

**Statement of Intent
2023/24-2025/26
Wellington Zoo Trust
Me tiaki, kia ora!**

Pursuant to Section 64B of the Local Government Act (2002)



Photo: Asha (J Hoffman Wall)

C O N T E N T S

1. INTRODUCTION	3
2. POST COVID-19 INFLATIONARY IMPACTS	3
3. NO SURPRISES APPROACH	4
4. STRATEGIC ALIGNMENT WITH WCC AND	
SPECIFIC EXPECTATIONS	5
5. PERFORMANCE MEASUREMENTS	19
6. APPROACH TO GOVERNANCE	22
7. HEALTH, SAFETY AND RISK	24
8. ADDITIONAL INFORMATION	28
9. ACCOUNTING POLICIES	29
10. FORECAST FINANCIAL STATEMENTS	33

1. INTRODUCTION

Wellington Zoo is 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 all life will thrive.

Wellington Zoo Trust celebrates its 20th anniversary in July 2023. While the Zoo itself is 117 years old the Trust model was created in 2003 to better manage the Zoo. We undertook a master planning, species planning and strategy review in late 2022 to prepare for the next LTP, and to envision the next twenty years for the Trust. This new strategy will influence the new te reo Māori name for Wellington Zoo to reflect the place and story of Wellington Zoo - a project which will be complete in July 2023 after all required consultation has occurred.

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. From our 2019 community perceptions research, 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. From the same research, 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. Again, our research shows that 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 allows us to tell both local and global conservation stories to 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 welcoming, progressive and professional zoo and to create ongoing resilience for one of our city's most iconic places.

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

2. POST COVID-19 INFLATIONARY IMPACTS

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

We have budgeted for the Zoo's highest visitation year ever, with a 7% lift in visitation and associated revenue following the arrival of Snow Leopards - but it remains to be seen how much will be achieved given the ongoing economic uncertainty and inflationary pressures on household discretionary spending. We had a budgetary shortfall of up to \$487k for 2022/23 (for which we acknowledge the support of WCC to fund) and **we are budgeting an operational shortfall of \$571k for 2023/24**. This shortfall is attributable to continuing economic impacts increasing costs and remuneration pressure. Note this is based on the confirmed Living Wage increase of 9.9%, and other staff receiving salary increases of between 2-5%, as well as resizing and relativities adjustments in line with market data and inflationary pressures. The Living Wage increase alone

is adding \$166k to our overall remuneration costs over 2022/23. We have been indicating this financial position to Council in the last two years.

The Board acknowledges the **\$4,166,083 operational funding from WCC** for 2023/24 which incorporates a 10% increase for the 2023/24 financial year and an additional \$39k to assist with Living Wage pressures. Due to the current cost of living pressure and based on recent price elasticity research, the Zoo continues to be faced with a widening funding shortfall year-on-year. This places significant pressure on the Zoo's ability to pay increased remuneration, which is becoming more necessary, to maintain progressive zoo outcomes and cover increasing costs. Our price elasticity research, by renowned research firm Morris Hargreaves McIntyre (MHM), indicates that increasing prices will negatively impact visitation and revenue.

The WCC Operational funding Grant in 2023/24 is 42% of our budgeted expenditure. If we were to move to a **50:50 funding model** it would mean an additional \$834k in Council funding for 23/24. This would be a more sustainable option for the Zoo going forward. Following the expected stimulating effect of Snow Leopards on Zoo visitation in 2023/24, the 2024/25 and 2025/26 years will most likely return to more normal levels of visitation and therefore less associated revenue. Our market research shows the Zoo's visitation would sit around 244k visitors in a normal year. This reinforces that the 50:50 funding model will be necessary for the financial sustainability of the Zoo for 2024/25 and beyond. This is despite the Trust seeking to introduce more commercial products to reduce the shortfall. It is worth noting that the City Council owns the assets of the Zoo including the animals (which appear on Council's balance sheet). These cores assets are not discretionary and must be protected and cared for on a fixed cost basis- including any staff costs linked to those assets. Therefore, these assets do not necessarily mean capital expenditure but require OPEX for best practice animal welfare, health and safety provisions and appropriate staffing associated with the integrity spend on these mission related assets. **This further supports the 50:50 funding model the Trust is requesting.**

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 Trust employees are all paid at, or above, the Living Wage. This is part of our ongoing remuneration strategy for the Trust. However, current inflationary trends are putting pressure on our ability to pay across the board due to relativities and market changes. Cost of living increases continue to rise and as a not-for-profit trust it is a constant struggle to keep pace. Government and wider market salary increases have put enormous pressure on the Zoo in key areas such as veterinary staff, professional and managerial roles. Other council-owned New Zealand zoos remunerate more than we do for specialist animal care staff and this is beginning to have an effect on qualified and experienced staff retention - our second highest risk in our Risk Matrix. It is important to note that we are about to begin renegotiation of the Collective Employment Agreement, and we are also expecting that we may receive a Fair Pay Agreement claim for Zookeepers across the country.

While we always look to submit a balanced budget to WCC for the SOI, it will be impossible to do so for the coming year without further funding from WCC. While we gratefully acknowledge the 10% increase in our operating grant, due to the outlined pressures, we request further support of \$571k for the 2023/24 year. This would make the total operating grant \$4,737,083, which is 47% of the OPEX of the Zoo. The impacts of not receiving additional funding would seriously affect the ability of Wellington Zoo to drive forward with the outcomes a progressive zoo requires.

3. NO SURPRISES APPROACH

We work from a '**no surprises**' approach with Wellington City Council and have regular communications with the other CCOs and other significant organisations in our city.

As always, we are more than willing to work with WCC and the other CCOs to drive strategic outcomes for the city. By building a strategic **relationship** with WCC we can share our knowledge and expertise to the

benefit of the city as a whole. We have experience in sustainability, visitor engagement, delivering capital projects and health, safety and wellbeing approaches that the city can draw on if required.

