant city attracting a creative working population.
- An important part of Wellington's history as **New Zealand's first zoo**.
- An important part of the regional fabric that stimulates overall wealth creation, social stability and connects people to conservation and environmental issues. **As our region's only zoo we are a unique asset for a vision for a sustainable city.**

3. STRATEGIC DIRECTION

Wellington Zoo’s strategy 2019-23 integrates te ao Māori, the Global UN Sustainable Development Goals (SDGs) and the key strategic focus areas for the Zoo. The strategy outlines the strategic why, how, what approach we have taken, the SDG materiality undertaken with stakeholders and Toitū Envirocare and the te ao Māori approach completed with Neavin Broughton from Taranaki Whānui ki Te Upoko o Te Ika. The Wellington Zoo strategy is in line with **Wellington City Council’s 2040 Vision, Te Tauihu Te Reo Māori Policy; Te Māpihi Maurea Naming Policy and Te Atakura, First to Zero strategy.**

The five-year strategy (below) blends the major outcomes for the Zoo into key areas - it embraces our role as an inclusive community organisation, the capital city Zoo and as an organisation that values its people. Using the inspiration of Atua and Māori concepts we are able to define our areas of focus over the coming years. It is an exciting vision for the Zoo and creates a strategic context for our kaupapa.

Wellington Zoo’s strategy is about the Wellington Zoo of the 21st century and seeks to take us into a new realm, building on our success of the past few years. We will be using the Zoo’s rebuilt physical platform to unlock the potential for Wellington Zoo to be seen as a leader and trusted voice in the conservation of species, engagement with community, excellence in animal welfare and sustainability outcomes. We have combined a global vision with local action so that we can be change makers for a better planet. **This aligns with Council’s Aho-Tini Strategy and vision for Wellington as a creative city.**



As a sustainable organisation we must consider the **UN Sustainable Development Goals (SDGs)** in our approach. These 17 global goals set the framework for global prosperity - the very things we all want for our city. While we would aspire to address all 17 goals, we are realistic and feel that we are in the best position to address many but not all. Sustainability is more than environmental initiatives and the SDGs frame that bigger picture.

The newly launched World Association of Zoos and Aquariums sustainability strategy, *Protecting Our Planet*, will inform and assist us in this work. We will focus on the SDGs listed in the above strategy under Whānau, as prioritised by our stakeholder engagement results.

To achieve our strategic direction we will be continuing our commitment to sustainability and our Toitū carbonzero certification continues with projects such as the solar power installation in as many Zoo buildings as we can. **As a Toitū carbon zero certified organisation since 2013** we will continue to reduce our waste to landfill and work with officers to meet the **Regional Waste Management and Minimisation Plan and the Te Atakura, First to Zero plan**. As we seek to continually reduce waste to landfill we will be revisiting our contractual agreements in 2021-22 to find better solutions than we had in previous waste management contracts.

Our values underpin our strategy and structure and they resound with our approach to being a welcoming, happy place. Our iwi alignment is reflected in the iwi interpretation of the values and we have worked with Taranaki Whānui ki Te Upoko o Te Ika to ensure the correct te ao Māori concepts reflect our intentions. **Our Kanohi Kitea programme over the next five years and beyond will transform us into a bicultural organisation - as is expected of the capital city Zoo and will recognise the importance of Tikanga Māori in the way the Zoo works.**



Core Business

The Trust will continue to provide the core business services that the Zoo has historically delivered to Wellington as part of our **Contract for Services** with Wellington City Council. These can be summarised as follows:

- Strategic direction and operational management of the Zoo.
- Development and maintenance of animal habitats which offer engaging experiences to visitors and high-quality living environments to the resident animals.
- Provision of engaging learning experiences for visitors and community involvement with the Zoo as a community asset.
- Educational curriculum delivery to develop children as contributing citizens.
- A safe and inspiring place for family engagement and community learning.
- Care of the Zoo's animals to achieve excellent levels of health and emotional/psychological well-being according to the Five Domains of Animal Welfare.
- Contribution to conservation through advocacy, support for field conservation programmes and sustainable management practices.
- Participation in collaborative inter-zoo, and other conservation agency, programmes.
- Contribution to conservation, scientific, learning and management research projects in the field and on site.
- Fundraising for the organisation's future sustainability, development and conservation projects.

Trust Deed

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

“7.1 The objects for which the Trust is established, to the extent that they are a charitable purpose within New Zealand, are as follows:

7.1.1 To manage, administer, plan, develop, maintain, operate and promote Wellington Zoo as a zoological park for the benefit of the Wellington community and as an attraction for visitors to Wellington;

7.1.2 To educate the community by building an awareness of plant and animal species and the actions required to promote conservation;

7.1.3 To promote species conservation;

7.1.4 To support and complement the conservation and learning activities undertaken by other organisations;

7.1.5 To develop, manage and plan animal species management programmes;

7.1.6 To promote and coordinate the raising of funds to assist the management, administration, maintenance, planning, promotion and further development of Wellington Zoo;

7.1.7 To acquire additional plant and animal species; and

7.1.8 Generally to do all acts, matters and things that the Trustees think necessary or conducive to further or attain the objects of the Trust set out above for the benefit of the Wellington community.”

Operating Environment

As New Zealand’s capital city Zoo we believe we should be providing a uniquely Wellington experience for families, school groups and other visitor groups from our region and across the country - quirky, fun, professional, creative and personal.

We always face challenges as a fixed cost organisation, especially in areas such as annual salary increases, cost increases from suppliers and other operational costs increases. We support the Living Wage ethos and all Wellington Zoo employees are paid at, or above, the Living Wage. This will be part of our ongoing remuneration strategy for the Trust.

We are well aware of the impacts of COVID-19 on our revenue and we have made adjustments to our experience offerings to negate this as much as possible. Our visitation is holding well, and we expect the new visitor experiences to drive revenue from local visitation and domestic tourism. We will be in our **rebuild and regenerate** phases of response to the COVID-19 crisis in 2021-22 and we plan to drive new business ideas to take us to pre COVID-19 levels by the end of 2022, such as new marketing ideas for our venues and functions bookings. New animal habitats for Snow Leopards, Lace Monitors and Ring-tailed Lemurs will help drive visitation in the 2021-22 year. Indications are that fundraising may be tighter in the coming three years but we will continue to work hard to raise funds as we can and we will be changing the catering model to have an exclusive caterer who can drive business.

