



2019

**Annual
Report**

Zoological Parks Authority



Department of Biodiversity,
Conservation and Attractions



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In line with State Government requirements, Perth Zoo's annual report – the Zoological Parks Authority Annual Report 2018-19 – is published in an electronic format. Perth Zoo encourages people to use recycled paper if printing a copy of the report. For the convenience of readers and to minimise download times and print outs, the annual report has been presented in individual chapters, as well as an entire document. The annual report is presented in PDF format. All sections, except the financial statements, are also presented in Word format.

Zoological Parks Authority Annual Report
2018-19

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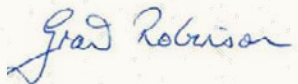
Statement of Compliance

For the Year Ended 30 June 2019

To the Hon Stephen Dawson MLC
Minister for Environment

In accordance with Section 63 of the *Financial Management Act 2006*, we hereby submit for your information, and presentation to Parliament, the annual report of the Zoological Parks Authority for the financial year ended 30 June 2019.

The annual report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Grant Robinson
Chair

Date: 2 September 2019



Alex Lamond
Deputy Chair

Date: 2 September 2019

Contents

Statement of Compliance	3	Disclosures and Legal Compliance	48
Overview	6	Auditor's Opinion	49
Executive Summary	7	Financial Statements	51
Chairman's Report	7	Key Performance Indicators	105
Executive Director's Report	9	Ministerial Directives	111
Financial Overview	11	Other Financial Disclosures	111
Operational Structure	15	Pricing policies	111
Responsible Minister	15	Capital Works	111
Machinery of Government and Creation of the Department of Biodiversity, Conservation and Attractions (DBCA)	16	Facilities and Infrastructure	113
Agency Structure	17	Animal Exhibit Upgrades	113
Organisational Chart	18	Employment and Industrial Relations	114
Zoological Parks Authority Board	19	Industrial Relations	115
Partners in Conservation	23	Workforce Planning and Staff Development	115
Performance Management Framework	25	Governance Disclosures	116
Shared Responsibilities with other Agencies	26	Risk	116
Agency Performance Report	27	Indemnity Insurance Premium	116
Agency Performance	28	Contracts with Senior Officers	116
Performance Summary	28	Unauthorised use of credit cards	116
Report on Operations	31	Zoological Parks Authority Board and Committee Fees	116
Native Species Conservation Breeding Program	38	Other Legal Requirements	123
Conservation Medicine and Research	39	Advertising	123
Sustainability	40	Financial Estimates 2019-20	124
Public Engagement	41	Disability Access and Inclusions Plan Outcomes	125
Significant Issues Affecting the Agency	47	Compliance with Public Sector Standards and Ethical Codes	125
Current and emerging Issues and Trends	47	Record Keeping Plan	126
		Freedom of Information	126
		Government Policy Requirements	127
		Substantive equality	127
		Occupational Safety, Health and Injury (OSH) Management	127

Perth Zoo Highlights



Outcome 1

Community enjoyment, appreciation and understanding of attractions under the Department's care



Executive Summary

Chairman's Report

30 June 2019 marks the conclusion of my time at the helm of Perth Zoo, first as its Chief Executive Officer (1999-2003) and then as Chair of the Zoological Parks Authority (2011-2019).

I am incredibly proud to have steered the Zoo during this period of its 120 years of operations. Perth Zoo has come so far since 1898, and recent decades have been the most innovative. No longer are we just a place for entertainment. Today we are proud conservation and wildlife education leaders, renowned for our native species breeding endeavours and commitment to advancing knowledge of animal care and welfare.

There have been many conservation highlights throughout my tenure:

- breeding success for some of the world's rarest species such as Sumatran Orangutan, giraffe, Goodfellow's Tree Kangaroo and Javan Gibbons
- the release of 4,000 zoo-born or reared native animals into protected Western Australian habitat
- more than \$3 million in grants over ten years to field-based conservation partners around the world, raised through the Zoo's *Wildlife Conservation Action* program

- a world-first collaboration releasing Perth Zoo-born orangutans into protected wild habitat in Sumatra, bolstering the genetic diversity of the existing wild population.

Back home, resources and expertise have been focused on shoring up our hundred-year old site in readiness for the century to come, with extensive renovations of key exhibit areas (Australian Wetlands, African Savannah and Asian Rainforest). Foundational infrastructure has been installed, including full perimeter fencing, all new water management & recycling systems, and establishment of the solar power facility that provides 20 per cent of the Zoo's electricity requirements every year.

Throughout all of this, the Zoo has continually delivered new events, activities and opportunities to excite visitors and keep them returning to experience their Zoo in new ways. This is evident as we celebrate record visitation numbers.



Brian Easton, Chairman
Credit: The West Australian

Executive Summary

Chairman's Report continued

But we do not rest on our laurels. This year we started a master planning journey to ensure we continue to be a contemporary modern zoo, offering world class facilities and experiences for both our animals and visitors. A team of internationally renowned designers were recruited to guide the Zoo's master planning process. Combined with the expertise and skill of our Perth Zoo staff, I am confident the future of Perth Zoo is a bright one for animals and people.

I extend my sincere thanks to the extraordinarily skilled Zoo staff and the Zoological Parks Authority Board, and in particular, Susan Harrington, who has supported me as Deputy Chair and who also finishes her tenure this year. Thank you, Sue.

In Perth Zoo's 120th year, it is with great pride—and no small amount of sadness—that I present my final annual report on the key achievements of Western Australia's beloved public icon in the *Zoological Parks Authority 2018-2019 Annual Report*.



Brian Easton AO
Chairperson



Emperor Tamarin
Credit Alex Asbury

Executive Summary

Executive Director's Report

This financial year closed with record-breaking visitation as we passed the 700,000 mark for the first time in the Zoo's history.

This record-breaking number included visitors who:

- undertook special education experiences during the year (76,000)
- came 'eye to eye' with a range of species in some very close animal encounters (11,181)
- experienced the Zoorassic Park exhibition (347,717), which highlighted the extinction of wildlife.

And while we cheered the big crowds, we had two very special reasons to celebrate small crowds too, with our Dream Night and Autism Access events, held for children with chronic illness or who are on the autism spectrum.

We had some other significant numbers this year as well:

- 47 of our 121 species were part of formal species management programs contributing to state, regional or global conservation efforts
- \$238,607 of funds raised through our Wildlife Conservation Action program supported multiple projects all over the world to help wildlife in wild places.

This included assisting with ranger training and snare removal in Africa, and supporting rescued orangutans in Sumatra

- 99% of visitors expressed satisfaction with their Zoo experience; 97% had confidence in the welfare of animals in our care; and 96% of visitors thought a Zoo visit was value for money
- Our use of potable water dropped by a whopping 20% (2,200,000L), after we improved monitoring, and switched our visitor toilets to groundwater
- Around 10,000 plastic water bottles were kept out of the environment, thanks to DIY drink-refill stations that provided 75,000L to thirsty Zoo visitors.

Despite this, we have some work to do to further inspire the community to make conservation changes at home. Only 65% of those we asked in our annual market research believed their Zoo visit would lead them to change their personal behaviour in relation to conservation issues. That's 6.5% up on last year, but a long way from where we want to be.



Zoo Crew – Perth Zoo



Executive Director, Wendy Attenborough

Executive Summary

Executive Director Report (continued)

We are committed to inspiring change and motivating our community to help create a shared future for humans and animals. This will be a continued focus.

Throughout the year we sadly lost a heavy-weight visitor attraction with the passing of 'Simmo' the Estuarine Crocodile. However we introduced two young female African Lions to the Zoo, who will re-ignite Western Australia's involvement in the regional breeding program for the species. A multi-million-dollar breeding facility was opened in November 2018, to support this program.

We celebrated the breeding successes of African Painted Dogs, White-cheeked Gibbon, bilby, koala, Emperor Tamarin and African Crested Porcupine here in Perth, and provided animals for other zoos and parks in the region (Binturong, Lemur, marmosets, tamarins, painted dogs and a tree kangaroo), to facilitate cooperative conservation breeding programs.

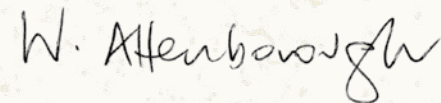
We celebrated the release-to-the-wild of the 600th injured black cockatoo treated in Perth Zoo's veterinary hospital. While this is a terrific achievement, it also represents a graphic example of the impact of humans on our native species.

Additionally, two Southern Hairy-nosed Wombats are now a permanent part of our Zoo, having been nursed back to health by the Zoo veterinary team. Following confiscation from private citizens who were keeping them illegally and in inappropriate conditions, these two wombats are now thriving here at the Zoo.

2018-19 has been a busy and fruitful year and I acknowledge and congratulate everyone who rose to the challenge and contributed to our successes.

To my colleagues, the Zoo staff, thank you. Our 120th year of operations has been a milestone year thanks to the combined efforts of you all. The very fact that Perth Zoo has been open every single day of those 120 years is testament to the tireless work and commitment of all Zoo staff, past and present. It is your passion that helps inspire our visitors to join us in our mission to save wildlife.

I also thank the ZPA Board for their guidance, not least of all our outgoing Chair, Mr Brian Easton, who has steered our Zoo through some of its most transformative years. Your knowledge, understanding of the zoological industry and your genuine affection for Perth Zoo will be missed.



Wendy Attenborough
Executive Director



Executive Director, Wendy Attenborough.

Executive Summary

Financial Overview

In 2018-19, when compared with the previous year, Perth Zoo achieved:

- record attendance of 719,226, a 9% increase
- 6% increase in admissions revenue
- 4% increase in retail shop sales
- 6% increase in car parking revenue
- 23% increase in revenue from community education programs for adults and children
- 13% increase in revenue from wagon hire
- 14% increase in vending commission
- 19% increase in Friends of Perth Zoo membership revenue
- Over 27,000 members for the first time
- Fundraising of \$374,343 Wildlife Conservation Action, to support threatened species in the wild
- A contribution to in-situ wildlife conservation projects of \$238,607 raised in previous years

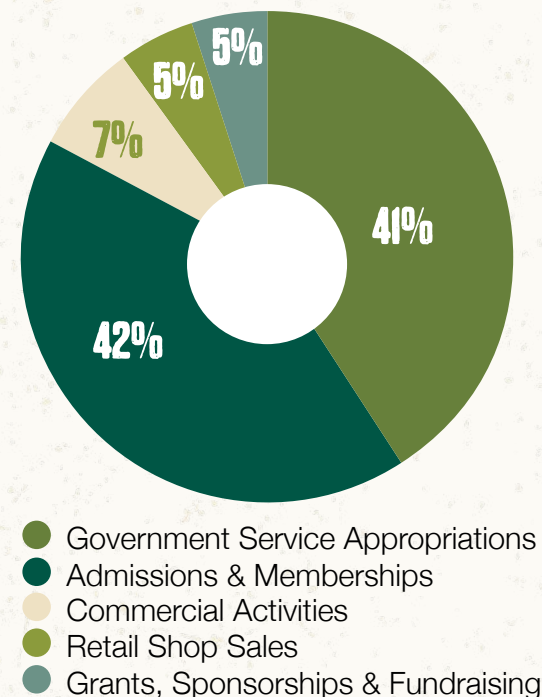
Revenue

The Zoological Parks Authority receives revenue from the State Government as an appropriation to fund its services.

The Authority also generates its own revenue from the operations of Perth Zoo, including from visitor admissions, membership subscriptions, commercial activities and education programs. In addition, the Zoo receives grants, sponsorships and bequests for activities such as animal breeding, research and exhibit/facility development. Total revenue of \$27 million was received in 2018-19, including \$11.04 million (41%) in Government appropriations to fund services.

Record attendances and membership sales increases were supported by a special 'Zoorassic Park' dinosaur exhibit, held over 21 weeks from mid-September to early February. An admission price increase from 1 July 2018 of \$1 for adults and \$0.50 for children also supported the increased sales revenue. The combined total of admissions and membership revenue increased by \$0.8 million (8%) from the previous year, to \$11.4 million. Admissions and membership revenue contributed 42% of the total revenue for 2018-19.

Sources of Revenue



Executive Summary

Financial Overview (continued)

The record attendances also assisted growth in a range of commercial revenue streams, when compared with the previous year, including:

- An increase of 23% in community education programs, with a particularly significant growth in the Keeper Kids program for children.
- Retail shop sales increased by 4%, with sales increasing by \$47,886 to \$1,337,778.
- Retail catering dividends increased by 5% to \$332,076.
- Car parking revenue increased by 6% to \$246,563.
- Vending commission recorded an increase of 14% over the previous year to \$82,785.