By being involved in conversations early with WCC we can be better informed about processes such as the LTP, Asset Management and strategic priorities. Our relationship should go beyond reporting to true partnership and collaboration. Better alignment on city issues such as tourism, sustainability, conservation and value for money can only be of benefit to all parties and our community at large. For WCC, having a better understanding of the priorities for Wellington Zoo is also of benefit. An example of this is the digital and IT support we have worked on together which has brought benefits to both Wellington Zoo and WCC. Visits to Wellington Zoo by Councillors and Council Officers greatly enhance understanding of the complexity of the mahi at Wellington Zoo. **The Economic Wellbeing and CCO Team have added a new and improved dimension to communications between Wellington Zoo and WCC.**

Wellington Zoo will work with WCC, other CCOs and other partners to be:

- **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 biophilic and sustainable city.**

4. STRATEGIC ALIGNMENT WITH WCC AND SPECIFIC EXPECTATIONS

The work of the Zoo supports the 2040 vision for our city – an inclusive, creative capital where people like to live. Wellington Zoo's strategy reflects the expected WCC community outcomes and priorities 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 action.

The new Wellington Zoo 2023-27 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 based on Te Whare Tapa Whā model of health, we are able to define our areas of focus over the coming years. This creates a strategic context for our kaupapa.

ME TIAKI, KIA ORA!

ORANGA A HEALTHY ORGANISATION

AS WELLINGTON ZOO TANGATA WE:

- Celebrate and support the diversity of our Zoo whānau
 - Engage with our people to support a happy, healthy and safe workplace
 - Commit to outstanding daily visitor care
 - Improve and maintain the physical assets
 - Support the success of our people
 - Meet all legal and compliance requirements
 - Integrate Te Ao Māori within the Zoo
 - Model values aligned behaviours
 - Use data driven decision making
 - Sustain financial success



WAIRUA OUR COMMUNITY

INSPIRED BY RONGO WE STRENGTHEN COMMUNITY SUPPORT AND ACTION BY:

- Maintaining access to the Zoo for all community members through IDEA (Inclusion, Diversity, Equity and Accessibility) initiatives including community partnerships
- Maintain the Zoo's good reputation and engagement with our community through strategic communications, both on and off site
- Engaging, message driven conservation education based visitor experiences to build community action



WHĀNAU OUR ROLE

INSPIRED BY TĀNE WE PROTECT OUR PLANET BY:

- Setting aspirational sustainability targets based on our chosen SDGs
- Retaining net carbon zero certification through climate action
- Engaging our community and stakeholders with climate impact actions



TINANA OUR ANIMALS

INSPIRED BY TANGAROA WE CARE FOR OUR ANIMALS BY:

- Science based animal welfare practices so the animals are happy
- World leading animal care so the animals live their best lives
- Strategic species planning for our site and staff expertise



HINENGARO OUR PURPOSE

INSPIRED BY TŪ WE SAVE WILDLIFE AND WILD PLACES BY:

- Recognition and involvement of the Zoo's conservation expertise
- Effective field partnerships for long term conservation outcomes
- Focused investment in conservation innovations

2023 - 27 **VALUES**



**WELCOME TO
OUR WILD PARTY**
HE WHĀNAU KOTAHI TĀTOU



**WE ARE A VOICE
TO BE HEARD**
KA RONGO TE PŌ, KA RONGO TE AO



**WE PUNCH ABOVE
OUR WEIGHT**
EHARA TAKU TOA I TE TOA TAKITAHĪ,
ĒNGARI HE TOA TAKITINI

WELLINGTON
ZOO

MANAAKITANGA
WELCOMING GENEROSITY,
SUPPORT, HOSPITALITY
AND KINDNESS

ME TIAKI, KIA ORA!



**WE HAVE A STRONG
GREEN FURRY HEART**
ME MANAWANUI

Strategic Alignment with Wellington City Council

Strategy

Wellington Zoo Trust Alignment

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 both 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 the ground conservation outcomes. *Tiakina te Taioa* is at the heart of everything we do.

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. This plan sets out our priorities for the next year, five years and twenty years.

Environmental Wellbeing

And

Tiakina te Taiao/Caring for our environment

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; Cotton Top Tamarins through Proyecto Titi; Black and White Ruffed Lemurs and Ring-tailed Lemurs through the Madagascar Fauna and Flora Group; White-cheeked Gibbons through Fauna and Flora International, Vietnam; Cheetah through Cheetah Outreach; Kea through Kea Conservation Trust; Grand and Otago Skinks with DOC; Kororā and Tawaki through West Coast Penguin Trust; and Golden Lion Tamarins through Associação Mico-Leão Dourado. We have recently signed an MOU with Mountain Spirit, a conservation partner based in Nepal that works with local communities to protect mountain communities, cultures, and biodiversity including Snow Leopards.

In late 2019 we launched our inaugural **local conservation grants programme** benefitting Wellington Region conservation projects. These are grants specifically for small community projects, extending the connection of the Zoo to conservation in Wellington. In late 2022 we awarded new grants to projects (NB: Rēkohu Chatham Islands are included as part of our local Rongotai Electorate): *Addressing the conservation conundrum of the Sooty shearwater on Kāpiti Island (Etienne Ossona de Mendez, PhD student)* To investigate weka predation of Titi on Kāpiti island as part of a PhD project. *GPS tracking of the Chatham Island Tāiko (Johannes Chambon, PhD student)* To support a PhD pilot study on GPS use on Chatham Islands Tāiko. *Love Rimurimu (Mountains to Sea Trust Wellington)* Kura students to grow seaweed at kura and then plant along Wellington coastline to support kelp forest restoration. *Predator Free Paekākāriki (Predator Free Paekākāriki)* To purchase DOC150 traps for predator control community group in Paekākāriki. *He Kākano: Nursery security system (Pae Tū Mōkai ō Taura Incorporated Society)* To purchase a replacement for their laptop which was stolen from their site.

The Nest Te Kōhanga, our state-of-the-art veterinary hospital, works with a variety of native species. Sick and injured native wildlife make up a significant proportion of the veterinary medicine case load – including many who are classed by DOC as nationally critical. Our success in successfully releasing injured native wildlife back to the wild is above world standard for zoo veterinary hospitals and we take great pride in this achievement.