Aligning with Council Strategy

The work of the Zoo supports the 2040 vision for our city – an inclusive, creative capital where people like to live – inclusively and sustainably. Wellington Zoo’s strategy reflects the expected WCC community outcomes underpinning this vision- environmental, social, cultural and economic wellbeing. The Zoo is an iconic asset for our city and as our city population grows there will be an even greater desire for the Zoo to be a sophisticated and accessible attraction which delivers 21st century conservation programmes and actions.

Wellington Zoo Trust's strategic areas are aligned to:

Environmental Wellbeing

Our end game is **to save wildlife and wild places, locally and globally**. We have a global conservation remit. We strive to show thought leadership in global conservation and sustainability by involvement with global partners and by taking leadership roles in the world and regional zoo professional community. We are respected in the zoo profession for our success in sustainability and we are a leading example of conservation investment and on ground conservation outcomes.

In 2020 we launched our **Conservation Strategy**, aligned with our overarching strategy, which focuses on our conservation efforts, resources and investment until 2023. The Conservation Strategy reinforces *Me Tiaki, Kia Ora!* as our kaupapa and brings together conservation and sustainability for saving wildlife and wild places.

It sets out measurable actions in five areas: recognition and involvement of the Zoo's conservation expertise; effective field partnerships for long-term conservation outcomes; focused investment in conservation innovations; and integrating the UN SDGs.

We are a key stakeholder in collaborative conservation breeding as well as science and veterinary research programmes within the zoo community, with other conservation agencies and higher learning organisations in Wellington, across New Zealand and beyond.

Our **Species Plan** focuses on the number of critically endangered, endangered and vulnerable species we care for at the Zoo and those we support through our conservation programmes in the animal's range state. This plan is reviewed annually and redefined as we better align the animals we care for to the critical need in the wild.

The **field conservation programmes** for critically endangered; endangered and vulnerable species in their range state that we support are: Sumatran Tigers through Wildcats Conservation Alliance; Tasmanian Devils through Save the Devil Program; Malayan Sun bears through Free the Bears South East Asia; Cotton Top Tamarins through Proyecto Titi; Black and White Ruffed Lemurs through Madagascar Fauna and Flora Group; White-cheeked Gibbons through Fauna and Flora International, Vietnam; Cheetah through Cheetah Outreach; Kea through Kea Conservation Trust; North Island Kākā through breed for restoration programmes; Grand and Otago Skinks with DOC; Kororā and Tawaki through West Coast Penguin Trust and Golden Lion Tamarins through Associação Mico-Leão Dourado. The planned acquisition of Snow Leopards, Ring-tailed Lemurs and endangered Southern Hairy-nosed Wombats in the future will provide further opportunities for our community to engage with global conservation issues for endangered species.

In late 2019 we launched our inaugural **local conservation grants** programme benefitting smaller conservation projects locally including: New management tools for small scale lizard conservation (Kāpiti); *Ex situ* conservation of *Dactylanthus taylorii* (Otari Wilton's Bush); Kohanga o Porokapa 2020 (Makara Peak); Trialling the world's first "no-dig" live capture trap for lizards (Wellington); Monitoring prevalence and distribution of *P. oppidanus* snail (Te Ahumairangi) and Chatham Islands Tāiko Conservation (Chatham Islands) – the Chatham Islands were included as they sit within the boundaries of the Rongotai electorate.

The Nest Te Kōhanga, our state-of-the-art veterinary hospital, works with a variety of indigenous species. Indigenous wildlife cases now make up 70% of the veterinary medicine case load – including many who are critically endangered. Our success in this area of successfully releasing injured indigenous wildlife back to the wild is above world standard for zoo veterinary hospitals and we take great pride in this achievement.

Climate Action is one of SDG focus areas for our strategy and we have already developed a Climate Action Position Statement and species such as Snow Leopards, which are climate change refugee species, enable us to tell the story of climate change and its impacts on the environment.

Social Wellbeing

Wellington Zoo is inclusive for all sectors of our community – our visitor mix is diverse and we ensure that all visitors feel safe and respected. Our visitor numbers continue to grow. Our visitor feedback is positive and people are enjoying the continual change in the Zoo.

Our commitment is to ensure continual improvement in visitor experience to achieve wider engagement within the community. We offer a range of events, discount days and other visitor programmes which ensure we engage our whole community in the work of the Zoo. **Accessibility is important to us as we believe that the Zoo belongs to everyone.**

We have achieved Be:Accessible Gold rating and we continue to improve the Zoo experience for all visitors, so that many more people have access to the Zoo in the ways that best suit them. We have embraced accessibility for the whole community by investing in recommendations from Be:Accessible to improve the experience for all people. **This aligns with Accessible Wellington, The Accessible Journey Action Plan 2019.**

Programmes such as: The Warehouse Zoofari to support **low decile schools** in our region to have free transport costs and Zoo admission; LEOTC school discounted entry; free **Neighbours' Night** for our Newtown and Melrose locals in conjunction with City Housing and Newtown New World; other discounted entry opportunities ensure accessibility for a wider segment of the community. In post COVID lockdown period from mid-May to the end of June over 50,000 people were able to visit the Zoo at no cost, highlighting how important a visit to the Zoo is for Wellington locals and families.

Zoo Crew membership is continually increasing. This is a strategic aim for us as Zoo Crew provides an excellent value proposition for Wellington city ratepayers and residents who visit the Zoo often throughout the year. During our lockdown period last year, we extended all Zoo Crew memberships by the length of lockdown and our free-entry period. We know that Zoo Crew members visit on average four to five times per year (many individuals visit more often) so this offering makes a Zoo visit far more possible for many people.