While most areas of commercial revenue increased, revenue related to functions experienced declines over the previous year. Catering dividends from functions decreased by 5%, reflecting a reduction in the number of corporate bookings. This is attributed to a general downturn in the corporate sector, reflecting broader economic conditions in Western Australia.

Grants, donations, sponsorships, bequests and fundraising generated \$1.36 million in 2018-19, which is a 16% increase over the previous year. This figure includes:

- bequests of \$176,360,
- donated assets of \$208,090, and
- over \$300,000 from fundraising activities and cash donations.

The level of corporate sponsorship revenue increased by 14% during the period to \$641,076, following the securing of new partnership opportunities.

Unrestricted bequests and corporate sponsorships will be directed to support future capital development priorities.

Perth Zoo's community fundraising campaign, Wildlife Conservation Action, raised \$374,343 in 2018-19. This included over \$80,000 from the sale of the Zoo's conservation calendar, more than \$82,000 in donations, \$60,000 in bequests, and over \$33,000 from Elephant Art proceeds, with the balance from a range of fundraising activities. The funds will be distributed in 2019-20 to projects supporting the conservation of threatened species in the wild. Over \$238,000 raised in previous years was allocated to wildlife conservation projects in 2018-19.

State Government funding provided 41% of the Zoo's revenue base in 2018-19. This Government support enables visitor admission prices to remain relatively low in comparison with other zoos around Australia and competing attractions within Western Australia. This assists the Zoo in remaining accessible to the wider community, and in delivering its two services of 'Visitor services and public programs provided at Perth Zoo' and 'Research and conservation partnerships'.

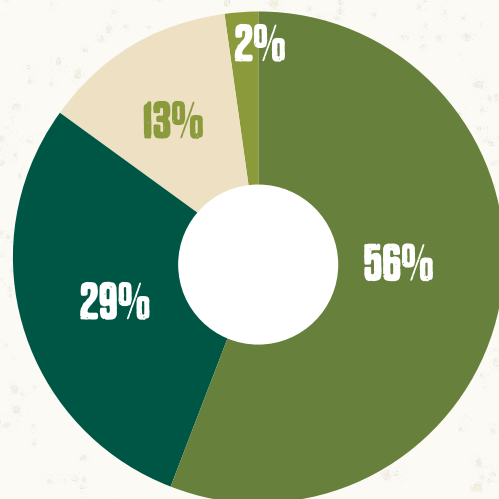


Our partners in Bukit Tigapuluh carry orangutan Alda to the site for release into the rainforest.

Executive Summary

Financial Overview (continued)

Expenditure



- Salaries, Wages & Staffing Costs
- Supplies and Services
- Depreciation & Asset Disposal
- Cost of Retail Shop Sales

Total operating expenditure for 2018-19 was \$26.2 million, representing a 1.4% increase over the previous year.

Salaries, wages and staffing costs were \$1.3 million (8%) lower than the previous year and accounted for 56% (\$14.6 million) of total expenditure. This included direct costs of employee salaries and wages, costs of providing for leave liabilities, and indirect payroll costs such as superannuation and workers' compensation. The reduced expenditure in this area was mainly due to the transfer of twelve FTE positions from 1 July 2018 to the Department of Biodiversity, Conservation and Attractions (DBCA). The positions were from the Perth Zoo Native Species Breeding and Research program (nine FTE), HR and payroll (two FTE) and ICT services (one FTE). Under an MOU arrangement, services relating to the areas of FTE transfer are now purchased from DBCA and reported as supplies and services expenditure, rather than staffing costs.

Total administration costs of \$3.7 million significantly increased by 45% or \$1.1 million over the previous year. This increase is partially offset by reductions in salaries, wages and staffing costs relating to the twelve FTE transferred to DBCA. The total cost of these services for 2018-19 was \$1.4 million.

There were some reductions in other administration costs from the previous year, with the administration category representing 14% of supplies and services expenditure.

Maintenance and operational costs (contained within the supplies and services area) represent 15% of expenses and include preventative maintenance programs, animal food and veterinary care, energy management initiatives, water management strategies, restorative works, tree pruning, cleaning and waste disposal.

Total costs increased by 12% or \$430,618 over the previous year. Increases were due to:

- one-off hire costs associated with staging the Zoorassic Park dinosaur exhibition for an extended period
- cost increases for cleaning and energy linked to servicing the record attendance levels.

Animal food and veterinary care cost increases of \$103,906 over the previous year included veterinary laboratory services valued at \$62,850 but provided free of charge by another Government agency.

Executive Summary

Financial Overview (continued)

Depreciation, asset disposals and asset impairment made up 13% of expenses, with depreciation costs increasing by 5% over the previous year. The majority of the Zoo's assets are high value, non-current, depreciable assets.

Costs of retail shop sales accounted for 2% of total expenses and increased by 5% over the previous year to \$581,298, in support of increased retail shop sales revenue.

Assets and Liabilities

Total assets at the end of the period were \$72.7 million, including \$11.1 million in cash resources held for future capital works and other expenditure commitments. Cash resources include sponsorships, bequests and fundraising that will be spent on future capital developments and wildlife conservation initiatives.

Receivables at the end of year were \$408,474, of which \$253,298 is GST claimable from the tax office. Retail shop inventory increased by 4% from the previous year, to \$152,932. Fixed asset acquisitions in 2018-19 were \$2.5 million and works in progress at year end totalled \$0.5 million.

The major capital expenditure during the reporting period included over \$1 million related to the completion of the final stage of a major upgrade to the African Lion exhibit. Other animal exhibit and facility upgrades included improvements to the Western Ground Parrot breeding facilities and cockatoo aviaries. The 2018-19 capital expenditure also included planning for future exhibit and facility upgrades, as well as work to be completed in the 2019-20 year.

Other major capital improvements included upgrades to office accommodation and implementation of a new master key system. Visitor amenity was improved with upgrades to the Zoo retail shop and the Giraffe feeding tower. There were also purchases of computer equipment, vehicles, and general plant and equipment.

Total liabilities at the end of the reporting period were \$4.9 million, slightly higher than the previous year. Liabilities for provisions relating to annual and long service leave of \$2.9 million were in line with the previous year. Payables of \$0.5 million were higher than the previous year due to increased payables associated with capital works in progress at year end. Unearned income increased from \$1.3 million to \$1.4 million due to the record sales of membership subscriptions.



African Lion. Credit Alex Asbury.

Operational Structure

Responsible Minister

Hon Stephen Dawson MLC Minister
for Environment

Enabling Legislation

Zoological Parks Authority Act, 2001;
Zoological Parks Authority Regulations, 2002

Accountable Authority

Zoological Parks Authority

Governing Body

Zoological Parks Authority Board

Perth Zoo Vision

A world where diversity of species and
habitats is secure.

Perth Zoo Purpose

To inspire and act for wildlife conservation.



WA Environment Minister Stephen Dawson and Perth Zoo Senior Keeper Lisa Mantellato

Operational Structure

Machinery of Government and Creation of the Department of Biodiversity, Conservation and Attractions (DBCA).

The Department of Biodiversity, Conservation and Attractions (DBCA) was created on 1 July 2017, following the State Government's decision to bring together the Botanic Gardens and Parks Authority, Rottneest Island Authority, Zoological Parks Authority and the former Department of Parks and Wildlife.

The DBCA's goals are to enhance Western Australia's natural attractions as key tourism assets, create opportunities for private sector investment and partnerships, and consolidate conservation science to build and share knowledge of the State's biodiversity.

The DBCA is led by Director General Mark Webb, who is also the Chief Executive Officer of the Zoological Parks Authority.

Within this context, the purpose of the Zoological Parks Authority – Perth Zoo – is to inspire and act for wildlife conservation.

We are committed to:

- upholding world leading standards of husbandry and welfare for the animals in our care;

- providing the best possible experiences for visitors, colleagues and partners;
- minimising Perth Zoo's impact on the environment;
- building knowledge and enabling social improvement through connection, education, research and raising awareness about wildlife and biodiversity; and
- enhancing our role as an iconic Western Australian conservation-based tourism attraction, showcasing unique native fauna to locals and visitors alike.

Operational responsibility for Perth Zoo rests with Executive Director Wendy Attenborough.



Quokka, Rottneest Island
Credit: Tourism WA



Kings Park
Credit: Tourism WA



Hamersley Gorge, DBCA / Parks and Wildlife
Credit: Rick Dawson

Operational Structure

Agency Structure

Perth Zoo has 191 employees led onsite by the Executive Director, who is responsible for the daily operations of the Zoo. The Executive Director reports to the Chief Executive Officer and Zoological Parks Authority Board. In the 2018-19 year, she was supported by the Zoo's Corporate Executive team, comprised of two Directors, the Chief Finance Officer, and the Manager Facilities and Environment.

The Zoo's operations in 2018-19 were delivered through four business areas:

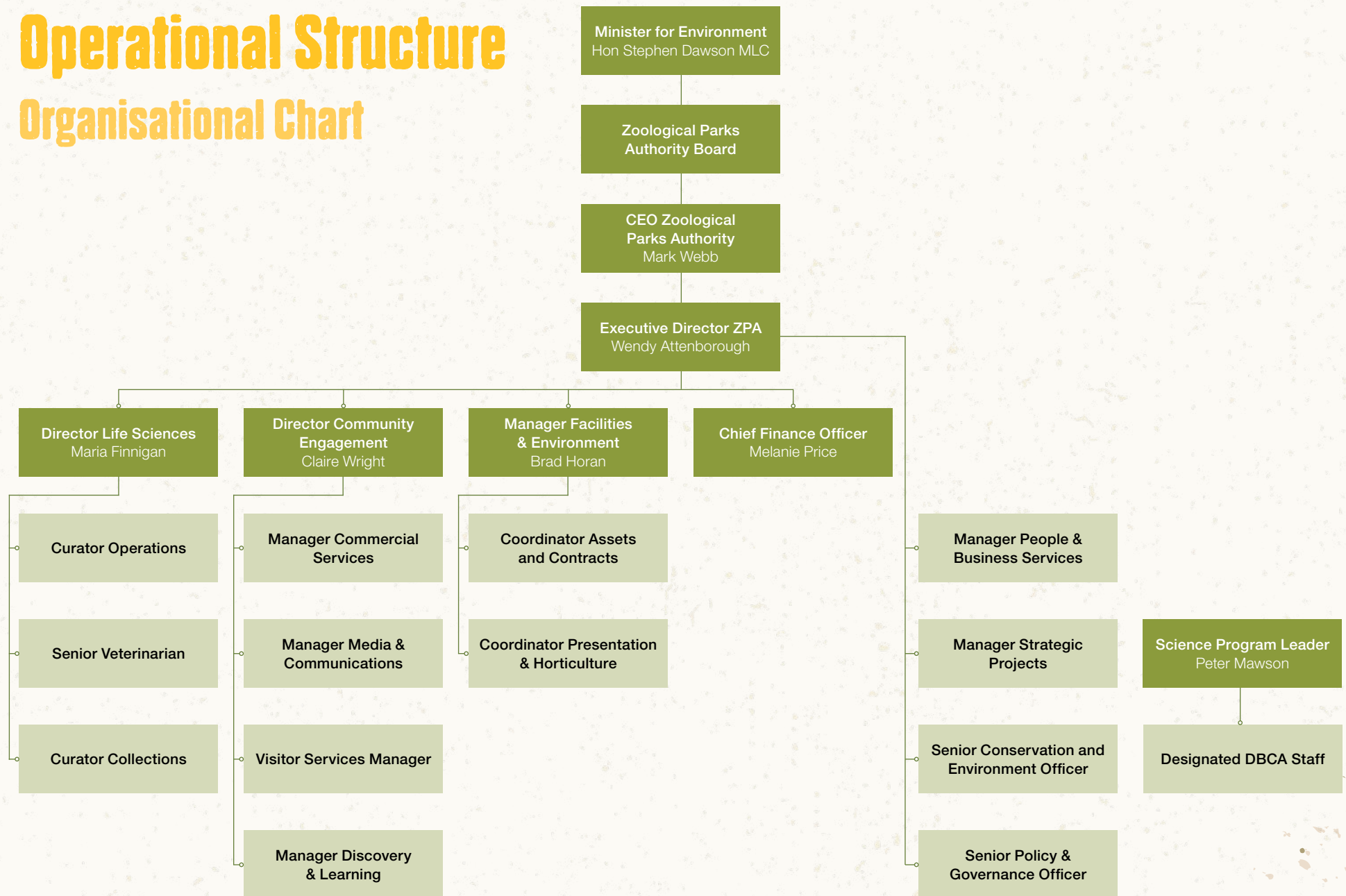
- 1) Life Sciences: responsible for the care of animal species on the Zoo site, the operation of the Veterinary Department, and species management plans undertaken in partnership with other zoos and wildlife agencies as part of regional and global conservation efforts;
- 2) Perth Zoo Science: responsible for research programs and the Native Species Breeding Program;
- 3) Community Engagement: responsible for discovery and learning (education), events, partnerships, media and communications, interpretation, marketing and visitor services, Perth Zoo Docent liaison, on-site information technology systems, and records management; and
- 4) Corporate and Executive Services: responsible for facilities management and environmental services, finance and capital project management, governance and risk management, human resources and procurement services.



