

WELLINGTON



Wellington Zoo Trust

Business Plan 2007/08

1. *Our Vision, Purpose, Commitments*

VISION

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

PURPOSE

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

COMMITMENTS

The Zoo is committed to:

- ⑥ Highest standards of animal care
- ⑥ Learning
- ⑥ Conservation
- ⑥ Fun
- ⑥ Creativity
- ⑥ Partnerships
- ⑥ Honesty

2. *Strategic Goals and Imperatives*

Wellington Zoo aims to fulfil the following strategic goals:

OUR ANIMALS' WELL BEING

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

CONSERVATION

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

LEARNING

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

The Six Strategic Elephants (imperatives) for Wellington Zoo over the next three years are to:

- Create outstanding, intimate and unique visitor learning experiences

The ZCP will form the basis of new facilities for improved animal housing and visitor experience. Wellington Zoo will continue to build its reputation as a unique, intimate zoo with more contact animal experiences throughout the zoo and also in the new Amphitheatre which is due for completion in July 07.

However the construction of a new 21st century zoo will be challenging in regard to the impact on the visitor experience and visitor flow. The Zoo is planning to mitigate this issue during construction by creating other value added experiences for visitors.

Teams and individuals can contribute to visitors' learning based on interaction and exploration.

- Ensure financial sustainability

The Zoo will review all commercial products and build a more commercial culture to ensure a sustainable business model. Wellington Zoo has been successful in obtaining grants and the ZCP should ensure this success continues.

However it is within a difficult environment that the Zoo will be operating especially as the ZCP, while providing a better future platform, addresses mainly legacy issues. The business case indicates an increase in visitation of 2% per year as a realistic projection of this situation.

- Make a leading contribution to conservation and research

Wellington Zoo is committed to conservation and will be a key stakeholder in collaborative conservation programs within the zoo industry and within the conservation agencies of New Zealand. A NZ Species Management position will be jointly funded by Auckland Zoo, Hamilton Zoo and Wellington Zoo to build relationships within government conservation agencies in Wellington. Wellington Zoo will also implement a Conservation Strategy to focus conservation effort on strategic projects. Wellington Zoo is able to take a leadership role in delivering the conservation message to the community by virtue of our visitation numbers and can provide a portal to the community for other agencies.

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

- Build lasting community support and participation

Wellington Zoo aims to be 'absolutely positively, the best little Zoo in the world' and to date has immense community support. As a community asset Wellington Zoo will implement a fundraising program to capture this support from the community and the zoo will also develop partnerships within the community.

- Ensure all staff add value and are valued

Wellington Zoo has been successful in attracting talented staff and the development of staff is a key strategic imperative. However the management of the redevelopment programme and fundraising to support the ZCP will place added burdens on existing staff over the coming year.

- Show industry leadership

Wellington Zoo plays a key role in Australasia as one of the four major zoos in NZ. The zoo is responsible for small population management within the collection for managed regional species and has a number of staff who hold regional zoo industry positions. Teams and individuals can contribute to either the creation of excellent well-being for our animals or to spreading knowledge in Australasia about our standards of excellence, or both.

As a conservation agency the Zoo is able to play a vital role in assisting the community to take positive action for the environment. The Environmental Management System has been successful in reducing the environmental footprint of the Zoo and environmental practices in the new construction will further enhance this result.

3. *Delivering the strategic imperatives*

Critical Success Factors- the Six Strategic Elements	
Boutique, integrated, dynamic, intimate visitor learning experience Effective roll out of capital program Leadership in conservation outcomes	Financial sustainability Skilled and motivated staff Community support and involvement

Wellington Zoo Strategy Framework 2007-08

The Dream: To be, absolutely positively, the best little zoo in the world

Goals	Strategies	Actions	Measures
Outstanding, intimate and unique visitor learning experiences	<ul style="list-style-type: none"> ▪ Provide innovative and interactive experiences which are message driven ▪ Present animals in intimate and up close ways ▪ Provide quality management and care of the collection – animal and botanic ▪ Provide quality visitor amenities and more wet weather facilities 	<ul style="list-style-type: none"> ▪ ZCP - Chimps, MAE, Amphitheatre, Bird Gardens, Hospital, power project ▪ Minor works- recycle stations; Twilight refit, Sun bears, Australian section, Research Camp, Lemurs, Living Room, Interpretation upgrades, Tiger Pond, visitor parking, visitor amenities ▪ Develop a Visitor Experience strategy and decide an 'owner' including encounters and animal conditioning 	<ul style="list-style-type: none"> ▪ Projects delivered on time on budget ▪ >90% visitor satisfaction rating ▪ >2% visitor increase against base for capital plan ▪ <5% increase of species in contact with visitors ▪ Collection Plan developed by September 07 ▪ >2 partnerships to assess visitor learning eg Victoria University ▪ >97% teachers rating learning programs as meeting objectives ▪ >14000 school children visit
Industry leadership	<ul style="list-style-type: none"> ▪ Focus on industry issues and emerging opportunities ▪ Support ARAZPA programs ▪ Provide knowledge, expertise and leadership on wildlife care, conservation and learning ▪ Build the international reputation of the zoo 	<ul style="list-style-type: none"> ▪ Represent WZ on ARAZPA committees eg TAGs, SAGs ▪ Contribute to the development of ZIMS ▪ Contribute to professionalism of the ASMP 	<ul style="list-style-type: none"> ▪ > 5 staff involved with ARAZPA Committees or positions