As a child friendly city it's important for Wellington to cater for young people and their families, and for the Council this means providing safe, accessible and enjoyable places for recreation and play, and offering community events and activities that are suitable for all. **Our own school holiday programmes are well attended and many other external holiday programmes visit the Zoo as part of their offering to the community.**

We have over **70 volunteers** who give their time to help the Zoo achieve its outcomes. We value the assistance we receive from our volunteers and they feel they can add value to the community by being involved with the Zoo.

We have increased our charitable support this year to broaden accessibility. In addition to Ronald McDonald House and the Wellington Children's Hospital we have partnered with **Wellington City Mission** and **Change Makers Refugee Forum** to provide accessibility and support more broadly in the community.

Cultural Wellbeing

The Zoo is perfectly positioned, as a **multi award winner** in visitor experience, business leadership, vibrancy, sustainability and conservation, to take an active role in delivering conservation and sustainability messages to a large audience of approximately 250,000 visitors on-site and many more online. We create compelling stories with clear calls to action and we craft community campaigns that move beyond simply raising awareness of an issue to driving lasting change and building a better world. Our target market of families, young people and children are engaged in conservation and sustainability messaging and experiences at Wellington Zoo.

Wellington Zoo will continue to build its reputation as a **creative and innovative zoo** by including more opportunities for our visitors to experience multi-layered and multi-sensory learning experiences. We have rich content for storytelling and engagement with communities. We design creative and profound visitor experiences which connect people and animals in ways which inspire communities to take positive action for the environment.

As one of the key environmental education providers in Wellington, the Zoo has a Learning Experience Outside the Classroom (LEOTC) contract with the Ministry of Education (MOE). Over **10,000 school children** annually experience a learning session with our conservation education experts at Wellington Zoo.

The Ministry of Education measures the success of the learning programmes at Wellington Zoo and we continue to receive positive feedback on our educator-led learning sessions and our innovative programmes that align with the Ministry's target areas, including improving education outcomes for Māori and Pasifika learners, special education learners and those from low socio-economic backgrounds. We are investigating ways for us to fund a Māori educator and our Kanohi Kitea programme will give our educators even more skills and knowledge to embrace multicultural outcomes.

Wellington Zoo's **Bush Builders** is a unique environmental literacy programme that helps children to discover for themselves the wonder of the world around them, in their own schools and homes, and to empower them to take positive action in their own communities. This successful programme has influenced over 4,000 students in our region. *Bush Builders* emphasises the importance of building habitats for animals. The importance of plants within the animal habitats as well as in the visitor space is reflected in the beautiful gardens and native plants throughout the Zoo.

Our **relationships and MoUs** with Massey and Victoria Universities, Department of Conservation, Zealandia, Ngāti Koata and Taranaki Whānui ki Te Upoko o Te Ika have enabled collaborative partnerships for conservation medicine, veterinary learning, animal welfare and visitor experience and learning.

Economic Wellbeing

The Zoo's contribution to the economic development of our city is through its financial results, creating a place Wellingtonians can feel proud of, by the **employment** of over 100 people (82 FTE) and by being one of the largest employers in Newtown.

We contribute to the economic success of our **suppliers** from free range egg suppliers to architects. As a well-recognised Zoo we attract both **international and domestic tourists** and support the liveability objectives the city has for its citizens.

The Trust will continue to drive for results in its commercial imperatives this year to ensure financial sustainability. As a social enterprise we seek to ensure our **financial sustainability** so that our social and environmental goals can be achieved without further draw on the rate payers.

Snow Leopards

The completion of the Zoo Capital Programme (ZCP) in 2016 saw the Zoo transform itself into a vibrant attraction with facilities that meet modern standards. **We have not indicated any additional major Capital Upgrade investment for the new LTP being developed.** Investment of \$3.702 million of capital expenditure in year two to four of the current LTP is planned to upgrade facilities at the Zoo to accommodate Snow Leopards. Wellington Zoo will fundraise \$925,500 towards this project cost. We have already received funds towards this and progress is being made on the detailed design and demolition on site.

The Trust has been successful in obtaining grants from Trusts and Foundations for capital works, and we plan to seek this type of funding for the Snow Leopard project alongside other funding opportunities as appropriate. We have had success in fundraising for both smaller and larger capital projects, including raising more than the required 25% of the total capital expenditure for the ten year ZCP project through to 2015/2016. More recently we raised \$500,000 for the \$1.3 million Chimpanzee Park renewal project in 2017/2018, \$400,000 for the Giraffe habitat project renewal in 2019/2020, and \$100,000 for the Wellington Green Gecko Visitor experience and Te Hononga Tuatara Management facility in 2019/2020. We are confident the ongoing development of the Zoo through the LTP and our engagement with Trusts and Foundations, in addition to the support of our broader community, will ensure this fundraising success continues.

The Snow Leopard project is currently in its detailed design phase, with the design consultant team, Architecture Workshop. The interpretive designer, Story Inc, has developed the story line and interpretive elements. Work is now progressing with technical investigations, consenting and site preparations with construction starting in early 2021. Construction is projected to take up to 12 months, so Snow Leopards can be expected to be seen by Zoo visitors in 2022.

Capital Upgrades	19/20	20/21	21/22	TOTAL
<p>Snow Leopards</p> <p>Snow Leopards are endangered in the wild and are a climate change refugee species, with a population of less than 4,000 thought to exist in their mountainous range state.</p> <p>International research shows that big cats are the biggest draw card for visitors attending zoos. As the only zoo in New Zealand with Snow Leopards, we would be part of the international commitment to protect this species via home range direct conservation action.</p>	308,000	1,677,000	1,717,000	\$3.702m Included in the LTP



Asha



Manju

Snow Leopard cubs we are to receive from Melbourne Zoo



Image of the lower visitor viewing area from Architecture Workshop Developed Design drawing