Perth Zoo's Corporate Executive team

Operational Structure

Organisational Chart



Operational Structure

Zoological Parks Authority Board

The Zoological Parks Authority Board is the governing arm of the Authority and is comprised of eight members appointed by the Minister for Environment. The Board met seven times in 2018-19. The number of meetings attended by each member is shown below in parentheses.

The Board carried out its responsibilities consistent with the provisions of the *Zoological Parks Authority Act 2001*, and in line with the Zoo's Code of Conduct.



Mr Brian Easton
AO Chairperson
(6 out of 7)

Appointed Chairperson of the Zoological Parks Authority Board initially on 1 August 2011, Mr Easton has had a distinguished career spanning three decades in the Public Service. He served as CEO at Perth Zoo from 1999–2003. In 2003, Mr Easton became a Director at Melbourne Zoo. He has served as Chair of the Conservation Commission of Western Australia, and Chair of the Animal Welfare Review Panel. In the 2016 Australia Day honours list, Mr Easton was made an Officer of the Order of Australia for his distinguished service to conservation and the environment, public administration and aged care.



Ms Susan Harrington
Deputy Chair
(7 out of 7)

Ms Harrington, a highly experienced biologist and researcher, was the WA Health Department's Medical Entomologist. She has worked in a range of ecosystems in Australia, Christmas Island, the Cocos (Keeling) Islands, the Sahara and the Antarctic. The recipient of several community service awards, Ms Harrington also received the Prime Minister's Centenary Medal for services to the community. Ms Harrington was re-appointed to the Board as Deputy Chairperson on 2 December 2016 for a three-year term.



Mr Alex Lamond
(6 out of 7)

Mr Lamond has an MBA and Graduate Diplomas in Applied Finance and Investment and Business (Marketing).

He has extensive senior executive and leadership experience and is currently an Executive Director at ERGT Australia. Mr Lamond is a graduate of the Australian Institute of Company Directors and has served on a number of public, private and government boards. Mr Lamond was re-appointed to the Board on 29 October 2018 for a one-year term.



Dr Kellie Pendoley
(6 out of 7)

Dr Pendoley has over 30 years' experience as an environmental practitioner within extractive industries in Western Australia. With extensive knowledge of marine turtle biology and ecology, she has designed and implemented marine turtle research and monitoring programs within industrial settings for a range of companies operating in Australia and overseas. Dr Pendoley is the IUCN Marine Turtle Specialist Group – Australasian Regional Vice-Co Chair. Dr Pendoley was re-appointed to the Board on 2 December 2018 for a one-year term.

Operational Structure

Zoological Parks Authority Board (continued)



Ms Nicole McAlinden
(1 out of 7)

Ms McAlinden is a Senior Environmental Consultant with more than 16 years' experience in environmental impact assessment and environmental health. In her role as an Environmental Consultant, Ms McAlinden's focus is the environmental impact of mining, major infrastructure and land development projects. She has previously worked with the national enHealth Council and Department of Health. Ms McAlinden resigned her term on 30 October 2018.



Mr Ian Cowie
PSM
(3 out of 7)

Mr Cowie is the CEO of the City of Gosnells. Prior to this appointment, he worked in the public service for 18 years in regional development, housing and local government. Mr Cowie has an Honours degree in Geography and a Master of Science degree in Economics.

In 2013, Mr Cowie was announced Leader of the Year in Local Government by IPAA WA, and in 2014, he was awarded the Public Service Medal in the Queen's Birthday Honours for Service to the City of Gosnells. Mr Cowie's term ceased on 30 October 2018.



Ms Rebecca Tomkinson
(4 out of 7)

Ms Tomkinson's experience includes government relations, strategic policy development, social advocacy and stakeholder management in both the government and non-government sectors. Ms Tomkinson is the CEO of the Royal Flying Doctor Service (WA). Previous positions have included Executive Director Aged Care Services, MercyCare; Director Government Relations, UnitingCare Australia; and Policy Advisor and Whips Clerk, Parliament House Canberra. Ms Tomkinson was re-appointed to the Board on 30 August 2018 for a one-year term.



Dr Harriet Mills
(7 out of 7)

Dr Harriet Mills is a wildlife ecologist with over 20 years' experience in terrestrial vertebrate research. She has worked as a Lecturer in Conservation Biology at Edith Cowan University and was an academic at UWA for over 15 years, teaching units in Zoology, Conservation Biology, Agriculture and Science Communication. Dr Mills' PhD was on the reproductive biology, ecology and genetics of the Dibbler, and much of that work was done during the establishment of the Dibbler breeding program at Perth Zoo. Dr Mills was re-appointed to the Board on 15 November 2018 for a one-year term.



Mr Brad Geatches
(3 out of 7)

Mr Geatches has over 30 years of senior executive experience in underground mining, airports and seaports, including 16 years as CEO of four corporations.

Operational Structure

Zoological Parks Authority Board (continued)

From 2007 to 2016 Mr Geatches was CEO of Perth Airport Pty Ltd. Prior to this, Mr Geatches was CEO of the Cairns Port Authority.

Mr Geatches is currently CEO of MATES in Construction, a not for profit organisation providing mental health and suicide prevention services to the construction and mining industries. He is also Chairman of Carers WA, a Director of Strategen Environmental Pty Ltd, and is Chair of the Pilbara Ports Authority. Mr Geatches was appointed to the Zoological Parks Authority Board on 31 October 2018 for a one-year term.



Ms Davina Bester
(4 out of 7)

Ms Bester is a registered Architect and Interior Designer with 15 years' experience in both commercial and residential projects. She currently runs her own studio, Milieu Creative, in Perth. Prior to establishing her own studio, Ms Bester worked at HASSELL Studio as an Associate, leading design projects in Perth, Singapore, Hong Kong and Bangkok; and in the UK at KSS Design Group in education, stadia and retail design. Ms Bester was appointed to the Zoological Parks Authority Board on 31 October 2018 for a one-year term.

Formal Committees of the Board

Animal Ethics Committee (AEC)

Role: To ensure that all scientific research use of animals within the institution is conducted in compliance with the National Health and Medical Research Council's *Australian Code for the Care and Use of Animals for Scientific Purposes* 8th edition. During the 2018-19 reporting period, the AEC met four times. The AEC considered 13 new research proposals and six amended proposals, as well as one new project and one amended proposal on behalf of Whiteman Park. Projects involved native and exotic species, and related to conservation, husbandry and/or welfare.

Membership: Wendy Attenborough (Chair); Maria Finnigan; Dr Simone Vitali; Dr Harriet Mills; Dr Peter Mawson; Becky Thomasson.

Please note, there are additional Category C and D members not identified by name for privacy reasons.

Audit Committee

Role: To assist the Authority in ensuring corporate compliance and the effectiveness and relevance of internal and external audit processes.

Operational Structure

Zoological Parks Authority Board (continued)

Membership: Brian Easton (Chair); Alex Lamond; Ian Cowie; Mark Webb; Wendy Attenborough; Melanie Price.

During the 2018-19 reporting period, the Audit Committee met three times. From May 2019 the Audit and Finance Committees were combined to form a new Audit, Finance and Risk Committee.

Finance Committee

Role: To assist the Authority to discharge its responsibilities in relation to financial delegations, management and reporting. The Committee is responsible for the monitoring and review of all aspects of financial management of Perth Zoo.

Membership: Brian Easton (Chair); Susan Harrington; Alex Lamond; Mark Webb; Maria Finnigan; Wendy Attenborough; Melanie Price; Amanda Turner.

During the 2018-19 reporting period, the Finance Committee met six times. From May 2019 the Audit and Finance Committees were combined to form a new Audit, Finance and Risk Committee.

Audit, Finance and Risk Committee

Role: To assist the Authority to discharge its responsibilities under the *Financial Management Act 2006* and to provide oversight, guidance and make recommendations in areas including financial strategy; financial risk; corporate governance; internal control; risk management; internal and external audit activity.

In May 2019, the Audit Committee and the Finance Committee of the ZPA were combined to form the Audit, Finance and Risk Committee. During the 2018-19 reporting period, the Audit, Finance and Risk Committee met twice.

Membership: Brian Easton (Chair); Susan Harrington; Alex Lamond; Brad Geatches; Mark Webb; Wendy Attenborough; Melanie Price.

Research Committee

Role: To advise the Board on strategic research matters including priorities, guidelines, partnership opportunities and the implementation of research findings in the wider community. During the 2018-19 reporting period, the Research Committee met four times.

Membership: Susan Harrington (Chair); Dr Peter Mawson (Deputy Chair); Maria Finnigan; Claire Wright; Dr Alisa Wallace; Dr Renee Firman; Dr Ric Howe; Dr Rob Davis; Dr Bill Bateman; Dr Allan Burbidge; Dr Trish Fleming.

Information about fees paid to Board and Committee Members can be found in the *Other Financial Disclosures* section at the end of this report.

Operational Structure

Partners in Conservation

Docent Association

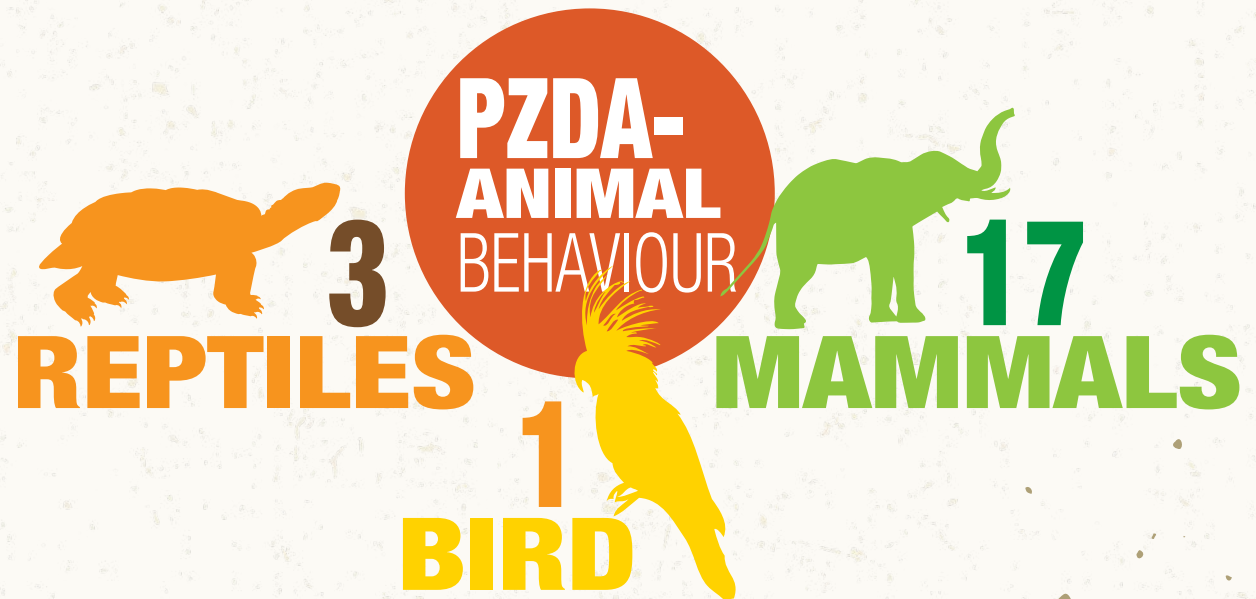
The Perth Zoo Docent Association (PZDA) is an independent incorporated volunteer organisation that has operated continuously for 37 years. Currently the PZDA has more than 330 active members who volunteer a minimum of 2 days per month.