Environmental Wellbeing

And

Tiakina te Taiao/Caring for our environment (Continued)

The **Wellington Zoo restoration site** project began in 2014 as a collaborative project with Wellington City Council and Wellington Water. The site, adjacent to the Zoo on the town belt, was designated as a mitigation site for damage that was done at the other end of the waterway for Wellington Water's infrastructure. The site was weeded and planted with native plants. Wellington Zoo has kept up maintenance weeding and planting since. Over summer 2021/2022, WCC hired Kaitiaki Restoration to do some more extensive weed control to prepare the site for a final inspection by Greater Wellington as required by the resource consent that allowed it to be used as a mitigation site. In 2022 we commissioned a weed management plan for restoration site from Kaitiaki o Ngahere and are progressing an MOU for this site with WCC.

We measure our environmental results using the UN Sustainable Development Goals Framework with the specific measures below:

SDG 15 Life on Land

- 100% paper/wood products purchased by or sold at the Zoo that are FSC certified
- Increase in native biodiversity (plants, animals,) in restoration site and within Zoo
- All conservation projects include two or more aspects - social, climate change, local ecological, wider environment

SDG 14 Life Below Water

- Measure amount of products with single use plastics purchased by or sold at the Zoo and plan for reduction
- Set proportion of ocean originating products purchased by the Zoo that are certified by Marine Stewardship Council after audit
- At least two conservation organisations the Zoo partners with which are marine-based or freshwater based

Social Wellbeing

And

He whanau toiora/Thriving communities

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 wellbeing of people in Wellington.

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.

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 feedback for overall visitor experience sits at 90% satisfaction and people are enjoying the continual change in the Zoo. IDEA concepts help us build inclusion, diversity, equity and accessibility initiatives.

We have received **Rainbow Tick Certification** and in our recent staff survey the question with the highest rating (94%) was 'As an LGBTTTQIA+ person, being myself at work does not impact how my work is evaluated.' The second most highly rated question (85%) was 'the LGBTTTQIA+ leaders in this organisation are visible and can be role models.' Wellington Zoo has presented our Rainbow community initiative to the WCC Takatāpui Rainbow Advisory Council in February 2022.

Social Wellbeing

And

He whanau toiora/Thriving communities
(Continued)

We have established community partnerships with key organisations in Wellington. We support the Wellington City Mission, Changemakers Resettlement Forum, Emerge Aotearoa, Wellington Children's Hospital and Ronald McDonald House Charities Wellington. These partnerships enable these organisations to offer the choice of Zoo visits to the whānau they work with. These partnerships have all recently been renewed for a further three years. The Wellington City Missioner refers to the Zoo as a 'healing place' for the people they serve.

Other accessibility programmes include: **Enriching Local Curriculum** (ELC) discounted entry for school groups through funding from the Ministry of Education; free Neighbours' Night for our Newtown and Melrose locals in conjunction with City Housing and Newtown New World; Welcome Weekends; Winter Wednesdays; and other discounted entry opportunities ensure accessibility for a wider segment of the community.

We are very proud of the work we are doing to make the Zoo an inclusive and diverse place to enhance social 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.

Cultural Wellbeing

And

Aho Tini 2030 – Arts, Culture and
Creativity Strategy

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. We work with local artists to incorporate bespoke murals, statues and art work within the Zoo's visitor experience. This includes incorporating new statue and play into the Snow Leopard habitat, commissioning murals for the tiger viewing areas and connection with artist Shannon Novak through the WCC City Arts team on Make Visible Te Whanganui-a-Tara to design an installation for the Zoo's front entry.

Wellington Zoo's strategy is for 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.**

Strategy

Wellington Zoo Trust Alignment

Economic Wellbeing

And

Economic Wellbeing Strategy

We contribute to the economic success of our **suppliers** from free range egg suppliers and veterinary supplies to architects and trade contractors. As a local entity ourselves we try as much as possible to support small and/or locally owned businesses.

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.

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 are perfectly placed to add value to the economy of our region.

Last year we established a new partnership for **food and beverage** at the Zoo, working with an iconic Wellington catering and hospitality company to make sure our offering remains local, personal and aligns with our values.

Te whakatairanga i te ao Māori/Enhancing and promoting te ao Māori

Our values underpin our strategy and they resound with our approach to being a welcoming, happy place. Our alignment with te ao Māori is reflected in the organisational values (below) 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 four 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.

The first phase of Kanohi Kitea was a two day cultural competency programme, completed by all permanent and fixed term staff last year. On the back of this a **Kanohi Kitea rōpū** has been convened with interested staff members applying to be on the rōpū to help extend the reach of the Kanohi Kitea throughout the organisation. This rōpū will support staff members as we move into the next phase of Kanohi Kitea, developing our te reo Māori and tikanga Māori knowledge and skills.

Te whakapakari pūmanawa/Building capability

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 employ key, specialist staff across a range of areas – some are world leading in their field. Our aim is always to retain our people, and in line with our strategic area objectives of Oranga, A Healthy Organisation, we have policies and initiatives that recognise and reward our people. We want our people to thrive.

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.

The Zoo will be working to develop **Rangatahi Pathways** in association with Wellington City Council over the coming year. However, this will be dependent on sourcing funding for paying rangatahi the Living Wage. The 50:50 funding model for 2024-25 onwards will support programmes such as this (refer Section 2).

To achieve our strategic direction, we will be continuing our commitment to sustainability and our Toitū net carbonzero certification continues with projects such as solar power installation on suitable Zoo buildings and increasing the use of EVs in our vehicle fleet. Our recent site-wide project to upgrade our water metering infrastructure will also allow for more targeted initiatives to reduce our overall water usage across the Zoo. We have identified improving relationships with Wellington Water and WCC officers in the three waters area in this SOI period – aligning with the Council’s priority objective for maintaining functioning and reliable three waters infrastructure.