Renewals

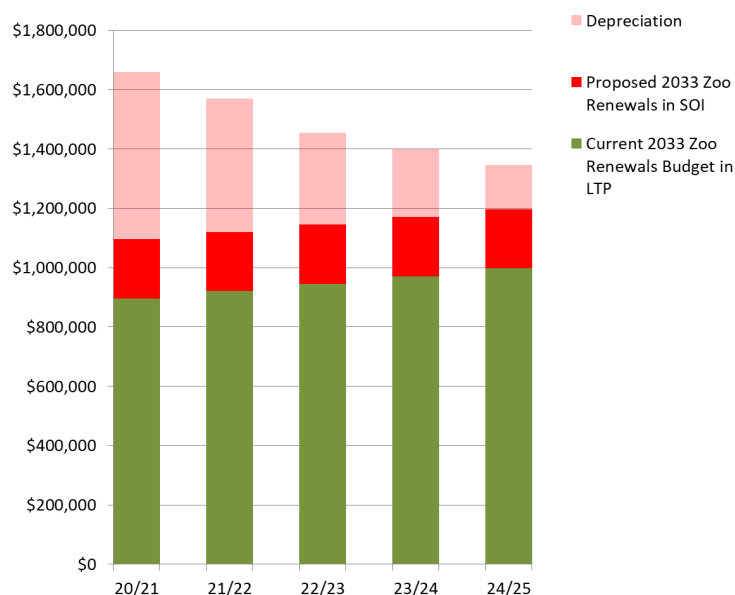
The renewals budget allows us to maintain a resilient asset for the city. We have given the Renewals budget precedence in the coming LTP as we know that reasonably small, enhancing changes can give us excellent animal, staff and visitor outcomes.

The Zoo is developing a detailed Asset Management Plan (AMP) linked to WCC AMP processes to ensure the ongoing maintenance and renewal of the Zoo asset and that we are executing our obligations under the **Contract for Services**. The AMP will enable the Zoo to: manage asset lifecycles for a whole-of-life approach with due consideration given to WCC and Zoo joint objectives; provide assurance of funding required to cover existing and future asset renewals and avoid critical failure of ageing infrastructure assets; update any assets not fit for purpose from an animal welfare standard; and resolve any potential Health and Safety issues and the associated reputational risk these issues could bring.

To date, we have completed a realignment of the Zoo's existing assets into the WCC asset structure which will improve ongoing detailed financial reporting for the Zoo asset for WCC officers. We will continue to work with WCC officers to develop our detailed asset management plan in line with Council processes for asset renewals, business continuity and earthquake resilience in readiness for the Council Long-Term Plan development.

One of the challenges of maintaining the Zoo asset is the variable lifecycle ages of structures and animal habitats. As our knowledge of the animals in human care increases, previous habitats and animal care and welfare practices become outdated. Zoos' internationally now consider 20 years to be too long and in global experience it is more realistic to plan for a **ten-year life expectancy** for zoo animal habitat assets.

The Trust's position is that the current infrastructure renewals budget is insufficient to cover required asset renewals. In the 2017/18 SOI we estimated additional funding of \$300k per annum was required to assist a programme of asset renewals, including animal habitats, visitor areas and pathways, buildings and essential plant and equipment.



The shortfall in the graph (above in red) indicates the propensity of the Zoo to achieve a total AMP result. In terms of maintaining current levels of service, this shortfall could result in a failure of ageing infrastructure assets, meaning assets are not fit for purpose, and could create potential H&S and animal welfare issues. We are working with the WCC Asset project team to develop a detailed AMP, along with the revaluation and condition rating of the current asset. This will allow the Zoo and WCC to interrogate the reported shortfall in greater detail, focusing on critical assets as a priority.

Working with WCC officers, we intend to carry out revaluation and condition rating of all Zoo assets in line with Renewals requirements. The **significant planned Renewal projects** for the next three years are:

- **Ring Tailed Lemur** habitat - endangered species which will tell the Madagascar story in the Africa precinct - to be completed April/May 2021
- **Lace Monitor Habitat** - iconic Australian animal which will be the introductory species for the *Neighbours* precinct - to be completed July/August 2021
- **Southern Hairy Nosed Wombat** Habitat - endangered species and iconic Australian animal in the *Neighbours* precinct
- **Green Zoo, Green You** refurbishment – emphasis on Climate Action messaging and action
- **Staff Office and Wellbeing** improvements - as our staff numbers grow the requirement is becoming more pressing for better staff office areas, accommodation and break spaces
- **Sustainability** Improvements – supporting water and electricity independence and asset resilience
- **River Trail & Gibbon** Viewing – improving the entry precinct of the Zoo and improved viewing of the Monkey Island areas
- **Perimeter Fence & Security** – to complete the fence renewal and improve security coverage for the Zoo site
- **Venues** improvements – to Kamala's, Archibald Centre and Wild Theatre to provide a wider range of venue offerings and improve the Zoo's financial sustainability
- **Electronic admissions** access - to electronically capture visitor numbers to the Zoo
- **Earthquake** prone buildings – removal of and improvements to earthquake prone buildings and walls

4. PERFORMANCE MEASUREMENTS

For the next three years the following table indicates the measures for WCC to monitor. These are linked to our strategic areas.

WCC Performance Measures					
Measure	Frequency of Measure	Target 21-22	Target 2022-23	Target 2023-24	Notes
Visitors	Quarter*	255,936	256,000	257,000	
Student and education visits	Annual	20,000	21,000	21,500	Conservation education programmes and student self-guided visits.
Council operating grant per visitor	Annual	\$14.05	\$14.45	\$14.81	
Full cost to Council	Annual	<i>Not available from Council for Draft SOI</i>	<i>Not available from Council for Draft SOI</i>	<i>Not available from Council for Draft SOI</i>	This target is generated by Council and is not controlled by the Trust. It includes depreciation and shared services costs, CCO team costs, insurance, CAPEX interest and the OPEX grant.
Trading Revenue per visit (exc. grants and interest)	Annual	\$17.83	\$18.59	\$19.10	
Non-Council donations and funding	Annual	\$387k	\$324k	\$324k	Non-Council operational grants, donations, sponsorships and bequests. This target does not include any capital funding.
Percentage of operating costs generated by the Trust	Annual	59%	58%	58%	
Trust generated income as percentage of the Council grant	Annual	146%	140%	138%	