In 2018-19 Docent members contributed a total of 52,842 hours to the Zoo.

Members of the PZDA provide tours of the Zoo, educating visitors about the animals and conservation; and volunteer at functions and weddings. In the Life Sciences area, PZDA members assist with the animal behavioural enrichment programs, document animal behaviours, undertake substrate management and landscaping tasks, carry out enclosure cleaning and assist with food preparation for animals.

Information collected by Docents on the behaviour and spatial use of exhibits by animals has been used to inform animal husbandry and welfare decisions, and provided insight into enrichment use, interspecies interactions, nocturnal activity, breeding behaviour, the development of young animals and the introduction of new individuals to the Zoo collection.

Docents collected information about animals, which helped the Zoo to make decisions about animal health and welfare.



Operational Structure

Partners in Conservation (continued)

Twenty-one species were observed in the 2018-19 financial year, including primates, ungulates, elephants, carnivore, birds and reptiles.

Perth Zoo partners with the Taronga Training Institute (TTI), to offer WA students the VET qualification needed to excel in zoo keeping. In 2018, 24 (100%) students completed the *Certificate III in Captive Animals*.

Since the partnership was established, 95 students commenced the Certificate at Perth Zoo and (as at the end of the 2018 course) only 11 students (16%) did not complete it (either withdrawing or only partially completed). TTI at Perth Zoo has a completion rate of 84%, significantly higher than the national VET sector completion average of 47% and the average for Animal, Care and Management courses of only 22%.



Docents Janice and Andy



Docents Maxine and Chris



Taronga Training Institute student and Dingoes



TTI student and Red Panda



Animal Care Docent Team

Performance Management Framework

Outcome-based Management Framework

The Zoological Parks Authority operates under the outcome-based management (OBM) framework of the Department of Biodiversity, Conservation and Attractions (DBCA). The DBCA is aligned to the State Government's goal of "A quality environment with liveable and affordable communities and vibrant regions".

The Zoological Parks Authority contributes to two of the four DBCA Outcomes (DBCA Outcomes 1 and 2) and two of the ten DBCA Services (DBCA Services 3 and 7) within the approved OBM structure for the DBCA. The ZPA key effectiveness and efficiency indicators include those ZPA specific indicators forming part of the DBCA Budget Statements, along with additional approved audit indicators.

Changes to the outcome-based Management Framework

The outcome-based management framework did not change during 2018-19.



Performance Management Framework

Shared Responsibilities with other Agencies

Perth Zoo partners with a range of agencies in order to achieve its objectives, particularly in relation to conservation of wildlife.

Memoranda of Understanding (MOUs), administrative agreements and the development of joint projects are all mechanisms to achieve collaboration across Government and with universities.

Agreements are currently in place with partners such as species recovery teams, tertiary research institutions and Australian Border Force to:

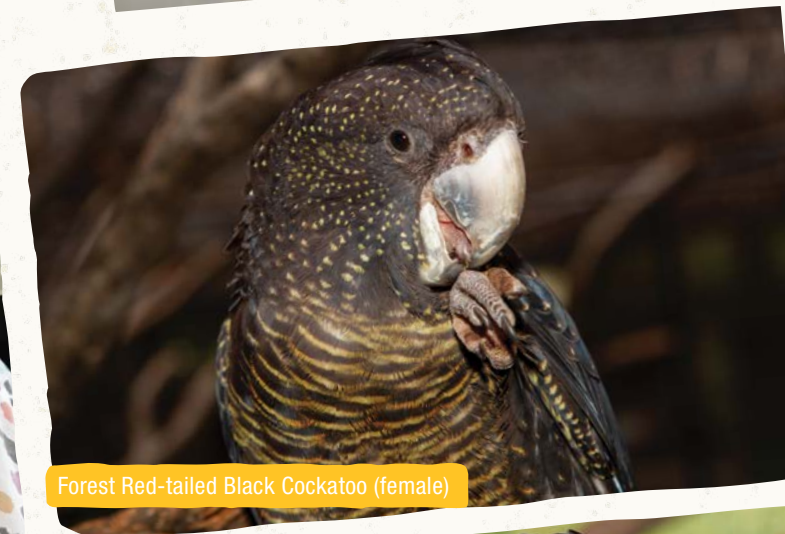
- Support species recovery programs by breeding native animals for release to natural areas;
- Provide conservation medicine expertise to assist with investigations of specific wildlife health issues, clinical assessment and treatment of wild black cockatoos, marine turtles and other injured and confiscated wildlife; and
- Provide wildlife educational training opportunities.



Vet nurse and juvenile Forest Red-tailed Black Cockatoo



Western Swamp Tortoise
Credit: Alex Asbury



Forest Red-tailed Black Cockatoo (female)



Forest Red-tailed Black Cockatoo (male)



Perth Zoo is responsible for the care of more than 1500 individual animals representing 170 species.

Agency Performance

Performance Summary

Actual Results Versus Budget Targets

Financial Targets

	2018-19 Target ⁽¹⁾ \$000s	2018-19 Actual \$000s	Variation ⁽²⁾ \$000s
Total cost of services (sourced from Statement of Comprehensive Income)	25,739	26,252	513^(a)
Net cost of services (sourced from Statement of Comprehensive Income)	9,226	10,318	1,092^(b)
Total equity (sourced from Statement of Financial Position)	69,571	67,819	(1,752)^(c)
Net increase/(decrease) in cash held (sourced from Statement of Cash Flow)	962	590	(372)^(d)
Approved salary expense level	12,490	12,271	(219)^(e)

(1) The ZPA component of the figures specified in DBCA Budget Statements.

(2) Further details and explanations are contained in Notes to the financial statements including Note 9.9 'Explanatory statement'.

(a) Cost of services were higher than target due to additional costs associated with staging the Zoorassic Park Dinosaur exhibition. The cumulative impact of targeted reductions associated with workforce renewal budget savings measures were also unable to be achieved.

(b) Due to the net impact of higher than expected costs of services as explained at 2(a) above and the lower than targeted revenue.

The budget target does not reflect the flow on impacts of approved revenue reductions in previous financial years.

(c) Due to a combination of lower than targeted revenue and surplus for the period along with lower than expected asset investment expenditure.

(d) This is mainly due to lower than originally targeted revenue as the original budget does not reflect the flow on impact of approved budget reductions in previous financial years.

(e) Reflects staff transfers to DBCA. These services are now purchased and reflected as contract rather than payroll expenditure.

Agency Performance

Performance Summary (continued)

Summary of key performance indicators

Outcome 1: Community enjoyment, appreciation and understanding of attractions under the Department's care

	2018-19 Target ⁽¹⁾	2018-19 Actual	Variation ⁽²⁾
Key effectiveness indicator:			
Average level of visitor satisfaction at Perth Zoo	97%	97%	-
Service 1: Visitor services and public programs provided at Perth Zoo			
Key efficiency indicator:			
Average cost per visitor at Perth Zoo	\$32.94	\$33.04	\$0.10

(1) As specified in DBCA Budget Statements (DBCA Outcome 1 and DBCA Service 3).

(2) For further details and explanation refer to the Key Performance Indicators in the Disclosure and Legal Compliance section.

Agency Performance

Performance Summary (continued)

Summary of key performance indicators (continued)

Outcome 2: Research and conservation partnerships

	2018-19 Target ⁽¹⁾	2018-19 Actual	Variation ⁽²⁾
Key effectiveness indicator:			
Number of threatened species offspring bred for release into natural habitats			
Western Swamp Tortoise	30	47	17 ^(a)
Numbat	12	12	–
Dibbler	50	28	(22) ^(b)

Note: The figures include animals which survived more than 30 days after birth.

Service 2: Research and conservation partnerships

Key efficiency indicator:

Research communications produced per Full Time Equivalent (FTE)	1.03	1.24	0.21 ^(c)
---	------	------	---------------------

(1) As approved for key audited indicators for the ZPA that are not specified in the DBCA Budget Statements.

(2) For further details and explanation refer to the Key Performance Indicators in the Disclosure and Legal Compliance section.

(a) Higher number of eggs produced along with good hatching success.

(b) Following the release of the entire mainland breeding stock of Dibblers at Perth Zoo into Peniup Nature Reserve in the previous year, new Dibblers were transferred to Perth Zoo in 2018-19. Eight breeding pairs from Whitlock and Escape Islands were sourced in November 2018 and January 2019. Breeding resulted in 28 pouch young from four females, with the other four females failing to breed for reasons yet to be determined.

(c) The combination of higher than expected research communications produced and lower overall FTEs resulted in the increase over the target figure.

Agency Performance

Report on Operations

Perth Zoo Animal Collection

Perth Zoo is responsible for the care of more than 1,500 individual animals representing 170 species.

Forty-seven (47) species at Perth Zoo are part of formal species management programs contributing to State, regional and/or global species conservation efforts. Sixteen of these species' programs are coordinated by Perth Zoo staff, including the Quokka, Numbat, Short-beaked Echidna, Javan and White-cheeked Gibbon and African Painted Dog programs. Programs include contributions to the State-led recovery efforts for endemic Orange-bellied and White-bellied frogs (Vulnerable and Critically Endangered), Western Swamp Tortoise (Critically Endangered), and the Western Ground Parrot (Critically Endangered). The science-based approach to species management prioritises the genetic and demographic health of zoological populations, contributing to both the conservation recovery of species in the wild and the long-term viability of regional and global zoo populations.

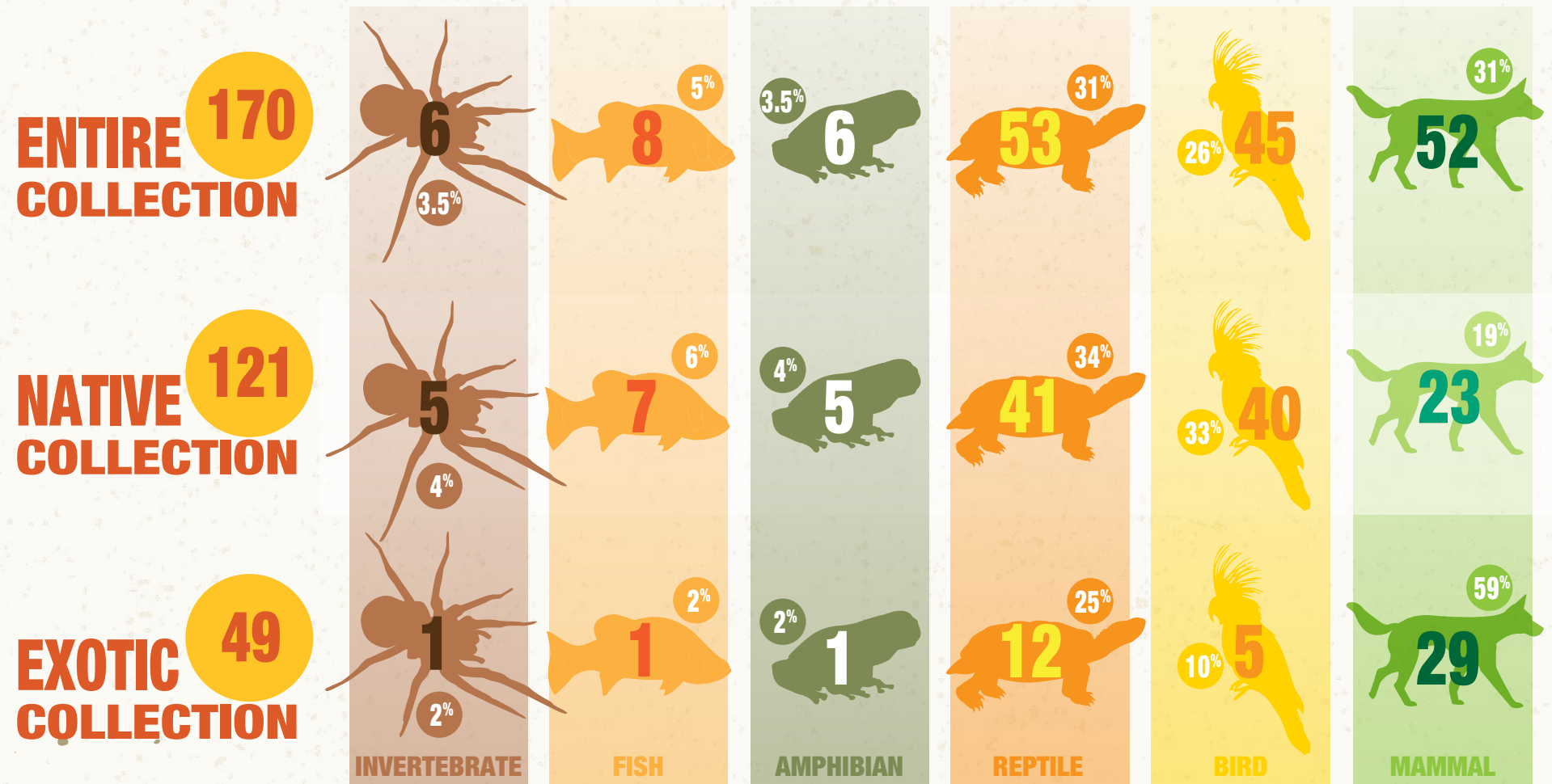
Perth Zoo Collection on 30 June 2019



Agency Performance

Report on Operations (continued)