Financial sustainability	<ul style="list-style-type: none"> ▪ Develop a commercial culture and a sustainable business model ▪ Secure WCC support ▪ Increase visitation and visitor spend, commercial opportunities and return ▪ Secure grants as appropriate ▪ Fundraise for organisational needs ▪ Identify and manage business risks 	<ul style="list-style-type: none"> ▪ Review commercial products and implement changes to improve ROI ▪ Redevelop website for ecommerce opportunities ▪ Develop visitor driver opportunities to increase visitation and access to commercial products ▪ Review the catering contract ▪ Drive increased returns from catering and retail operations ▪ Implement the fundraising program eg capital campaign, recognition policy, Zoo Crew, ambassador program ▪ Review business risk matrix 	<ul style="list-style-type: none"> ▪ 5 in 5 Fundraising targets reached or exceeded ▪ Average retail income per visitor \$9.00 ▪ 10% return from Catering contract ▪ Average income per visitor (excluding WCC grant) target of \$10.42 ▪ Average WCC subsidy per visitor target of \$15.19 ▪ Increase Total admissions revenue by >2% ▪ Increase Total net other commercial revenue by >5% ▪ Ratio of WZT generated income as 69% of WCC grant total ▪ >2000 Zoo Crew memberships by June 08
Valued and motivated Staff	<ul style="list-style-type: none"> ▪ Harness staff passion and skills ▪ Ensure H&S is recognised and championed by all staff 	<ul style="list-style-type: none"> ▪ Training – project mgt, performance mgt., H&S, customer service, animal care and management, conferences, travel, committees ▪ Develop and maintain an effective performance management system linked to organisational goals ▪ Develop Leadership and Talent Management programs for retention/attraction of key positions ▪ Implement outcomes from the Staff Survey workshops ▪ Realign positions, skills and culture to the business needs 	<ul style="list-style-type: none"> ▪ All staff have PDP aligned to organisational goals by November 07 ▪ 80% training objectives in PDP met ▪ Improve staff satisfaction from annual survey to >70% ▪ <60% implementation of staff survey outcomes ▪ <15% staff turnover

Lead or participate in conservation and research programs	<ul style="list-style-type: none"> ▪ Develop strategic and effective scientific and community conservation programs ▪ Integrate conservation and research with animal management and visitor programs 	<ul style="list-style-type: none"> ▪ Develop the Conservation Strategy and decide an 'owner' ▪ Develop framework for integrating veterinary and animal mgt with conservation /research activities ▪ Integrate the collection with conservation programs ▪ Develop effective methods for measuring visitor support for conservation ▪ Contribute to Department of Conservation programs and other strategic partner programs ▪ Contribute to regional collection planning and other regional programs ▪ Build the EMS and sustainability culture at Wellington Zoo 	<ul style="list-style-type: none"> ▪ Conservation Strategy developed with stakeholder involvement by October 07 ▪ <38% collection linked to ASMP ▪ >5% reduction of ecological footprint – energy and water use and landfill ▪ Participation in two conservation programs
Lasting community support and participation	<ul style="list-style-type: none"> ▪ Position the zoo as a reflection of our boutique city ▪ Develop an effective and diverse volunteer program ▪ Raise the profile of the zoo and its activities ▪ Develop strategic partnerships and support and implement MOUs or other written agreements 	<ul style="list-style-type: none"> ▪ Review effectiveness and alignment of all partnerships/relationships ▪ Manage the effectiveness of partnerships to extend our conservation, research, learning and community engagement outcomes for mutual benefit ▪ Review the volunteer program and assess future direction ▪ Build relationship with strategic partners eg Saatchi, PWT, WCC 	<ul style="list-style-type: none"> ▪ <6 partnerships formed with MOUs ▪ # volunteer hours for >5 FTE ▪ >49% Wellingtonians visiting the zoo during 07/08

Each team will develop actions which support the Six Strategic Elements within their area of the business. Each action will align with the higher level business outcomes outlined in this document.