*Target Visitor Numbers by Quarter 2021-22

Q1	Q2	Q3	Q4	Total
49,535	63,858	77,810	64,733	255,936

Additional Zoo Performance Measures					
Measure	Frequency of Measure	Target 2021-22	Target 2022-23	Target 2023-24	Notes
Measure visitor feedback and satisfaction	Annual	8.5	8.5	8.5	This target is based on the overall experience rating which is measured out of ten.
Number of vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) at the Zoo	Annual	25	25	25	
Percentage of indigenous animals released to the wild after triage and treatment by The Nest Te Kōhanga (TNTK)	Annual	50	50	50	Post 72-hour triage period.
Percentage of OPEX directly contributed to field conservation	Annual	7%	7.5%	8%	This measure uses the Zoo Aquarium Association (ZAA) Australasia Framework to measure direct contributions to field conservation.
Number of field conservation projects supported for vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) at the Zoo	Annual	12	12	12	
Participate in zoo-based research projects, scientific papers and presentations	Annual	10	10	10	These projects are directly related to conservation medicine, biological sciences, animal husbandry, animal welfare science and visitor engagement research.
Maintain Zoo and Aquarium Association animal welfare accreditation	Annual	Achieved	Achieved	Achieved	
Maintain Toitū carbonzero certification	Annual	Achieved	Achieved	Achieved	
Implementing <i>Kanohi Kitea</i> cultural competency programme	Annual	Achieved	Achieved	Achieved	New measure linked to the implementation of this bicultural competency programme.
Safety Improvement Team meeting attendance	Annual	80%	80%	80%	Measured against those staff available to attend meetings.
Successful emergency drill/incident debriefs held	Annual	8	8	8	Debriefings delivered to Zoo staff following emergency drills, trial evacuations and real incidents.
Volunteer engagement survey	Annual	1	1	1	This annual survey measures the satisfaction levels of those volunteering across the organisation.
Staff recognition programme	Annual	1	1	1	This measure refers to the year-long recognition of staff excellence at full staff meetings and culminates in the annual staff awards event in September.
Staff learning and development sessions held	Annual	10	10	10	In house learning opportunities from both internal and external speakers.

5. APPROACH TO GOVERNANCE

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

Relationship with Council

The Trust ensures the ongoing viability of the organisation is maintained through the monitoring of Key Performance Measures. Governing policies have been developed by Trustees to ensure the business of the Trust is managed consistently with its Deed and stated direction.

As part of the ongoing relationship with the Wellington City Council, the Chair and Chief Executive meet with the Mayor and Wellington City Council Chief Executive on a regular basis. The Wellington Zoo Chief Executive meets regularly with Council officers for CCOs and other Council management when appropriate. The Chair and Chief Executive attend the CCO Performance Committee meetings as required.

The Trust's Statement of Financial Performance and audited accounts will be presented to Council within 60 days of financial year end. These statements include the budget from the SOI for the same period as per the Letter of Expectation and our usual approach to the accounts.

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

Wellington Zoo always publicly acknowledges Council's contribution to the Zoo as much as possible. We are grateful for Council support and seek to acknowledge this at events, animal habitat openings and other appropriate opportunities.

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

- A "no surprises" approach;
- Open communications which acknowledge each partner's objectives and constraints;
- Mutually respectful negotiation of resolution of differences;
- Reciprocal recognition of the requirements of each other's processes; and
- Provision of quarterly reports against agreed KPMs and an annual report within three months of balance date.

Board Membership

Name	Term Expires
Craig Ellison (<i>Chair</i>)	31 December 2023
Raewyn Bleakley	31 December 2021
Nina Welanyk Brown	31 December 2021
Fleur Fitzsimons	20 October 2022
Michael Potts	31 December 2022
Ben Bateman	30 June 2023

All Board members are non-executive.

Board Committees

The Board operates one committee - the Finance, Audit and Risk Committee.

Board Development

The Board conducts an annual review of overall Board performance which determines individual and chair development needs and any other actions required to ensure best practice governance and performance standards are met. The Trust promotes Board development for corporate governance and spends at least ten hours a year on this at Board meetings and additional workshops and discussions. **A report will be tabled to the Wellington City Council Chief Executive on the Board review and outcomes by 30 September 2021.**

Board Skills Matrix

This matrix will be provided separately by March 31, 2021 and updated annually.

6. HEALTH, SAFETY AND RISK

Wellington Zoo Trust Board has a Finance, Audit and Risk Committee which meets quarterly throughout the year. The Board monitors our Risk Analysis and Mitigation Plan at least annually and this document is updated as required. Health and Safety (H&S) is currently managed via the GM Safety, Assets and Sustainability who is a direct report to the Chief Executive. The H&S Advisor works with our Safety Improvement Team to ensure safe practices in the Zoo for animals, staff and visitors. All Health and Safety incidents are monitored weekly by the Strategic Management Team (SMT) and by the Board at their regular meetings. An Annual H&S action plan is developed with the SMT and progress is reviewed against these actions at each Board meeting.

As with all our H&S responsibilities the Board (and other officers of the Trust) acknowledges and understands its accountability. We have made the appropriate improvements to ensure the new H&S legislation is well managed and that the Trust meets the required reporting, monitoring and reviewing of H&S objectives.

The Zoo's **Risk Matrix** highlights the criticality of maintaining a resilient asset for the City. Impacts of a natural disaster, serious incidents and reputational falters are all potential risks if we are not able to adequately manage or resource the asset management programme and appropriately fund the renewals programmes sufficiently.