Perth Zoo Taxonomic Groups Collection on 30 June 2019

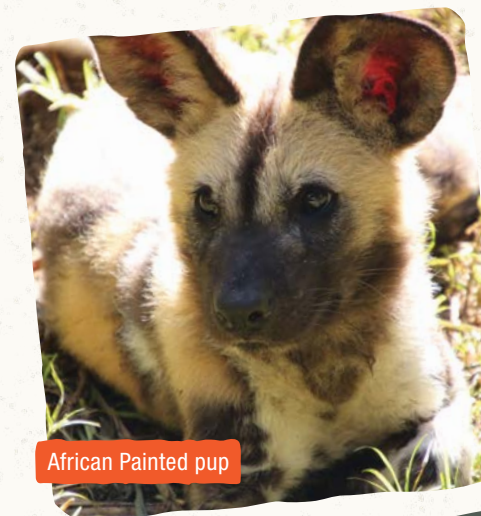


Agency Performance

Report on Operations (continued)

Significant Births/Hatchings

Several animals were born at Perth Zoo this year, including six African Painted Dogs and two African Crested Porcupine. The Zoo's Emperor Tamarins shared parenting responsibilities for twins born in March, and a critically endangered White-cheeked Gibbon was born in May. The koala continued their breeding success with two joeys emerging from their mother's pouches through the year. Two bilby joeys also emerged from the pouch and actively explored their Nocturnal House exhibit.



African Painted pup



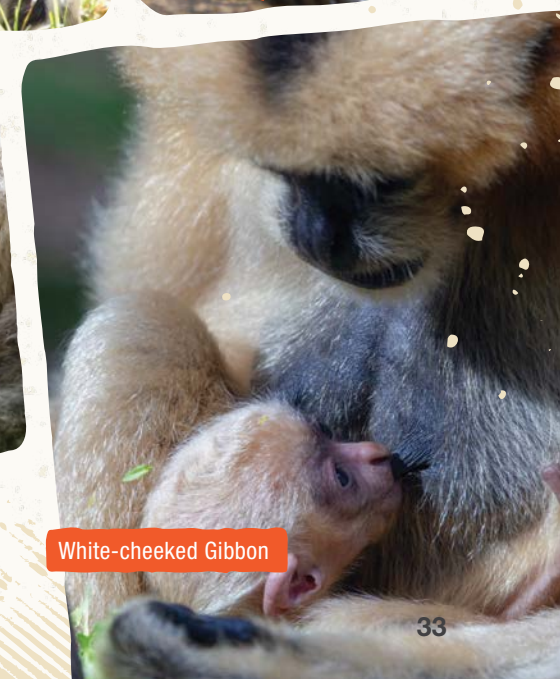
Emperor Tamarin
Credit: Alex Asbury



White-cheeked Gibbon infant



Koala joey



White-cheeked Gibbon

Agency Performance

Report on Operations (continued)

Significant Transfers In

Two lionesses, 'Makeba' and 'Uzuri', arrived from Taronga's Western Plains Zoo to take up residence in the newly upgraded Lion exhibit. New male and female Red Pandas were transferred from two other regional zoos and introduced to each other to form a new breeding pair. The Zoo also became home to two very young Southern Hairy-nosed Wombats. The wombats were previously illegally held by members of the public before confiscation by Parks and Wildlife (DBCAs).



Red Panda



Makeba and Uzuri
Credit: Alex Asbury



Southern Hairy-nosed Wombat

Agency Performance

Report on Operations (continued)

Significant Deaths

The Zoo farewelled one of our oldest residents this year, Estuarine Crocodile 'Simmo'. Estimated to be nearly 70 years old, he had reached the typical life expectancy of this species and passed away in November, following a period of ill-health. Simmo was over 4.75 metres in length and weighed more than 500kg.



Estuarine Crocodile Simmo

Agency Performance

Report on Operations (continued)

Significant Transfers Out

As part of regional species management programs, the Zoo transferred out to other Zoo's two Binturong and one African Crested Porcupine during the year, all bred at Perth Zoo.

Previous reproductive success also saw a number of primate species transferred to zoos in Australia and New Zealand, including two Emperor Tamarins, five Black and White Ruffed Lemurs and two Pygmy Marmosets. Four male African Painted Dogs were sent to Monarto Zoo to establish a new pack, and a male Goodfellow's Tree Kangaroo was transferred to Featherdale Wildlife Park, expanding the breeding opportunities for this species. Locally, six Bush Stone Curlew bred at the Zoo were released to Whiteman's Park as part of the Urban Renewal Program, supporting our local wildlife.

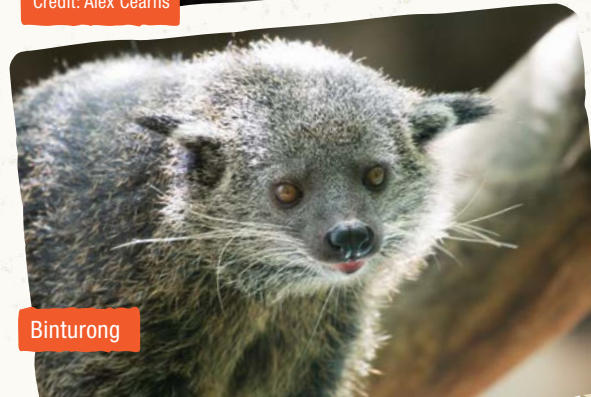


African Crested Porcupine



Black and White Ruffed Lemur

Credit: Alex Cearns

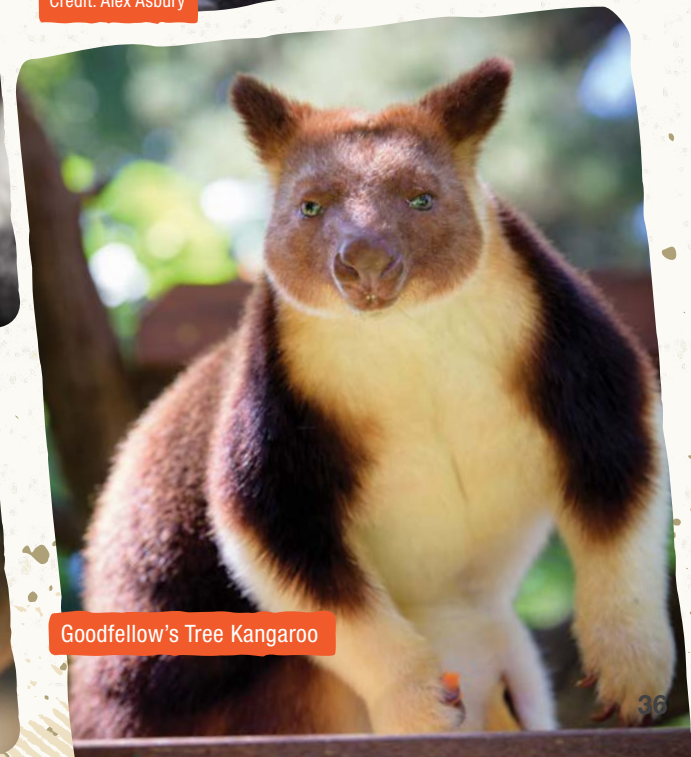


Binturong



Red Panda

Credit: Alex Asbury



Goodfellow's Tree Kangaroo

Agency Performance

Report on Operations (continued)

Western Ground Parrot

Perth Zoo continued to improve knowledge about the critically endangered Western Ground Parrot and optimise its chance for recovery in the wild. Following DBCA monitoring and survey work in Cape Arid National Park in November, the Recovery Team facilitated the transport of an additional five birds to the Zoo. Nine are now being cared for by Perth Zoo, contributing to an improvement in understanding of the species' reproductive biology. As of late Autumn 2019, the birds had been paired in the purpose-built aviaries in preparation for the breeding season.



Western Ground Parrot: Much has been learned about this cryptic parrot species
Credit: Alan Danks

Agency Performance

Native Species Conservation Breeding Program

The Native Species Conservation Breeding Program bred animals for release to the wild, in accordance with species Recovery Plans. This program is provided by staff employed by DBCA and paid for by Perth Zoo. This year, the following animals bred at Perth Zoo were released by DBCA colleagues::

- Numbats to Mount Gibson Sanctuary and Dryandra Woodland;
- Western Swamp Tortoises into Ellenbrook Nature Reserve, Moore River Nature Reserve and D'Entrecasteaux National Park;
- White-bellied Frogs and Orange-bellied Frogs released to sites near Margaret River.



Orange-bellied Frog
Credit: Alex Cearns



Numbat
Credit: Alex Asbury



Western Swamp Tortoise release



White-bellied Frog
Credit: Alex Cearns



Agency Performance

Conservation Medicine and Research

Three hundred and thirty-five (335) wild black cockatoos of three different species were admitted for treatment to Perth Zoo's Veterinary Department (258 new admissions and 77 re-admissions). The 600th wild black cockatoo treated by the Zoo was released to the wild in May 2019.

The Veterinary Department attended to 23 marine turtles (of three different species) washed up on WA beaches. Nineteen could be treated and sent to rehabilitation centres to regain strength and condition in preparation for a return to the open oceans.

Thirty-nine (39) reptiles and amphibians and one native bird confiscated by Parks and Wildlife were assessed and treated by the Zoo's Veterinary Department.

Perth Zoo produced 28 research communications during the year.



Black Cockatoo and Zoo Vet



Sumatran Tiger and Vet Department staff
Credit Alex Asbury



Boa Constrictor and Vet Department staff



Koala and Vet Nurse
Credit Alex Asbury

Agency Performance

Sustainability


As a conservation organisation, Perth Zoo continued to reduce its environmental footprint.


2019


SUSTAINABILITY ACHIEVEMENTS

RECYCLED  **110 TONNES** OF MATERIALS WHICH IS **40%** OF THE WASTE PRODUCED ONSITE (minus the organic waste stream)

5 DRINK BOTTLE REFILL STATIONS  **90,000L** CLEAN DRINKING WATER ENOUGH TO FILL **150,000** PLASTIC DRINK BOTTLES

 Our Creature Compost project helped divert over **1600 CUBIC METRES** OF ORGANIC WASTE AWAY FROM LANDFILL WHILE PROVIDING A WAY TO RECYCLE VALUABLE CARBON AND NUTRIENTS

REDUCED USE OF POTABLE WATER BY OVER  **2,200,000 LITRES** MORE THAN 20% ON LAST YEAR

We avoided the use of **369,500L**  potable water in toilets through our dual plumbed toilet and urinal cisterns

Agency Performance

Public Engagement

This past financial year, 719,226 people visited Perth Zoo, and the number of Zoo Members had increased to 27,430 by the year's end. Young families make up the largest proportion of visitors, and almost 80% of visitors come from within Western Australia, indicating a locally engaged community.

Visitor Attendance					
2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
627,991	642,352	695,091	657,353	658,325	719,226

More than \$18 million worth of free media coverage was achieved this year. This included TV, print and radio coverage, and some online articles. All social media channels recorded significant increases in followers.