Risk Analysis & Mitigation Plan for Wellington Zoo Trust


Risk No	Areas of Risk	Risk Identification	Probability	Impact	Risk Value	Impact	Value of Risk		Risk Treatment	Owner
							\$	Surplus:		
							Revenue:	Time Scale:		
1	Entire Zoo	Natural disasters-earthquake	-2	7	5				Continue developing contingency plan	CEO
2	Visitation	Bad Weather	0	5	5				Less weather dependant experiences	CEO
3	Zoo	Key position retention of staff	-1	6	5				Succession planning, staff development, maintain market relativities	CEO
4	ZCP	Fundraising targets for ZCP not reached	-1	6	5		\$716K:07/08 Financial Year		Projects on hold, relationship building	CEO
5	Entire Zoo	Major spread of contagious disease	-3	7	4				Avian influenza contingency	GMO
6	Funding	WCC Operational Funding reduction	-1	5	4		\$200K:07/08 Financial Year			CEO
9	Entire Zoo	Reputational Risk	-1	5	4				OSH protocols, Standard Operating procedures for dangerous animals, communications protocols.	CEO
10	Entire Zoo	Project Design,Development and Delivery Risk	-2	6	4				Project management	CEO
7	ZCP	Significant construction site accident	-2	5	3					CEO
8	Animal	Ability to import animals to replace collection	-1	4	3				Develop Collection Plan	GMO
11	ZCP	WCC refuses resource consent for new development	-2	4	2					CEO
12	Entire Zoo	Vandalism	-3	5	2					GMO
13	Funding	Loss LEOTC contract in current financial year	-2	4	2					Mgr Learning
14	Finance	Significant Fraud	-3	4	1				Well documented procedures and spot audits of procedures. Daily sign off for banking and float reconciliations	SFO


Probability of Risk	Impact of Risk						
	7	6	5	4	3	2	1
1	8	7	6	5	4	3	2
0	7	6	5	4	3	2	1
-1	6	5	4	3	2	1	0
-2	5	4	3	2	1	0	-1
-3	4	3	2	1	0	-1	-2

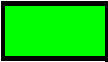
Score	Probability that the Event will Occur	Risk Database Score
1	Almost Certain and / or could occur frequently	81-100
0	Very likely to occur and / or could occur more than once	61-80
-1	Moderately likely to occur and / or could occur at least once	41-60
-2	Unlikely to occur and / or might occur once	21-40
-3	Very unlikely to occur	0-20


Score	Level of Impact of the Event Occurring	Risk Database Score
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	100
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	40
5	Major Damage value about 5% - 20% of the project value, or Project completion affected, or Some impact on this or other business opportunities	15
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	7
3	Negligible Damage value covered by contingency, any delays barely noticeable and client unaffected	3
2	Minimal	1

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

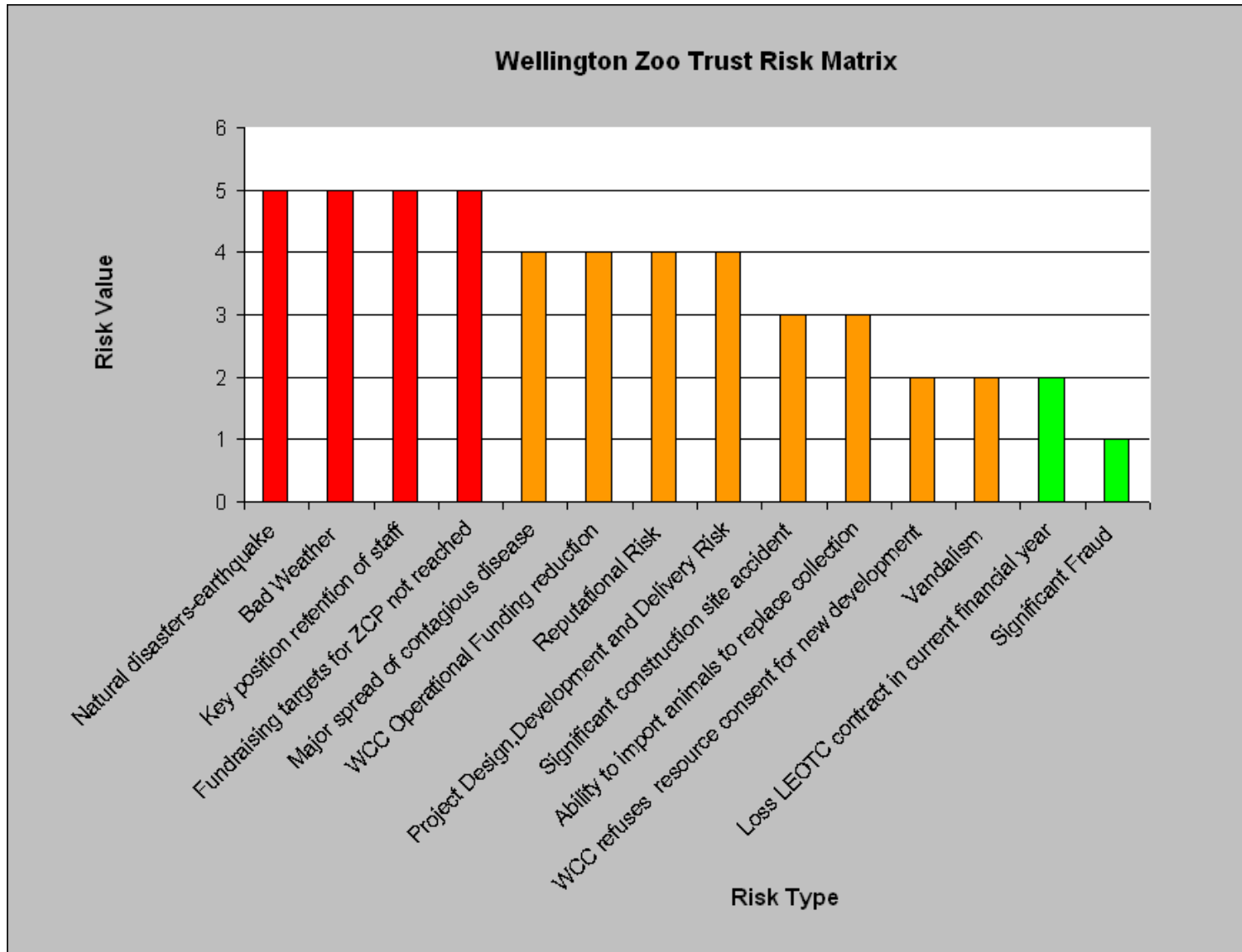
 All risks with a Risk Value of 5 - 8 must have a mitigation plan developed and agreed by all parties to the project. This level of risk will probably require some immediate special action or special planning dedicated to reducing the particular risk. A contingency plan should also be developed.