Risk Analysis & Mitigation Plan for Wellington Zoo Trust

Risk Identification	Uncontrolled Risk			Risk Mitigation	Risk after Mitigation			Accountability	Responsibility
	Probability	Impact	Risk Value		Probability	Impact	Risk Value		
Natural disasters impacts	0	7	7	Business Continuity Plan. Emergency Management Plans. All documents reviewed annually. Regular practice drills carried out. Once emergency is over, a tactical marketing and communications plan implemented. Internal communications plans enacted.	0	6	6	CE & Board	Board, SMT
Loss of business due to extreme or prolonged event, eg pandemic, terrorism, civil unrest, climate change event, prolonged inclement weather	-1	7	6	Implement tactical marketing and pricing. Implement a targeted communications plan. Emergency logistics, animal management and procurement plans put into effect. Review and revise budgets, reduce spending and investigate new revenue raising initiatives. Strong relationship management with WCC. Internal communications plans enacted. See also Business Continuity Plan.	-1	6	5	CE & Board	Board SMT
Serious incident (including animal related incidents) where there is the risk of the loss of life (human or animals)	-2	7	5	Emergency Management Plans, Health & Safety Management System, Communications Plans reviewed annually. Regular practice drills carried out. Monitored Fire Alarms in all people occupied buildings and where possible in animal housing depending on risk. Building WOFs. Annual MPI audit and Containment Standards maintained. Inductions of staff and contractors. Monitor competency of staff and contractors. Two keeper system in place. Board and SMT site reviews.	-3	7	4	CE & Board	Board, SMT
Infectious disease impact on animals	-1	6	5	Health & Safety Management Plan. EPA/MPI policies. Infectious Diseases Policy. Veterinary protocols and pre-import and pre-export screenings. Animal Human Interaction protocols. Communication Plan.	-2	6	4	CE & Board	Board GMAC&S, GMSAS
Attraction and retention of key staff	-1	6	5	Learning and Development strategy and opportunities. Career progression initiatives such as the Learning and Development Framework. HR Policies & Remuneration Policy. Review Remuneration strategy. Engagement through shared values. Employee Experience Journey protocols, eg advertising, induction.	-2	6	4	CE & Board	Board CFO
Reputation Falters	-1	6	5	Communications protocols to communicate with key stakeholders, media and community. Strong relationship management with partners and stakeholders eg, DOC, MPI, WCC. Animal Welfare Accreditation. Euthanasia Policy. Code of Conduct, Media Relations Policy. Electronic Communications and Internet Usage Policy. Use of Social Media Policy. Disciplinary Policy. H&S Policy. Seek appropriate and timely advice.	-2	5	3	CE & Board	Board, SMT
Withdrawal or significant reduction of support or unfunded compliance costs from WCC	-2	7	5	WZT Statement of Intent. WCC Contract for Services. Relationship plans where appropriate and regular meetings with key contacts at WCC such as The Mayor, Deputy Mayor, Portfolio leaders, Councillors, Chief Executive and ELT. Reporting at relevant WCC Committee meetings. Relationships developed between relevant officers across WCC and related Zoo portfolio managers. Regular reporting on Zoo-based activities.	-3	4	1	CE & Board	CEBoard
Loss of Business Due to Economic Downturn	-1	5	4	Operating environment evaluated annually. Tactical marketing and pricing put into effect and tempered by prudent financial management.	-1	4	3	CE & Board	CE Board
Inability to source and import animals	-1	5	4	Zoo Species Plan continually updated. Animal Science Manager responsible for sourcing animals. Strong relationships with ZAA and WAZA members and with other zoos around the world to source animals through programmes such as ASMP. Strong relationship management with DOC, MPI and EPA.	-2	5	3	CE & Board	Board GMAC&S
Cyber-Security Failure / Privacy Breach	-1	5	4	WCC ICT system and policies eg, secure password management. Review third-party providers to ensure they have robust cyber-security systems, policies and procedures in place - particularly storage of sensitive information and payment protocols.	-2	5	3	CE & Board	Board GMB&P CFO
Animal Welfare compromised	-2	6	4	ZAA Accreditation evaluates the Zoo's animals' welfare state. Husbandry Manuals and SOPs regularly reviewed and updated. Governed by WZT Animal Welfare Committee. Animal Care & Science team development, recruiting and retaining skilled staff.	-3	5	2	CE & Board	Board GMAC&S
Utilities Infrastructure Loss and Failure	-1	4	3	WZT Business Continuity Plan. WCC Business Continuity Plan. Minor Works programme to ensure maintenance up to date. Connection to WCC systems where appropriate to utilise WCC back-up systems.	-1	3	2	CE & Board	Board SMT
Project Design, Development and Delivery Risk	-1	5	4	Project Management Process as agreed with the Board. Follow procurement processes for engaging Consultants and Contractors. Regular progress meetings to maintain projects on time and within budget. Regular reporting to the Board on capital and renewals projects.	-3	5	2	CE & Board	BoardGMSAS
Inappropriate procurement processes followed	-2	6	4	Procurement Policy. Delegations Policy. Register of Interests. Delegations for approvals. Board approval process for capital procurement and WCC signoff for Capital Procurement for major capital projects.	-3	4	1	CE & Board	Board CFO
Fraud and Theft	-1	5	4	CCTV at front entrance monitored weekly by SMT members and Sales and Services Manager. Code of Conduct. Financial management procedures. Daily banking checks by Finance and Administration Advisor with written procedures for following up variances. Annual audit by Audit NZ. Pre-employment Criminal checks.	-2	3	1	CE & Board	Board GMBP/CFO
Security Breach / Vandalism	-1	4	3	CCTV System and Security Alarms in all our buildings and where applicable in animal areas. Weekly perimeter checks. Maintenance of Perimeter Fence. Routine nightly security checks. After hours doors and security gate monitoring.	-2	3	1	CE & Board	Board GMSAS


Risk Analysis Scale


Risk Analysis Scale


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


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

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

 All risks with a Risk Value of 5 - 8 must have a mitigation plan developed and agreed with the Board.

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

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

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

7. ADDITIONAL INFORMATION

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

Not applicable.

b) **Ratio of shareholders' funds to total assets**

Please refer to the Balance Sheet and Accounting Policies included.

c) **Estimate of amount intended for distribution**

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

d) **Acquisition procedures**

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

e) **Activities for which the Board seeks compensation from a Local Authority**

The Board acknowledges the **\$3,595,815 operational funding in the *current* Long-Term Plan.**

The Board acknowledges the **\$920,486 included in the *current* Long-Term Plan** for Zoo Asset **renewals** for 2021-22. However, we note that in the full cost of the Zoo measure calculated by WCC, depreciation for the Zoo asset is running at \$1.66m pa in 2020/21. This is considerably more than the renewals funding we receive. We have had ongoing discussions in this regard and our LTP bid for additional Renewals funding indicates the urgency we place on this request. We believe that uplift in renewals would enable the Trust to better maintain the Zoo asset and would reduce the need for large capital investment in the coming 10-20 years.