Significant media stories throughout the year included:

- Zoorassic Park exhibition
- Meerkat theft
- Return of Radiated Tortoise
- Master plan announcement and change in future Zoo animal collection
- Native species releases
- Animal breeding successes (otters, red panda, painted dog, koalas)
- Multiple veterinary procedure stories & cockatoo rehabilitation

In 2018-19, in a world-first, Perth Zoo also collaborated with digital publisher, ZooBorns to produce a Facebook Watch series showcasing Perth Zoo's conservation breeding work. This reached a global audience of 657,200 individuals and was viewed 211,800 times.

social media



↑ 8.8%
(100,041 followers)



↑ 6.2%
(11,533 followers)



↑ 23.2%
(49,150 followers)



↑ 58%
(2,631 subscribers)



↑ 22.4%
(1,590,274 views)

Agency Performance

Public Engagement (continued)

This year, we welcomed several new corporate partners and sponsors, and secured sponsorship for all Zoo-hosted public events. This year's onsite events included Dream Night (1,400 guests), Teddy Bears' Picnic (6,969 visitors), Boo at the Zoo (4,200 visitors) and Happy Zoo Year (4,000 visitors). Significantly, 11,181 people enjoyed Eye to Eye animal encounters during the year, helping Perth Zoo further engage and educate the public about wildlife conservation.

On Saturday 17 November 2018, in conjunction with Autism WA, we held our inaugural Autism Access Day for families with members who are on the autism spectrum. The one-hour event attracted over 170 guests. An accessibility map outlined Quiet Zones throughout the Zoo for children requiring a break or feeling overwhelmed, and Autism WA provided equipment such as noise cancelling earphones, and beanbags for the quiet zones.

CORPORATE MEMBERS AND SUPPORTERS	BRONZE	SILVER	GOLD	PLATINUM	
     	     	    	    	    	

Agency Performance

Public Engagement (continued)



Outside the grants program, in-kind support venue hire and promotion was provided for the following conservation partners.



Perth Zoo's Wildlife Conservation Action Program distributed \$238,607 to nongovernment organisations carrying-out conservation work in the wild. Activities supported ranged from the removal of 418 lethal snares from the African Plains and the training of 92 new wildlife police officers (Painted Dog Conservation Inc), to supporting orphaned orangutans confiscated from the pet trade, giving them a second chance at life in the protected Bukit Tigapuluh eco-system (Frankfurt Zoological Society). Outside the grants program, in-kind support, venue hire, and promotion was provided to our local WCA partners.



Orangutan



Sun Bear



Painted Dog
Credit Alex Asbury

Agency Performance

Public Engagement (continued)

Perth Zoo's objective is to inspire and raise awareness about wildlife conservation. This year, the Discovery and Learning team had a record number of people participate in their programs, more than 76,000 in total. Participants ranged from two years of age in the A-Zoo program, to adults participating in team building challenges. School holiday programs continued to be very popular, with more than 1,640 children spending time learning about animals and conservation at Perth Zoo.



D&L staff and program participants

Perth Zoo
Q4 FY19 - APR-JUN 2019
POST CAMPAIGN REPORT

Perth Zoo
CARE AND WELFARE

CARAT



Agency Performance

Public Engagement (continued)

The Discovery and Learning team also delivered 12 education sessions to young people at the Banksia Hill Detention Centre.

The 2019 market research showed a statistically significant increase across three of the nine performance indicator statements for visitor and general population awareness of the Zoo's conservation role and the activities it undertakes.

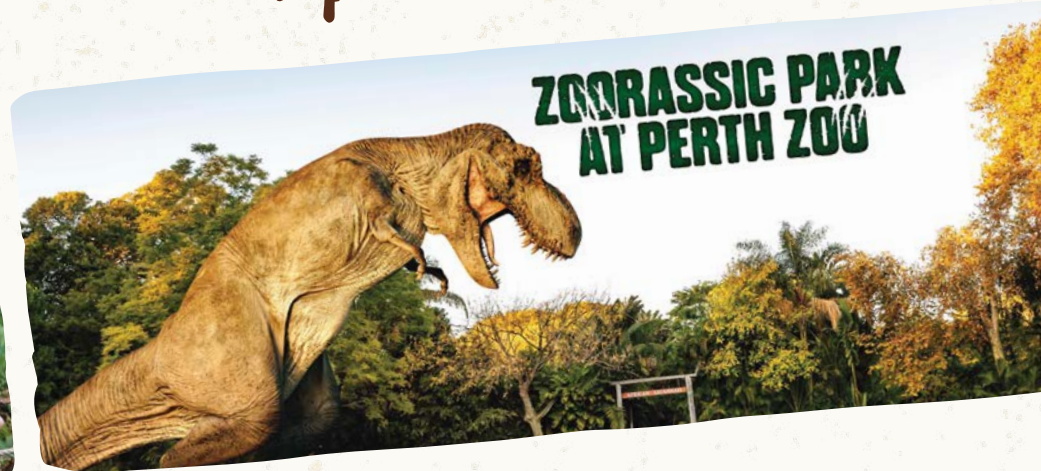
The market research also showed an increase in visitor satisfaction, up from 98% to 99%. After a significant increase last year, the net promoter score has decreased from 78 to 70, still a high score. However, the research did indicate that satisfaction continued to decline in regard to parking options around the Zoo.



A-Zoo Program



Triceratops and Dinosaur Keeper



ZOOASSIC PARK AT PERTH ZOO

Agency Performance

Public Engagement (continued)

Feedback

Perth Zoo actively canvasses visitors for feedback, which is categorised, collated into a monthly report and then distributed to management for review. Visitor feedback provides the zoo with valuable insight into what visitors think and feel about the Zoo, and is used to improve the visitor experience.

In 2018-19, the Zoo received a total of 684 comments. This included 287 general comments, 214 comments of appreciation and 183 complaints.

Comments from visitors this year included the following:

Congratulations on your recent birth of pups! Your conservation efforts are praiseworthy. Love Perth Zoo!

Rhino eye to eye was magnificent and we had an incredible day. Your zoo is by far the best we have been to and we will be telling everyone we know.

We loved seeing all the upgrades and improvements the zoo has made since we last came many, many years ago. Good job!

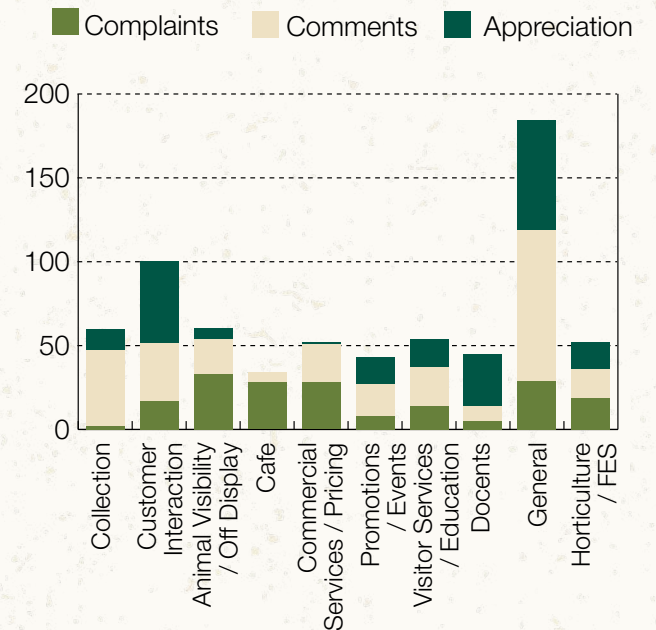
Thank you for taking such wonderful care of our precious animals and for always improving the quality of their lives here. And for the breeding programmes. I've had a great experience, much better than I had anticipated.

I would love to see your café using compostable coffee cups instead of plastic ones

Stay open later. 5 o'clock on a sunny day is too early.

Actions resulting from this year's customer feedback included:

- Extending the opening hours of the Zoo's Reception to include weekends and public holidays;
- Implementing new parking management arrangements in the Millpoint Road Carpark to ensure bays are more readily available for Zoo visitors;
- Installing signage at the crocodile exhibit regarding the death of the individual and plans to bring a new crocodile to Perth Zoo;



- Creation of educational materials and signage at the Cafe regarding sustainability initiatives;
- Trialling an extended hours event, 'Summer Sundowners';
- Modifying the Giraffe Tower to enhance the giraffe Eye to Eye experience; and
- Adapting toilet door fixtures to increase safety for users.

Significant Issues Affecting the Agency

Current and emerging Issues and Trends

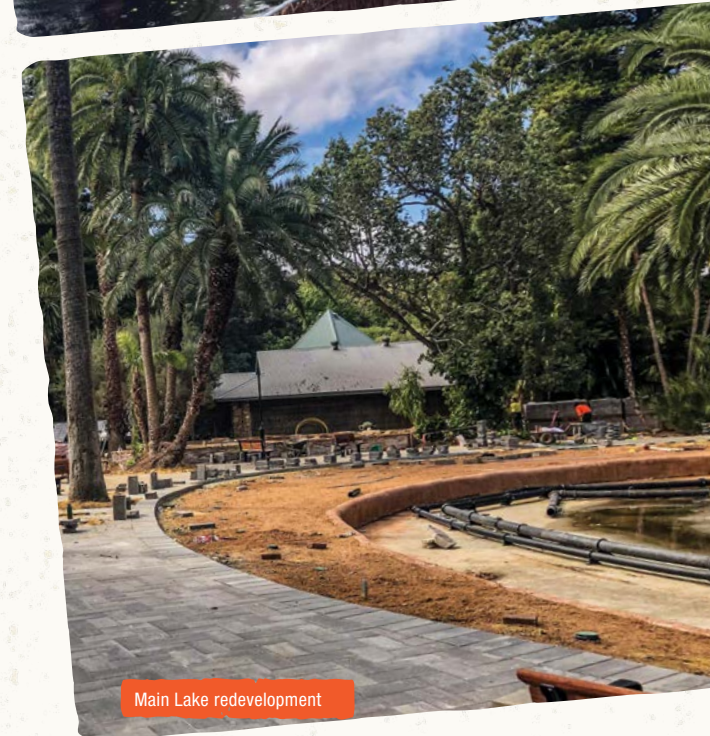
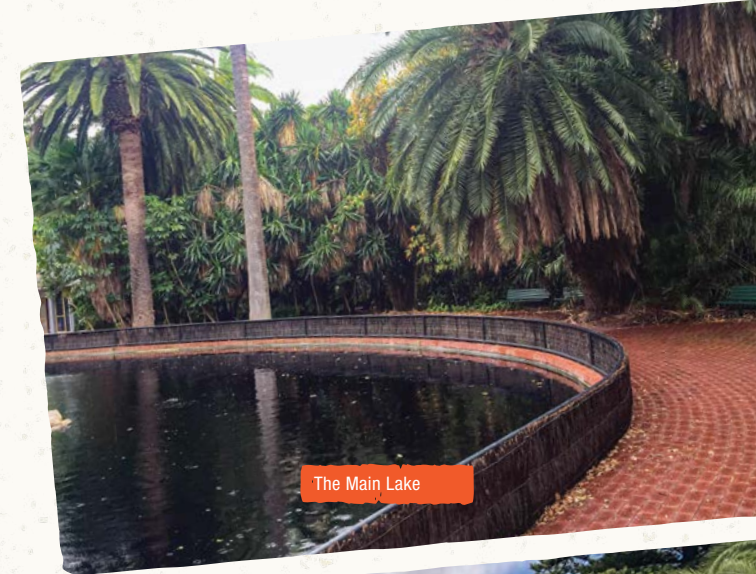
The existing constrained economic climate has made it challenging to secure funds to upgrade and renew facilities at Perth Zoo, many of which are more than 30 years old. A fundraising strategy is being developed as part of the Master Planning Project for the Future Zoo.

The transition process taking Perth Zoo from a stand-alone agency to one that sits within a broader department has been time and resource intensive. The challenge over 2019-20, will be to consolidate this transition, particularly in the areas of human resources and information/communication technology.

Looking Ahead – Initiatives 2019-20

Master planning for the 'Future Zoo' will continue. Based on a concept released to the public in October 2018, the master plan will provide a blueprint for future development of the Zoo. The master plan will outline a staged development of new infrastructure and provide for upgrades of existing assets.

Early outcomes of this process include redevelopment of the Zoo's 1970's era ornamental lake into a living wetland, and the start of construction of new café and function facilities. The latter development is conducted in partnership with Spotless Facility Services Pty Ltd.



Perth Zoo's membership program continues to grow, supporting new and repeat visitation. Member numbers increased 18% on the previous year end, to over 27,000 members.