As a Toitū net carbonzero 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 part of our contract with our new Resource & Waste Recovery partner, **Waste Management NZ**, we will be working to implement new initiatives to improve recycling recovery from visitor waste streams and review zoo operational practices as we seek to continually reduce waste to landfill and improve waste diversion. We have developed a Climate Action Position Statement. Species such as Snow Leopards, which are climate change refugee species, enable us to tell the story of climate change and the resulting impacts on the environment.

Te Atakura: First to Zero Policy

We measure our climate action results using the UN Sustainable Development Goals Framework with the specific measures below:

SDG 13 Climate Action

- 30 media/social media stories about the Zoo with climate change/action messages
- Visitor awareness of climate actions they can take (survey)
- 1500 school children educated about climate change/action

SDG 11 Sustainable Cities & Communities

- Two conservation projects which include support for sustainable communities/urban biodiversity
- 12.5% visitors taking sustainable transport to the Zoo
- 12 Wellington region conservation organisation partners/collaborators

SDG 12 Responsible Consumption & Production

- Less than 100 kg food waste from nutrition centre to landfill per year
 - Proportion of palm oil containing products purchased by the Zoo which use certified sustainable palm oil
-

As one of the key environmental education providers in Wellington, the Zoo has an **Enriching Local Curriculum (ELC) contract** with the Ministry of Education (MOE). Over **10,000 school children** annually experience a learning workshop 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.

Strategy for Children and Young People

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.

As a child friendly city and in line with the Strategy for Children and Young People, it's important for Wellington to cater for all young people and their families, and this means providing safe, accessible and enjoyable places for learning and play, and offering community events and activities that are suitable for all. We will support the hauora, or wellbeing, of children and young people by placing a wellbeing focus on the recreational, and environmental programmes we currently deliver for children and young people. **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.**

Accessible Wellington

We have achieved Be. Lab Accessible Gold rating (this was renewed in 2022) 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.Lab to improve the experience for all people. **This aligns with Accessible Wellington, The Accessible Journey Action Plan 2019.**

WZT Specific Expectations

Specific Expectations

4.1 Council expects the Trust to leverage the new Snow Leopard opportunity to increase visitation to the Zoo

Wellington Zoo Trust Alignment

Construction of the new **Snow Leopard** project started in late December 2021 and was completed March 2023. The Trust fundraising has reached **\$2,294,753** and is approximately 38% of the total project cost of \$6.1m.

International research shows that **big cats are the biggest draw card** for visitors attending zoos. Community support for Snow Leopards is high, with social media posts on Snow Leopards regularly being among our highest performing in terms of reach and engagement. Visitation increase to the Zoo due to Snow Leopards is a critical part of our operational marketing plan for 2022/23 and 2023/24 and is clearly indicated in our measures for 2023/24.

We have **partnered with Mountain Spirit**, a conservation organisation that works in Nepal with local communities in the mountains where Snow Leopards also live. This supports our Conservation Strategy and also our SDG measures for Climate Action. 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

4.2 The Trust will provide a forward programme of the planned asset renewals which are funded by Council and supported by third-party fundraising. The renewals programme will be underpinned by an Asset Management Plan

Asset Renewals

The renewals budget allows us to maintain a resilient asset for the city. We have given the renewals budget precedence in the LTP as we know that reasonably small, enhancing changes can give us excellent animal, staff and visitor outcomes. We have been successful with external fundraising for a number of renewals projects if they meet the funding criteria. Examples include the Chimpanzee Park (\$500k of a \$1.3m budget), Twilight Te Ao Māhina (\$123k of a \$290k budget) and Giraffe House refurbishment (\$400k of a \$483k budget). Much of the Zoo renewals is made up of maintenance of the asset such as painting, electrical works, fencing, safety and security improvements and visitor pathways which are not able to be externally supported through fundraising.

The Zoo will continue to work alongside the WCC Strategic Asset Planning team to develop and refine the Asset Management Plan to ensure the ongoing maintenance and renewal of the Zoo asset is carried out strategically using the most up-to-date data available, while also executing our obligations under the **Contract for Services**. When complete, the Zoo AMP will enable the Trust 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.

Building on the recently completed existing Zoo asset register realignment with WCC, the final draft project has been completed to update asset valuation and condition assessments in line with market values and best-practice asset management processes. While this project isn't intended to update the Council's financial asset valuation of the Zoo, this report will help inform future, long-term LTP decisions around maintaining the Zoo asset considering current market conditions. 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. It is important that the AMP for the Zoo asset matches the other CCO and WCC business units to ensure information consistent across the WCC asset portfolio, so will be taking direction from WCC Officers as the new AMP format develops in the lead-up to the next LTP planning round.

Specific Expectations

4.2 The Trust will provide a forward programme of the planned asset renewals which are funded by Council and supported by third-party fundraising. The renewals programme will be underpinned by an Asset Management Plan (Continued)

Wellington Zoo Trust Alignment

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 significant planned **Renewal projects** for the 2023/24 financial year are:

- **Lace Monitor habitat** - iconic Australian animal which will be the introductory species for the *Neighbours* precinct, to be completed July/August 2023;
- **Earthquake prone buildings** – removal of and improvements to earthquake prone buildings and walls, including building replacement structures where required for staff office and storage areas;
- **Kamala’s function space** – refurbishment and installation of new glass doors expand the functionality of the space and improve the make-up of overall venue offerings, improving the Zoo’s financial sustainability
- **Otter Dens/Habitat & Gibbon viewing** – improving the entry precinct of the Zoo and improved viewing of the Monkey Island areas;
- **Quarantine Facilities** – to refit and revitalisation of older buildings to improve functionality and provide more flexible spaces for the different species in the Zoo;
- **Site-wide Visitor facilities** – refresh of older areas of the Zoo, rest spaces, visitor interpretive areas and overall facilities in preparation for Wellington Zoo hosting the International Zoo Educators conference in October 2023
- **Meet the Locals He Tuku Aroha refresh** – this area requires significant renewal and investment, along with a review of the animal and visitor spaces, as it has been well-loved by visitors since being opened in 2016

4.3 Council will work with the Trust on capital budget planning to inform the 2024 LTP following the Trust’s master planning, species planning and strategy review in late 2022

Master Planning

In November 2022 Wellington Zoo began the process Master Planning process. This process addresses the physical asset, strategic priorities, species selection, storytelling and sense of place.