The Board acknowledges the **\$1,717,000 included in the *current* Long-Term Plan** for the Snow Leopard Project in 2021-22.

f) **Estimate of commercial value of shareholders investment**

Not applicable.

g) **Other matters (if applicable), eg water supply services LGA requirements**

Not applicable.

h) **Supplementary information the entity wishes to include**

Not applicable.

8. ACCOUNTING POLICIES

Reporting Entity

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 re-negotiated to 30 June 2021. Ongoing funding for the Trust has been approved in the 2018/2028 Long Term Plan. The Trust has made a further going concern assessment in Note 20.

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 PBE IPSAS.

Under this framework, the Trust is eligible to apply the reduced disclosure regime (Tier 2 entity) of the Public Benefit Entity Accounting Standards. The Trust meets this criteria as is not a large public sector entity with total expenses \geq \$30million and is not publicly accountable.

The reporting period for these financial statements is for the year ended 30 June 2020. The financial statements were authorised for issue by the Board of Trustees on 21 August 2020.

Statement of Compliance

The financial statements have been prepared in accordance with New Zealand generally accepted accounting practice. They comply with PBE IPSAS and other applicable Financial Reporting Standards, as appropriate for Tier 2 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. As a result of rounding there may be slight discrepancies in subtotals.

Significant Accounting Policies

Critical Accounting estimates and assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. The Trust has assessed the financial records and there are no significant critical accounting estimates. 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 revenue 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 revenue when the conditions of the grant are satisfied.

Revenue

Revenue comprises revenue from operating activities, investment revenue, grants and donations and other revenue and is measured at the fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

Most of the services that the Trust provides for a fee are subsidised by grants therefore do not constitute an approximately equal exchange. Accordingly most of the Trust's revenue is categorised as non-exchange.

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 revenue. Such revenue is recognised when control over the asset is obtained.

Interest

Interest revenue 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 2007. 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

Debtors 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.

Investments

Term deposits are initially measured at the amount invested.

Creditors and other payables

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

Inventory

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

Property, Plant and Equipment

Recognition

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

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

Measurement

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

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

Impairment

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

Disposal

Realised gains and losses arising from the disposal of property, plant and equipment are recognised in the Statement of Comprehensive Revenue and Expense 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.

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.

Short Term Employee Benefits

Holiday leave (annual leave 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.

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 terminate employment. 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.

Revenue in Advance

The Trust has received non-exchange funds for specific purposes with conditions that would require the return of the monies if the Trust is not able to fulfil the agreement. The revenue from these agreements will only be recognised as the conditions are fulfilled over time.

The Trust has received non-exchange funds which apply to periods beyond the current year with conditions that would require the return of the monies if the Trust is not able to fulfil the obligation.

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.

Animals

In accordance with customary practice among Zoological organisations, animals are not recorded as there is no objective basis for establishing value. Additionally, animals have numerous attributes, including species, age, sex, relationship and value to other animals, endangered status and breeding potential whereby it is impracticable to assign value. Expenditure related to animal acquisitions is expensed in the period of acquisition.

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 accumulated surpluses and deficits 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 revenue 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, 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 to Accounting Policies

There have been no changes in accounting policies this year.

9. FORECAST FINANCIAL STATEMENTS

CCO: Wellington Zoo Trust Business Plan 2021/22		\$NZ000's						
Estimate 30-Jun-21	EARNINGS STATEMENT	Qtr to 30-Sep-21	Qtr to 31-Dec-21	Qtr to 31-Mar-22	Qtr to 30-Jun-22	Total YE 30-Jun-22	Total YE 30-Jun-23	Total YE 30-Jun-24
	Revenue							
4185	Trading Income	891	1244	1333	944	4,412	4,660	4,700
3494	WCC Grants	899	899	899	899	3,596	3,700	3,805
842	Other Grants	84	21	21	21	147	84	84
211	Sponsorships and Donations-Operational	70	70	70	70	280	280	280
54	Sponsorships and Donations-Capital	0	0	0	0	0	0	0
13	Investment Income	2	3	2	3	10	20	20
99	Other Income	98	114	106	100	418	150	150
8,898	Total Revenue	2,044	2,351	2,431	2,037	8,863	8,894	9,039
	Expenditure							
6,092	Employee Costs	1,568	1,561	1,558	1,552	6,239	6,244	6,389
2,344	Other Operating Expenses	622	639	666	697	2,624	2,650	2,650
0	Depreciation					0	0	0
0	Interest	0	0	0	0	0	0	0
558	Vested Assets/Restricted Funds spend					0	0	0
8,994	Total Expenditure	2,190	2,200	2,224	2,249	8,863	8,894	9,039
(96)	Net Surplus/(Deficit) before Taxation	(146)	151	207	(212)	0	0	0
0	Taxation Expense					0	0	0
408	Operating Surplus (Deficit)	(146)	151	207	(212)	0	0	0
(96)	Net Surplus/(Deficit)	(146)	151	207	(212)	0	0	0
4.6%	Operating Margin	-7.1%	6.4%	8.5%	-10.4%	0.0%	0.0%	0.0%