Auditor's Opinion



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

ZOOLOGICAL PARKS AUTHORITY

Report on the Financial Statements

Opinion

I have audited the financial statements of the Zoological Parks Authority which comprise the Statement of Financial Position as at 30 June 2019, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Zoological Parks Authority for the year ended 30 June 2019 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Authority in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibility of the Board for the Financial Statements

The Board is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Authority.

Auditor's Responsibility for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Page 1 of 4

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As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Zoological Parks Authority. The controls exercised by the Authority are those policies and procedures established by the Board to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by the Zoological Parks Authority are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2019.

The Board's Responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Page 2 of 4

Auditor's Opinion

Auditor General's Responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives, were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and implemented as designed, once the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the Key Performance Indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Zoological Parks Authority for the year ended 30 June 2019. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Zoological Parks Authority are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2019.

The Board's Responsibility for the Key Performance Indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904 *Key Performance Indicators*.

Auditor General's Responsibility

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the agency's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements and key performance indicators of the Zoological Parks Authority for the year ended 30 June 2019 included on the Authority's website. The Authority's management is responsible for the integrity of the Authority's website. This audit does not provide assurance on the integrity of the Authority's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



SANDRA LABUSCHAGNE
DEPUTY AUDITOR GENERAL
Delegate of the Auditor General for Western Australia
Perth, Western Australia
22 September 2019

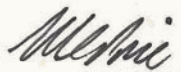
Financial Statements

ZOOLOGICAL PARKS AUTHORITY

CERTIFICATION OF FINANCIAL STATEMENTS FOR THE REPORTING PERIOD ENDED 30 JUNE 2019

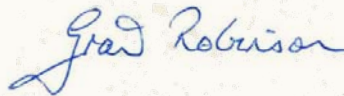
The accompanying financial statements of the Zoological Parks Authority have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2019 and the financial position as at 30 June 2019.

At the date of signing we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Melanie Price
Chief Finance Officer

Date: 2 September 2019



Grant Robinson
Chair

Date: 2 September 2019



Alex Lamond
Deputy Chair

Date: 2 September 2019

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

	Notes	2019 \$	2018 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	3.1(a)	13,522,850	14,865,486
Supplies and services	3.2	8,763,736	7,185,499
Depreciation expense	5.1.1	3,357,486	3,207,926
Cost of retail shop sales	4.4	581,298	551,899
Loss on disposal of non-current assets	3.3	14,668	83,388
Other expenses	3.4	12,005	–
Total cost of services		26,252,043	25,894,198
Income			
Revenue			
Admissions	4.2	9,579,438	8,899,322
Memberships	4.3	1,822,711	1,532,140
Retail shop sales	4.4	1,337,778	1,289,892
Grants, sponsorships and fundraising	4.5	1,363,497	1,175,726
Commercial activities	4.6	1,675,873	1,595,617
Interest revenue	4.7	74,616	63,377
Other revenue	4.8	79,979	137,879
Total revenue		15,933,892	14,693,953
Total income other than income from State Government		15,933,892	14,693,953
NET COST OF SERVICES		10,318,151	11,200,245

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Notes	2019 \$	2018 \$
Income from State Government			
Service appropriation	4.1	11,038,000	11,630,000
Services received free of charge	4.1	62,850	–
Total Income from State Government		11,100,850	11,630,000
SURPLUS FOR THE PERIOD		782,699	429,755
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus	9.7	690,809	174,404
Total other comprehensive income		690,809	174,404
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		1,473,508	604,159

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	Notes	2019 \$	2018 \$
ASSETS			
Current Assets			
Cash and cash equivalents	7.1	10,816,598	10,288,301
Restricted cash and cash equivalents	7.1	–	8,287
Inventories	4.4	152,932	146,482
Receivables	6.1	408,474	532,516
Amounts receivable for services	6.2	1,020,000	1,020,000
Other current assets	6.3	118,835	317,977
Total Current Assets		12,516,839	12,313,563
Non-Current Assets			
Restricted cash and cash equivalents	7.1	280,000	210,000
Amounts receivable for services	6.2	8,874,000	6,594,000
Infrastructure, property, plant and equipment	5.1	51,008,666	51,198,382
Total Non-Current Assets		60,162,666	58,002,382
TOTAL ASSETS		72,679,505	70,315,945

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019 (continued)

	Notes	2019 \$	2018 \$
LIABILITIES			
Current Liabilities			
Payables	6.4	499,324	469,298
Employee related provisions	3.1(b)	2,268,252	2,243,344
Other liabilities	6.5	1,427,791	1,315,907
Total Current Liabilities		4,195,367	4,028,549
Non-Current Liabilities			
Employee related provisions	3.1(b)	665,213	674,979
Total Non-Current Liabilities		665,213	674,979
TOTAL LIABILITIES		4,860,580	4,703,528
NET ASSETS		67,818,925	65,612,417
EQUITY			
Contributed equity	9.7	31,150,220	30,415,220
Reserves	9.7	11,372,432	10,681,623
Accumulated surplus		25,296,273	24,515,574
TOTAL EQUITY		67,818,925	65,612,417

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2019

	Notes	Contributed equity \$	Reserves \$	Accumulated surplus \$	Total equity \$
Balance at 1 July 2017		29,680,220	10,507,219	24,085,819	64,273,258
Surplus/(deficit)		–	–	429,755	429,755
Other comprehensive income	9.7	–	174,404	–	174,404
Total comprehensive income for the period		–	174,404	429,755	604,159
Transactions with owners in their capacity as owners:	9.7				
Capital appropriation		735,000	–	–	735,000
Total		735,000	–	–	735,000
Balance at 30 June 2018		30,415,220	10,681,623	24,515,574	65,612,417
Balance at 1 July 2018		30,415,220	10,681,623	24,515,574	65,612,417
Changes in accounting policy or correction of prior period errors	9.2	–	–	(2,000)	(2,000)
Restated balance at 1 July 2018		30,415,220	10,681,623	24,513,574	65,610,417
Surplus/(deficit)		–	–	782,699	782,699
Other comprehensive income	9.7	–	690,809	–	690,809
Total comprehensive income for the period		–	690,809	782,699	1,473,508
Transactions with owners in their capacity as owners:	9.7				
Capital appropriation		735,000	–	–	735,000
Total		735,000	–	–	735,000
Balance at 30 June 2019		31,150,220	11,372,432	25,296,273	67,818,925

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

Notes	2019 \$	2018 \$
CASH FLOWS FROM STATE GOVERNMENT		
Service appropriation	7,738,000	8,330,000
Capital appropriation	735,000	735,000
Holding account drawdown	1,020,000	1,020,000
Net cash provided by State Government	9,493,000	10,085,000
Utilised as follows:		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee benefits	(13,524,589)	(14,632,842)
Supplies and services	(8,538,523)	(7,293,817)
GST payments on purchases	(940,764)	(1,003,106)
GST payments to ATO	(30,486)	-
Other payments	(598,207)	(583,567)
Receipts		
Sale of goods and services	15,789,190	14,626,950
Interest received	75,233	59,001
GST receipts from ATO	361,878	465,312
GST receipts on sales	629,959	587,467
Other receipts	67,974	137,879
Net cash used in operating activities	(6,708,335)	(7,636,723)

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Notes	2019 \$	2018 \$
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(2,198,475)	(3,135,818)
Receipts			
Proceeds from sale of non-current assets		3,820	23,917
Net cash used in investing activities		(2,194,655)	(3,111,901)
Net (decrease)/increase in cash and cash equivalents		590,010	(663,624)
Cash and cash equivalents at the beginning of the period		10,506,588	11,170,212
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	7.1	11,096,598	10,506,588

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019

1. Basis of preparation

The Authority is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Authority is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Authority on 2 September 2019.

Statement of compliance

These general purpose financial statements have been prepared in accordance with:

- 1) The *Financial Management Act 2006 (FMA)*
- 2) The Treasurer's Instructions (**the Instructions or TIs**)
- 3) Australian Accounting Standards (**AASs**) – Reduced Disclosure Requirements
- 4) Where applicable, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

The *Financial Management Act 2006* and the Treasurer's Instructions (the Instructions) take precedence over AASs. Several AAS are modified by the Instructions to vary application, disclosure, format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest dollar unless otherwise indicated.

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Contributed equity

AASB Interpretation *1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

The transfers of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

2. Authority objectives

Mission

The Authority's mission is to inspire and act for wildlife conservation.

Services

The Authority provides the following services:

Service 1: Visitor services and public programs provided at Perth Zoo

Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs, experiences, publications, interpretation and information services that encourage positive behavioural changes and community participation in conservation.

Service 2: Research and conservation partnerships

The conservation of wildlife will be optimised by effective species management, application of science, high standards of animal welfare and animal husbandry, breeding programs including breeding for release into natural habitats and the provision of research and partnership opportunities.

3. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Authority's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Authority in achieving its objectives and the relevant notes are:

	Notes	2019 \$	2018 \$
Employee benefits expense	3.1(a)	13,522,850	14,865,486
Employee related provisions	3.1(b)	2,933,465	2,918,323
Supplies and services	3.2	8,763,736	7,185,499
Net loss on disposal of non-current assets	3.3	14,668	83,388
Other expenditure	3.4	12,005	–

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

3.1(a) Employee benefits expense

	2019 \$	2018 \$
Wages and salaries	12,319,522	13,383,231
Termination benefits	5,048	195,667
Superannuation – defined contribution plans (a)	1,198,280	1,286,588
Total employee benefits expense	13,522,850	14,865,486

(a) Defined contribution plans include West State Superannuation Scheme (WSS), Gold State Superannuation Scheme (GSS), Government Employees Superannuation Scheme (GESBs) and other eligible funds.

Wages and Salaries

Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, and leave entitlements.

Termination benefits

Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Authority is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without the possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation

The amount recognised in profit or loss of the Statement of Comprehensive Income and comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds. The employer contribution paid to the Government Employees Superannuation Board (GESB) in respect of the GSS is paid back in the Consolidated Account by the GESB.

GSS (concurrent contributions) is a defined benefit scheme for the purposes of employees and whole-of-government reporting. It is however a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the Authority to GESB extinguishes the Authority's obligations to the related superannuation liability.

The Authority does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. The liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the Authority to the GESB.

The GESB and other fund providers administer public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees vary according to commencement and implementation dates.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

3.1(b) Employee related provisions

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

	2019 \$	2018 \$
Current		
<u>Employee benefits provisions</u>		
Annual leave (a)	1,176,405	1,095,341
Purchased leave (a)	56,666	40,459
Long service leave (b)	960,901	1,005,190
	2,193,972	2,140,990
<u>Other provisions</u>		
Employment on-costs (c)	74,280	102,354
Total current employee related provisions	2,268,252	2,243,344
Non-current		
<u>Employee benefits provisions</u>		
Long service leave (b)	643,429	644,183
<u>Other provisions</u>		
Employment on-costs (c)	21,784	30,796
Total non-current employee related provisions	665,213	674,979
Total employee related provisions	2,933,465	2,918,323

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

- (a) **Annual and purchased leave liabilities:** Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision of annual and purchased leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

- (b) **Long service leave liabilities:** Unconditional long service leave provisions are classified as current liabilities as the Authority does not have the right to defer settlement for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are calculated as non-current liabilities because the Authority has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave liabilities are calculated at present value as the Authority does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rates expected to apply at the time of settlement, and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

- (c) **Employment on-costs:** The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other employee related expenses, note 3.2 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Authority's 'employee benefits expense'.

The related liability is included in 'Employment on-costs provision'.

	2019 \$	2018 \$
<u>Employment on-costs provision</u>		
Carrying amount at start of period	133,150	53,382
Additional/(reversals of) provisions recognised	(79,850)	13,161
Payments/other sacrifices of economic benefits	42,764	66,607
Carrying amount at end of period	96,064	133,150

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

Key sources of estimation uncertainty

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Authority's annual leave and long service leave provisions. These include:

- Expected future salary rates;
- Discount rates;
- Employee retention rates (for long service leave); and
- Expected future payments

Changes in these estimations and assumptions may impact on the carrying amount of the annual leave and long service leave provisions.

Any gain or loss following revaluation of the present value of annual and long service leave liabilities is recognised as employee benefits expense.