Over the last twenty years Wellington Zoo has undergone enormous change – physically, culturally and economically. The Zoo Capital programme from 2006-2016 changed the physical face, the community perception and reputation of Wellington Zoo. Latest visitor research indicates that Wellington Zoo is seen as an integral part of our city. Wellington Zoo is seen as a leader in sustainability, animal welfare, visitor experience and conservation - the remit of a progressive zoo. The next 20-year plan needs to build on this success and examine new innovations for a 21st century zoo. The work of zoo professionals continues to evolve and the master plan, species plan and strategy needs to be flexible and informative to allow Wellington Zoo to respond to changes in the operating environment, community expectations, zoo-based conservation and animal welfare science.

The design of zoo habitats is one of the most significant factors impacting the welfare of the animals that live within them. This in turn underpins the social license zoos operate under. Zoos must be proactive not reactive to changing societal expectations of what is acceptable for animals in human care. Zoos and zoo designers must adapt. This is why zoo habitats rarely have a life span beyond ten years in progressive zoos. Given that breeding in human care has played a role in over half the cases where species have been rescued from extinction, getting welfare right matters not only to individual animals but also to the survival of species.

4.3 Council will work with the Trust on capital budget planning to inform the 2024 LTP following the Trust's master planning, species planning and strategy review in late 2022 (Continued)

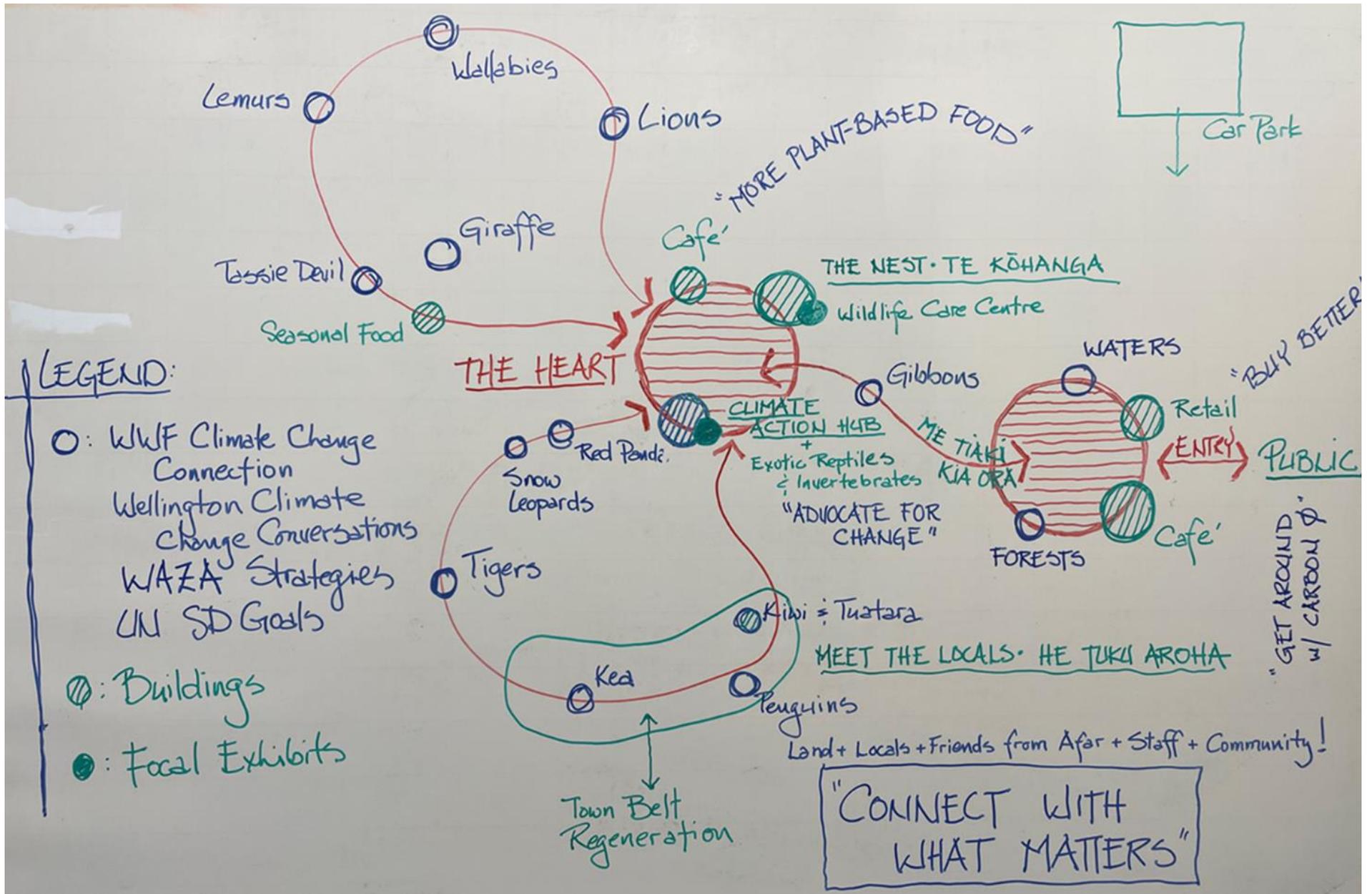
Master Planning Cont.

The world is stepping into a moment of great change. With climate change, COVID-19 impacts and species decline Wellington Zoo must be at the forefront of the change and lead by example. Always looking ahead, our Zoo must take on necessary site improvements, strategic thinking, care for appropriate species and people to meet community aspirations as a progressive zoo. The series of required modifications to resolve these challenges act as a springboard for renewing the Zoo as a whole.

The redevelopment provides the perfect opportunity to re-envision the layout of our Zoo, build on the success of the last twenty years to better reflect our strategy and species plan, and to ensure that the site reflects our Zoo's high-level ambitions, as well as better facilitating our progressive kaupapa, Me tiaki, kia ora! – we must look after the environment so all will thrive. This will be a vision that transcends the evolution of our Zoo over the next twenty years and positions it to be resilient and agile going into the future, while continuing to be a place of innovation and creativity with excellent animal welfare, and incredible and memorable experiences.