Estimate 30-Jun-21	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-21	As at 31-Dec-21	As at 31-Mar-22	As at 30-Jun-22		As at 30-Jun-23	As at 30-Jun-24
	Shareholder/Trust Funds							
0	Share Capital/Settled Funds	0	0	0	0		0	0
0	Revaluation Reserves	0	0	0	0		0	0
1,176	Restricted Funds	1,176	1,176	1,176	1,176		1,176	1,176
250	Retained Earnings	104	255	462	250		250	250
1,426	Total Shareholder/Trust Funds	1,280	1,431	1,638	1,426		1,426	1,426
	Current Assets							
2,816	Cash and Bank	3,412	2,664	3,613	2,502		2,500	2,520
150	Accounts Receivable	150	150	150	150		150	150
102	Other Current Assets	100	100	100	100		100	100
3,068	Total Current Assets	3,662	2,914	3,863	2,752		2,750	2,770
	Investments							
0	Deposits on Call	0	0	0	0		0	0
0	Other Investments	0	0	0	0		0	0
0	Total Investments	0	0	0	0		0	0
	Non-Current Assets							
0	Fixed Assets	0	0	0	0		0	0
0	Other Non-current Assets	0	0	0	0		0	0
0	Total Non-current Assets	0	0	0	0		0	0
3,068	Total Assets	3,662	2,914	3,863	2,752		2,750	2,770
	Current Liabilities							
742	Accounts Payable and Accruals	782	600	650	650		700	750
	Provisions						0	0
900	Other Current Liabilities	1,600	883	1,575	676		624	594
1,642	Total Current Liabilities	2,382	1,483	2,225	1,326		1,324	1,344
	Non-Current Liabilities							
0	Loans - WCC	0	0	0	0		0	0
0	Loans - Other	0	0	0	0		0	0
0	Other Non-Current Liabilities	0	0	0	0		0	0
0	Total Non-Current Liabilities	0	0	0	0		0	0
1,426	Net Assets	1,280	1,431	1,638	1,426		1,426	1,426
1.9	Current Ratio	1.5	2.0	2	2.1		2	2.1
46.5%	Equity Ratio	35.0%	49.1%	42.4%	51.8%		51.9%	51.5%

Estimate 30-Jun-21	STATEMENT OF CHANGES IN EQUITY	As at 30-Sep-21	As at 31-Dec-21	As at 31-Mar-22	As at 30-Jun-22		As at 30-Jun-23	As at 30-Jun-24
	Equity Opening Balances							
242	Accumulated Comprehensive Revenue and Expense	250	104	255	462		250	250
1,280	Restricted Funds	1,176	1,176	1,176	1,176		1,176	1,176
1,522	Total Equity Opening Balance	1,426	1,280	1,431	1,638		1,426	1,426
	Comprehensive Revenue							
408	(Deficit)/Surplus for the year to retained earnings	(146)	151	207	(212)		0	0
408	Total comprehensive revenue	(146)	151	207	(212)		0	0
	Equity Closing Balances							
250	Accumulated Comprehensive revenue and expense	104	255	462	250		250	250
1,176	Restricted Funds	1,176	1,176	1,176	1,176		1,176	1,176
1,426	Total Equity-Closing Balance	1,280	1,431	1,638	1,426		1,426	1,426

Estimate 30-Jun-21	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-21	Qtr to 31-Dec-21	Qtr to 31-Mar-22	Qtr to 30-Jun-22	Total YE 30-Jun-22	Total YE 30-Jun-23	Total YE 30-Jun-24
	Cash provided from:							
4,185	Trading Receipts	891	1,244	1,333	944	4,412	4,660	4,700
3,494	WCC Grants	1641	0	1641	0	3,282	3,700	3,805
842	Other Grants	84	21	21	21	147	82	82
265	Sponsorships and Donations	70	70	70	70	280	280	280
13	Investment Income	2	3	2	3	10	20	20
99	Other Income	98	114	106	100	418	150	150
8,898		2,786	1,452	3,173	1,138	8,549	8,892	9,037
	Cash applied to:							
6,092	Payments to Employees	1,568	1,561	1,558	1,552	6,239	6,244	6,389
2,344	Payments to Suppliers	622	639	666	697	2,624	2,650	2,628
	Net GST Cashflow					0	0	0
558	Other Operating Costs (VESTING)			0	0	0	0	0
	Interest Paid	0				0	0	0
8,994		2,190	2,200	2,224	2,249	8,863	8,894	9,017
(96)	Total Operating Cash Flow	596	(748)	949	(1,111)	(314)	(2)	20
	Investing Cash Flow							
	Cash provided from:							
	Sale of Fixed Assets					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	Cash applied to:							
0	Purchase of Fixed Assets					0	0	0
0	Other -vesting Cash for Capital Projects	0			0	0	0	0
0		0	0	0	0	0	0	0
0	Total Investing Cash Flow	0	0	0	0	0	0	0

Estimate 30-Jun-21	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-21	Qtr to 31-Dec-21	Qtr to 31-Mar-22	Qtr to 30-Jun-22	Total YE 30-Jun-22	Total YE 30-Jun-23	Total YE 30-Jun-24
	Financing Cash Flow							
	Cash provided from:							
	Drawdown of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	Cash applied to:							
	Repayment of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0
(96)	Net Increase/(Decrease) in Cash Held	596	(748)	949	(1,111)	(314)	(2)	20
2,912	Opening Cash Equivalents	2,816	3,412	2,664	3,613	2,816	2,502	2,500
2,816	Closing Cash Equivalents	3,412	2,664	3,613	2,502	2,502	2,500	2,520

Estimate 30-Jun-21	CASH FLOW RECONCILIATION	Qtr to 30-Sep-21	Qtr to 31-Dec-21	Qtr to 31-Mar-22	Qtr to 30-Jun-22	Total YE 30-Jun-22	Total YE 30-Jun-23	Total YE 30-Jun-24
408	Operating Surplus/(Deficit) for the Year	(146)	151	207	(212)	0	0	0
	Add Non Cash Items							
0	Depreciation	0	0	0	0	0	0	0
(504)	Other (Restricted Funds movement)		0		0	0	0	
(96)		(146)	151	207	(212)	0	0	0
	Movements in Working Capital							
150	(Increase)/Decrease in Receivables	0	0	0	0	0	0	0
(15)	(Increase)/Decrease in Other Current Assets	2	0	0	0	2	0	0
197	Increase/(Decrease) in Accounts Payable	40	(182)	50	0	(92)	50	50
(332)	Increase/(Decrease) in Other Current Liabilities	700	(717)	692	(899)	(224)	(52)	(30)
0		742	(899)	742	(899)	(314)	(2)	20
	Net Gain/(Loss) on Sale:							
	Fixed Assets	0				0		
	Investments	0				0		
0		0	0	0	0	0	0	0
(96)	Net Cash Flow from Operations	596	(748)	949	(1,111)	(314)	(2)	20



Craig Ellison
Board Chair, Wellington Zoo Trust