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

 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.

□



5. *Other Purchase Contract matters*

Raise as appropriate at date of submission of Plan to Wellington City Council.

6. Budgets

The Trust's operating and capital budgets for 2007/08 to deliver this Plan are detailed below.



DRAFT BUDGET 07/08	Budget 06/07		Draft 07/08 Budget		
	\$'s	%	\$'s	% Increase on 06/07	%
INCOME					
Visitor Revenue	1,616,931	92.2%	1,628,553	0.72%	91.7%
Interest	22,000	1.3%	24,000	9.09%	1.4%
Café Income	40,000	2.3%	48,000	20.00%	2.7%
MOE LEOTC Contract	75,555	4.3%	75,555	0.00%	4.3%
Trust Generated Operating Income	1,754,486	100%	1,776,108	1.23%	100%
Capital Grant Income-Gifted Hospital Equipment	300,000		0		
TOTAL TRUST INCOME	2,054,486		1,776,108		
EXPENSES					
Employee Remuneration	2,660,662		2,708,875	1.81%	
Other Employee Costs	228,015		228,015	0.00%	
Staff Motor Vehicle Costs	16,500		16,500	0.00%	
Staff Recruitment	9,000		9,000	0.00%	
Total Personnel Expenses	2,914,177	65.6%	2,962,390	1.65%	66.5%
General Operating Expenses					
Marketing Costs	215,500	5.6%	215,500	0.00%	4.8%
Administration Costs	154,000	4.0%	154,000	0.00%	3.5%
Animal Collection Maintenance	31,000	0.8%	40,000	29.03%	0.9%
Travel & Accommodation	43,500	1.1%	43,500	0.00%	1.0%
Telephone Tolls	26,500	0.7%	26,500	0.00%	0.6%
Professional Costs	76,950	2.0%	76,950	0.00%	1.7%
IT Costs	1,600	0.0%	1,600	0.00%	0.0%
Utility Costs	214,000	5.5%	214,000	0.00%	4.8%
Vehicle & Plant Costs	14,040	0.4%	14,040	0.00%	0.3%
Contracts, Services & Material	673,786	17.4%	673,786	0.00%	15.1%
Depreciatn & Loss/Gain on Sale	76,933	2.0%	32,000	-58.41%	0.7%
	0		0		
Total General Expenses	1,527,809	34%	1,491,876	-2.35%	33.5%
TOTAL EXPENSES	4,441,986	100%	4,454,266	0.28%	100%
WCC OPERATING GRANT REQUEST FOR 07/08	2,687,500		2,687,500	0.00%	
TOTAL SURPLUS/(DEFICIT)*	300,000		9,342		

* For 06/07 surplus relates to Gifted Hospital Equipment)

Trust capital budget for 2007/08

CX340 \$1,921K

CX125 \$276K