Studio Hanson Roberts (SHR) (Becca Hanson and David Roberts) led the process with Scott Killeen from Kelp Creative and Erna Walraven, Senior Curator Emeritus, Taronga Conservation Society Australia who are zoo qualified and experienced overseas design consultants have been engaged as well as local design consultants to develop the plan in readiness for the 2024 Long Term Planning process starting in 2023. The following drawings explain the stage reached in November 2022. These drawings show indicative physical changes as a result of the November workshop.

These will be further refined, phasing of projects will be considered, artist renditions of early phase projects will be provided and costs will be assessed by the Zoo's Quantity Surveyors, Maltbys. The package of information for WCC consideration is currently being developed and will be discussed with Council Officers over the coming months in readiness for inclusion in the 2024 LTP deliberations.



5. PERFORMANCE MEASUREMENTS

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

Measure	Frequency of Measure	Target 2023-24	Target 2024-25	Target 2025-26	
Visitors	Quarter*	265,815	244,000	244,000	This measure is linked to the Zoo's strategic area of Wairua and Oranga.
Student and education visits	Annual	21,000	21,000	21,000	Conservation education programmes and student self-guided visits. This measure is linked to the Zoo's strategic area of Wairua and Oranga.
Council operating grant per visitor	Annual	\$15.67	\$17.69	\$18.18	This measure is linked to the Zoo's strategic area of Oranga.
Full cost to Council	Annual	<i>Not available from Council for Sol</i>	<i>Not available from Council for Sol</i>	<i>Not available from Council for Sol</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 (excluding grants and interest)	Annual	\$17.93	\$18.85	\$18.85	This measure is linked to the Zoo's strategic area of Oranga.
Non-Council donations and funding	Annual	\$364k	\$380k	\$400k	Non-Council operational grants, donations, sponsorships and bequests. This target does not include any capital funding. This measure is linked to the Zoo's strategic area of Oranga.
Percentage of operating costs generated by the Trust	Annual	53%	50%	50%	This measure is linked to the Zoo's strategic measure of Oranga.
Trust generated income as percentage of the Council grant	Annual	125%	116%	113%	This measure is linked to the Zoo's strategic area of Oranga.

*Target Visitor Numbers by Quarter 2022-23

Q1	Q2	Q3	Q4	Total
51,389	71,864	72,397	70,165	265,815

Measure	Frequency of Measure	Target 2023-24	Target 2024-25	Target 2025-26	
Measure visitor feedback and satisfaction	Annual	80%	80%	80%	Average visitor satisfaction is 80% or greater. This measure has changed as the new visitor survey measures satisfaction on scale of 1-7, to align with customer experience best practice, rather than the previous scale of 1-10. This measure is linked to the Zoo's strategic areas of Wairua and Oranga.
Number of vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) at the Zoo	Annual	25	25	25	This measure is linked to the Zoo's strategic area of Tinana.
Percentage of native animals released to the wild after triage and treatment by The Nest Te Kōhanga (TNTK)	Annual	50	50	50	This measure is linked to the Zoo's strategic area of Tinana.
Zoo UN SDG targets met	Annual	80%	80%	80%	Targets for Zoo SDGs have been established and involve the work of teams across the Zoo. These new targets will enable us to push forward our work for a sustainable planet through the SDG framework. This measure links to the Zoo strategic area of Whānau.
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	This measure is linked to the Zoo's strategic area of Hinengaro.
Maintain Zoo and Aquarium Association accreditation	Annual	Achieved	Achieved	Achieved	ZAA accreditation assesses animal welfare, conservation, sustainability, biosecurity and safety when working with dangerous animals. This measure is linked to the Zoo's strategic areas of Oranga, Tinana, Hinengaro and Whānau.
Maintain Toitū net carbonzero certification	Annual	Achieved	Achieved	Achieved	This measure is linked to the Zoo's strategic area of Whānau.
Implementing cultural competency programme	Annual	Achieved	Achieved	Achieved	Linked to the implementation of this bicultural competency programme. This programme is linked to the Zoo strategic area of Wairua.
Achieve and maintain Rainbow Tick certification	Annual	Achieved	Achieved	Achieved	Rainbow Tick is a certification mark provided after a diversity and inclusion assessment process. Rainbow Tick is about accepting and valuing sexual and gender diversity in the workplace. This measure is linked to the Zoo's strategic area of Oranga.

Measure	Frequency of Measure	Target 2023-24	Target 2024-25	Target 2025-26	
Health, Safety & Wellbeing Committee meeting attendance	Annual	80%	80%	80%	Measured against those staff available to attend meetings. This measure is linked to the Zoo's strategic area of Oranga. The change of Committee name is linked to legislation and the inclusion of Wellbeing in our HSW Strategy.
Emergency drill or incident debriefs summary delivered	Annual	8	8	8	Debriefing documents developed and key lessons presented to Zoo staff following emergency drills, trial evacuations and real incidents. This measure is linked to the Zoo's strategic area of Oranga.
Volunteer engagement survey completed	Annual	1	1	1	This annual survey measures the satisfaction levels of those volunteering across the organisation. This measure is linked to the Zoo's strategic area of Wairua.
Staff recognition initiative complete	Annual	1	1	1	Annual Gold Agouti Staff Awards. This measure is linked to the Zoo's strategic area of Oranga.
Staff learning and development initiatives completed	Annual	10	10	10	Learning opportunities from both internal and external speakers and providers. This measure is linked to the Zoo's strategic area of Oranga.

6. 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.

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.”

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, and the Zoo’s Strategic Management Team, meets regularly with Council Officers for CCOs and other Council management when appropriate. The Chair and Chief Executive attend Finance and 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 Statement 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.

Contract for Services

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 wellbeing 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; and
- Fundraising for the organisation’s future sustainability, development and conservation projects.

Trust Board Membership

Name	Term Expires
Craig Ellison (<i>Chair</i>)	31 December 2023
Nina Welanyk Brown	31 December 2024
Jane Diplock AO	31 December 2024
Nureddin Abdurahman	16 October 2025
Chris Roberts	31 December 2025
Jamie Tuuta	31 December 2025

All Board members are non-executive. A Board Skills Matrix will be provided separately by **31 March 2023** and updated annually.

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 2023.**

7. 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, Safety and Wellbeing is currently managed via the Director Safety, Assets and Sustainability who is a direct report to the Chief Executive. The H&S Lead works with our Health, Safety and Wellbeing Committee 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.

A three-year Health, Safety & Wellbeing (HS&W) strategy has been developed to address improvement areas identified through an external review of the Zoo's systems carried out in April 2021. Delivering against this strategy, the Zoo completed a thorough review of operational **Critical Risks** and reporting measures to the Trust Board and SMT to ensure these risks are being managed with the appropriate rigour and necessary verification measures are in place to keep Zoo staff, visitors and the community safe.

As with all our HS&W 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 HS&W objectives. Like all our legal obligations we have our HSW compliance assessed annual by ComplyWith. This external assessment ensures that all legal obligations across the Zoo business are met.

The Zoo's **Risk Matrix** highlights the criticality of maintaining a resilient organisation for the city. Impacts of a natural disaster, attraction and retention of key staff and loss of business due to an extreme event are all high-level potential risks if we are not able to adequately manage or resource appropriately.

Risk Analysis & Control Plan for Wellington Zoo Trust

Risk Identification	Uncontrolled Risk			Risk Control	Risk after Control			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
Attraction and retention of key staff	0	6	6	Learning and Development opportunities. Career progression initiatives such as the Keeper Development Programme. HR Policies & Remuneration Policy. Review Remuneration strategy. Engagement through shared values. Employee Experience Journey protocols, eg advertising, induction. Monitor and maintain skills shortage status for Veterinarians, Veterinarian Technicians, Zoo Keepers and other critical roles with Ministry of Immigration. Engage with a range of stakeholders and partners.	-1	6	5	CE & Board	Board COO
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 and other key stakeholders. 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. Maintenance of good biosecurity measures and developing controls on an ongoing/regular basis. Veterinary protocols and pre-import and pre-export screenings. Animal Human Interaction protocols. Communication Plan.	-2	6	4	CE & Board	Board COO, Director, SAS
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. HSW 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	0	5	5	Operating environment evaluated regularly. Tactical marketing and pricing put into effect and tempered by prudent financial management.	0	4	4	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 COO
Cyber-Security Failure / Privacy Breach	-1	5	4	WCC ICT system and policies eg, secure password management. Cyber security testing/monitoring by WCC. 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. Zoo website penetration testing. Privacy Officers and Privacy Working Group undertake Privacy Impact Assessments (PIAs) twice yearly, in March and September.	-2	5	3	CE & Board	Board COO

Risk Identification	Uncontrolled Risk			Risk Control	Risk after Control			Accountability	Responsibility
	Probability	Impact	Risk Value		Probability	Impact	Risk Value		
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 COO
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	Board/Director, SAS
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 COO
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 COO
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
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 Director, SAS

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 control plan developed and agreed with the Board.
-  All risks with a Risk Value of 3 or 4 shall have a control 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 control plan even if the overall Risk Value is less than five.

8. 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 **\$4,166,083 operational funding** for 2023/24. However, we have outlined the pressures on our financial situation both for this year (2022/23) and for 2023/24 in Section 2 of this SOI. **As such we request an increase to this grant of \$571k which would make the total operating grant \$4,737,083 for 2023/24 which is 47% of total OPEX.**

The Board acknowledges the **\$1,291,847 included in the *current* Long-Term Plan** for Zoo Asset **renewals** for 2023/24.

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.

9. 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 criterion 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 include 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 were 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 were 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.

10. FORECAST FINANCIAL STATEMENTS

CCO: Wellington Zoo Trust Business Plan 2023/24		\$NZ000's						
Estimate 30-Jun-23	EARNINGS STATEMENT	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	Total YE 30-Jun-24	Total YE 30-Jun-25	Total YE 30-Jun-26
	Revenue							
4432	Trading Income	1,016	1,338	1,273	1,138	4,765	4,600	4,600
3752	WCC Grants	1,042	1,042	1,042	1,042	4,166	4,316	4,437
92	Other Grants	21	21	21	21	84	90	100
280	Sponsorships and Donations-Operational	70	70	70	70	280	290	300
500	Sponsorships and Donations-Capital	0	0	0	0	0	0	0
20	Investment Income	3	2	3	2	10	15	15
0	Other Income	0	0	0	0	0	0	0
9,076	Total Revenue	2,152	2,473	2,409	2,273	9,305	9,311	9,452
	Expenditure							
6,479	Employee Costs	1,774	1,774	1,774	1,774	7,094	7,349	7,496
2,484	Other Operating Expenses	646	671	671	671	2,782	2,852	2,909
0	Depreciation	0	0	0	0	0	0	0
0	Interest	0	0	0	0	0	0	0
500	Vested Assets/Restricted Funds spend	50	25	25	25	125	0	0
9,463	Total Expenditure	2,469	2,469	2,469	2,469	10,001	10,201	10,405
(387)	Net Surplus/(Deficit)	(318)	4	(61)	(197)	(696)	(890)	(953)
(387)	Operating Surplus (Deficit)	(268)	29	(36)	(172)	(571)	(890)	(953)
(387)	Net Surplus/(Deficit)	(318)	4	(61)	(197)	(696)	(890)	(953)
-4.3%	Operating Margin	-12.4%	1.2%	-1.5%	-7.5%	-6.1%	-9.6%	-10.1%

Estimate 30-Jun-23	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-23	As at 31-Dec-23	As at 31-Mar-24	As at 30-Jun-24		As at 30-Jun-25	As at 30-Jun-26
	Shareholder/Trust Funds							
0	Share Capital/Settled Funds	0	0	0	0		0	0
0	Revaluation Reserves	0	0	0	0		0	0
1,758	Restricted Funds	1,758	1,758	1,758	1,758		1,758	1,758
(113)	Retained Earnings	(431)	(427)	(488)	(684)		(1,574)	(2,527)
1,645	Total Shareholder/Trust Funds	1,328	1,331	1,271	1,074		184	(769)
	Current Assets							
2,525	Cash and Bank	3,299	2,286	3,267	2,029		1,131	182
200	Accounts Receivable	130	130	130	100		150	150
100	Other Current Assets	100	100	100	90		100	100
2,825	Total Current Assets	3,529	2,516	3,497	2,219		1,381	432
	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
2,825	Total Assets	3,529	2,516	3,497	2,219		1,381	432
	Current Liabilities							
580	Accounts Payable and Accruals	848	477	516	540		600	600
400	Provisions						200	200
200	Other Current Liabilities	1,354	708	1,711	605		397	401
1,180	Total Current Liabilities	2,202	1,185	2,227	1,145		1,197	1,201
	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
1,645	Net Assets	1,328	1,331	1,271	1,074		184	(769)
2.4	Current Ratio	1.6	2.1	2	1.9		1	0.4
58.2%	Equity Ratio	37.6%	52.9%	36.3%	48.4%		13.3%	-178.1%

Estimate 30-Jun-23	STATEMENT OF CHANGES IN EQUITY	As at 30-Sep-23	As at 31-Dec-23	As at 31-Mar-24	As at 30-Jun-24		As at 30-Jun-25	As at 30-Jun-26
	Equity Opening Balances							
224	Accumulated Comprehensive Revenue and Expense	(113)	(381)	(352)	(388)		(559)	(1,449)
1,808	Restricted Funds	1,758	1,708	1,683	1,658		1,633	1,633
2,032	Total Equity Opening Balance	1,645	1,328	1,331	1,271		1,074	184
	Comprehensive Revenue							
(387)	(Deficit)/Surplus for the year to retained earnings	(268)	29	(36)	(172)		(890)	(953)
(387)	Total comprehensive revenue	(268)	29	(36)	(172)		(890)	(953)
	Equity Closing Balances							
(113)	Accumulated Comprehensive revenue and expense	(381)	(352)	(388)	(559)		(1,449)	(2,402)
1,758	Restricted Funds	1,708	1,683	1,658	1,633		1,633	1,633
1,645	Total Equity-Closing Balance	1,328	1,331	1,271	1,074		184	(769)

Estimate 30-Jun-23	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	Total YE 30-Jun-24	Total YE 30-Jun-25	Total YE 30-Jun-26
	<i>Cash provided from:</i>							
4,432	Trading Receipts	1,016	1,338	1,273	1,138	4,765	4,600	4,600
3,752	WCC Grants	2,083	0	2,083	0	4,166	4,316	4,437
92	Other Grants	21	21	21	21	84	82	82
780	Sponsorships and Donations	70	70	70	70	280	290	300
20	Investment Income	3	2	3	2	10	15	15
0	Other Income	0	0	0	0	0	0	0
9,076		3,193	1,431	3,450	1,231	9,305	9,303	9,434
	<i>Cash applied to:</i>							
6,479	Payments to Employees	1,774	1,774	1,774	1,774	7,094	7,349	7,496
2,484	Payments to Suppliers	646	671	671	671	2,657	2,852	2,887
0	Net GST Cashflow					0	0	0
500	Other Operating Costs (VESTING)			25	25	50	0	0
	Interest Paid	0				0	0	0
9,463		2,419	2,444	2,469	2,469	9,801	10,201	10,383
(387)	Total Operating Cash Flow	774	(1,013)	981	(1,238)	(496)	(898)	(949)
	Investing Cash Flow							
	<i>Cash provided from:</i>							
	Sale of Fixed Assets					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	<i>Cash applied to:</i>							
0	Purchase of Fixed Assets					0	0	0
0	Other -vesting Cash for Capital Projects					0	0	0
0		0	0	0	0	0	0	0
0	Total Investing Cash Flow	0	0	0	0	0	0	0
	Financing Cash Flow							
	<i>Cash provided from:</i>							
	Drawdown of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
	<i>Cash applied to:</i>							
	Repayment of Loans					0	0	0
	Other					0	0	0
0		0	0	0	0	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0
(387)	Net Increase/(Decrease) in Cash Held	774	(1,013)	981	(1,238)	(496)	(898)	(949)
2,912	Opening Cash Equivalents	2,525	3,299	2,286	3,267	2,525	2,029	1,131
2,525	Closing Cash Equivalents	3,299	2,286	3,267	2,029	2,029	1,131	182

Estimate 30-Jun-23	CASH FLOW RECONCILIATION	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	Total YE 30-Jun-24	Total YE 30-Jun-25	Total YE 30-Jun-26
(387)	Operating Surplus/(Deficit) for the Year	(318)	4	(61)	(197)	(696)	(890)	(953)
	Add Non Cash Items							
0	Depreciation	0	0	0	0	0	0	0
(50)	Other (Restricted Funds movement)	(400)	0	0	0	(275)	0	0
(437)		(718)	4	(61)	(197)	(971)	(890)	(953)
	Movements in Working Capital							
1,462	(Increase)/Decrease in Receivables	70	0	0	30	100	(50)	0
(36)	(Increase)/Decrease in Other Current Assets	0	0	0	10	10	(10)	0
(1,141)	Increase/(Decrease) in Accounts Payable	268	(371)	39	24	(40)	60	0
(235)	Increase/(Decrease) in Other Current Liabilities	1,154	(646)	1,003	(1,106)	405	(8)	4
50		1,492	(1,017)	1,042	(1,042)	475	(8)	4
	Net Gain/(Loss) on Sale:							
	Fixed Assets	0				0	0	0
	Investments	0				0	0	0
0		0	0	0	0	0	0	0
(387)	Net Cash Flow from Operations	774	(1,013)	981	(1,238)	(496)	(898)	(949)



Craig Ellison
Board Chair, Wellington Zoo Trust