	2019 \$	2018 \$
3.2 Supplies and services		
Maintenance and operational expenses		
Maintenance of equipment, facilities and grounds	866,403	860,383
Service contractors	785,792	818,872
Animal food, veterinary care and transportation	720,056	616,150
Cleaning and waste disposal	518,704	507,015
Electricity, water, gas and fuel	447,987	433,562
Minor equipment purchases	192,310	212,967
Plant and equipment hire	463,533	115,218
Total maintenance and operational expenses	3,994,785	3,564,167

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
Other employee related expenses		
Workers' compensation premium	896,279	711,413
Staff training/development	44,786	54,267
Uniforms	42,228	51,584
Travel	30,782	44,921
Other	63,107	208,432
Total other employee related expenses	1,077,182	1,070,617
Administration		
Professional services	938,188	1,035,415
Science and HR services delivered by DBCA	1,237,655	–
Information technology and communications	783,744	758,713
Advertising and promotion	344,022	358,524
Grants and subsidies (a)	239,607	250,937
Other	148,553	147,126
Total administration	3,691,769	2,550,715
Total supplies and services	8,763,736	7,185,499
(a) Grants and subsidies are paid to external organisations to support wildlife conservation, species management, community education, animal breeding, research initiatives and projects. The major contributions relate to wildlife conservation projects and these are mainly funded from the proceeds of the Authority's fundraising campaign, Wildlife Conservation Action.		
Wildlife conservation	238,607	249,937
Animal breeding and research	1,000	1,000
	239,607	250,937

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
3.3 Net loss on disposal of non-current assets		
During the period, the Authority disposed and approved the write-off of a number of fixed assets. The plant, equipment and infrastructure assets consisted of various computing, communications and general equipment and infrastructure which were unserviceable, obsolete or damaged. (Refer note 9.8 'Supplementary financial information' for further details).		
<u>Net proceeds from disposal of non-current assets</u>		
Plant, equipment and vehicles	3,820	23,917
Infrastructure	–	59,000
<u>Carrying amount of non-current assets disposed</u>		
Plant, equipment and vehicles	(18,488)	(11,842)
Buildings and improvements	–	(61,507)
Infrastructure	–	(92,956)
Net loss on disposal of non-current assets	(14,668)	(83,388)
3.4 Other expenses		
In the final week of June 2019, a significant amount of retail shop inventory suffered water damage from rain water ingress into the Authority's retail shop. An insurance claim for the impaired inventory was in progress at the end of the reporting period.		
Impairment of retail shop inventory	12,005	–
	12,005	–

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

4. Our funding sources

How we obtain our funding

This section provides additional information about how the Authority obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Authority and relevant notes are:

	Notes	2019 \$	2018 \$
Income from State Government	4.1	11,100,850	11,630,000
Admissions	4.2	9,579,438	8,899,322
Memberships	4.3	1,822,711	1,532,140
Retail shop sales	4.4	1,337,778	1,289,892
Grants, sponsorships and fundraising	4.5	1,363,497	1,175,726
Commercial activities	4.6	1,675,873	1,595,617
Interest revenue	4.7	74,616	63,377
Other revenue	4.8	79,979	137,879

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
4.1 Income from State Government		
Appropriation received during the period:		
Service appropriation (a)	11,038,000	11,630,000
	11,038,000	11,630,000
Services received free of charge from other State government agencies during the period:		
Department of Primary Industry and Regional Development (veterinary pathology services)	62,850	–
	62,850	–
Total income from State Government	11,100,850	11,630,000

(a) **Service Appropriations** are recognised as revenues at fair value in the period in which the Authority gains control of the appropriated funds. The Authority gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

Service appropriations fund the net cost of services delivered . Appropriation revenue comprised the following:

- Cash component; and
- A receivable (asset).

The receivable (holding account – note 6.2) comprises the following:

- The budgeted depreciation expense for the year; and
- Any agreed increase in leave liabilities during the year.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
4.2 Admissions	9,579,438	8,899,322
	9,579,438	8,899,322

General admission prices for Perth Zoo are reviewed annually and approved as part of the annual State Budget process. Revenue is recognised on redemption of the admission and is measured at the fair value of consideration received or receivable.

4.3 Memberships	1,822,711	1,532,140
	1,822,711	1,532,140

Perth Zoo Membership prices are subject to annual review and revenue is apportioned evenly over the membership subscription period.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
4.4 Retail shop trading profit		
Sales	1,337,778	1,289,892
Less: Cost of Sales		
Opening Inventory	146,482	158,183
Purchases	587,748	540,198
	734,230	698,381
Closing Inventory	(152,932)	(146,482)
Cost of Goods Sold	581,298	551,899
Gross Trading Profit	756,480	737,993
Operating Expenses		
Payroll & other staffing	425,838	442,651
Consumables	32,165	32,399
Depreciation	18,608	20,827
Total Operating Expenses	476,611	495,877
Other Income		
Sundry	96	180
Net Trading Profit	279,965	242,296

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
Closing Inventory comprises:		
Current inventories		
Retail shop inventory	152,932	146,482
Total current inventories	152,932	146,482
Total inventories	152,932	146,482

Sales

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each particular class of inventory. Retail shop inventory is measured on a weighted average cost basis.

Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

Write-off was made for damaged/obsolete retail shop inventories (Refer note 9.8(a) 'Supplementary financial information').

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
4.5 Grants, sponsorships and fundraising		
Corporate sponsorships	641,076	560,156
Grants	30,954	102,000
Fundraising activities	177,287	172,356
Donations – cash	129,730	158,596
Donations – assets	208,090	60,664
Bequests	176,360	121,954
	1,363,497	1,175,726

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Authority obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Corporate Sponsorships

The Authority seeks to generate additional revenue and support brand recognition through tailored sponsorship packages based on the level of investment. Revenue from corporate sponsorships is recognised by reference to the stage of completion of the transaction.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
4.6 Commercial activities		
Restaurant	443,079	434,681
Hire of facilities & equipment	363,194	351,952
Tours & tertiary education	400,216	366,372
Car parking	246,563	231,651
Children's rides	106,048	102,977
Vending commission	82,785	72,793
Commercial product sales	33,988	35,191
	1,675,873	1,595,617

Sales of goods and provision of services

Revenue is recognised and measured at the fair value of consideration received or receivable.

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

Revenue from the provision of services is recognised by reference to the stage of completion of the transaction.

4.7 Interest revenue	74,616	63,377
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Interest earned from banking institution on the Authority's interest bearing account.

Interest revenue is recognised as the interest accrues.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
4.8 Other revenue		
Rental fees	32,225	43,442
Recoups of previous year's expenditure	3,200	6,441
Insurance claims	17,275	41,400
Miscellaneous revenue	27,279	46,596
	79,979	137,879

5. Key assets

Assets the Authority utilises for economic benefit or service potential

This section includes information regarding the key assets the Authority utilises to gain economic benefits or provide service potential.

The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes	2019 \$	2018 \$
Infrastructure, property, plant and equipment	5.1	51,008,666	51,198,382
Total key assets		51,008,666	51,198,382

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

5.1 Infrastructure, property, plant and equipment

Year ended 30 June 2019	Land \$	Buildings & Improvements \$	Infra- structure \$	Works in Progress \$	Plant, Equipment & Vehicles \$	Works of Art \$	Total \$
1 July 2018							
Gross carrying amount	975,000	15,381,988	50,979,826	1,350,371	4,529,624	303,250	73,520,059
Accumulated depreciation	–	(77,378)	(18,740,826)	–	(3,503,473)	–	(22,321,677)
Carrying amount at start of period	975,000	15,304,610	32,239,000	1,350,371	1,026,151	303,250	51,198,382
Additions	–	1,435,320	569,771	301,763	188,594	–	2,495,448
Revaluation increments/(decrements)	–	690,810	–	–	–	–	690,810
Depreciation	–	(944,801)	(2,066,518)	–	(346,167)	–	(3,357,486)
Asset class transfers	–	440,153	665,013	(1,105,166)	–	–	–
Disposals/write-offs	–	–	–	–	(18,488)	–	(18,488)
Carrying amount at 30 June 2019	975,000	16,926,092	31,407,266	546,968	850,090	303,250	51,008,666

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

Initial recognition

Items of Infrastructure, property, plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total). Assets such as audio visual systems, computer equipment, heating/cooling systems and water infrastructure that form part of a group of similar items which are significant in total are capitalised if they are valued at \$1,000 or more.

All costs associated with the acquisition of fauna are expensed.

The land on which the Zoo is situated is Crown land vested in the Authority and held in trust for use as a Zoological Garden. Land at Bakers Hill (328 hectares) is also vested in the Authority for zoological purposes. The Authority leases land at Byford at a pepper corn rental (39 hectares), again for zoological purposes.

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of:

- land;
- buildings; and
- works of art

Land is carried at fair value.

Buildings and improvements are carried at fair value less accumulated depreciation and accumulated impairment losses.

Works of art are carried at fair value less accumulated impairment losses.

All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Upon disposal or derecognition of an item of infrastructure, property, plant and equipment, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuations and Property Analytics) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land and buildings were revalued as at 1 July 2018 by the Western Australian Land Information Authority (Valuations and Property Analytics).

The valuations were performed during the year ended 30 June 2019 and recognised at 30 June 2019. In undertaking the revaluation, fair value was determined on the basis of current use of the land and determined by reference to current replacement cost of the buildings and improvements.

The valuer performs a physical site inspection every three years of buildings and improvements, with the most recent site inspection occurring during the year ended 30 June 2019. The cost of acquisitions between the physical inspection every three years is considered to approximate their fair value.

Works of art are independently valued by a qualified valuer every 3 to 5 years on the basis of fair value, determined by referenced to recent market transactions. The most recent valuation was performed during the year ended 30 June 2017 by Galerie Dusseldorf. The cost of acquisitions by the Authority between valuations is considered to approximate their fair value.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

Revaluation model:

(a) Fair value where market-based evidence is available:

The fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount.

(b) Fair value in the absence of market-based evidence:

Buildings are specialised or where land is restricted: Fair value is determined on the basis of existing use.

Existing use buildings: Fair value is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost.

Where the fair value of buildings is determined on the current replacement cost basis, the accumulated depreciation is restated proportionately with the change in the gross carrying amount of the asset.

Restricted use land: Fair value is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land).

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets on a class of assets basis.

Significant assumptions and judgements:

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Authority evaluates these judgements regularly and the judgements made in the process of applying accounting policies that have the most significant effect on the amounts recognised in these financial statements include:

- Adopting cost model for plant, equipment and infrastructure valuation.
- Adopting revaluation model for land, building and works of art valuation.
- Estimations of useful lives of assets.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
5.1.1 Depreciation and impairment		
Charge for the period		
<u>Depreciation</u>		
Buildings and improvements	944,801	899,709
Infrastructure	2,066,518	1,986,776
Plant, equipment and vehicles	346,167	321,441
Total depreciation for the period	3,357,486	3,207,926

As at 30 June 2019 there were no indications of impairment to property, plant and equipment or infrastructure.

Finite useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include items under operating leases, assets held for sale, land and investing opportunities.

Depreciation is generally calculated using the straight line basis, at rates that allocated the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and previous years are included in the table below:

Asset class	Useful life
Buildings & Improvements	10 to 40 years
Infrastructure	10 to 40 years
Plant, Equipment & Furniture	3 to 10 years
Motor Vehicles	5 to 10 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period and adjustments are made as appropriate.

Land and works of art, which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

Impairment

Non-financial assets, including items of infrastructure, property, plant and equipment assets are tested for impairment whenever there is an indication that the asset may be impaired and annually as part of the annual asset stocktake process. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Authority is a not-for-profit entity, the recoverable amount of regularly reviewed specialised assets is anticipated to be materially the same as the fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

6. Other assets and liabilities

This section sets out those assets and liabilities that arose from the Authority's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations.

	Notes	2019 \$	2018 \$
Receivables	6.1	408,474	532,516
Amounts receivable for services	6.2	9,894,000	7,614,000
Other assets	6.3	118,835	317,977
Payables	6.4	(499,324)	(469,298)
Other liabilities	6.5	(1,427,791)	(1,315,907)
6.1 Receivables			
<u>Current</u>			
Trade debtors		78,083	184,010
Allowance for impairment of trade receivables		(2,000)	–
GST receivable		253,298	257,573
Restaurant dividend (a)		23,385	29,626
Vending commission		19,800	19,400
Car parking		13,853	16,471
Insurance claims		22,055	25,436
Total current		408,474	532,516
Total receivables		408,474	532,516

The Authority does not have any significant exposure to any individual customer or counterparty. Amounts owing by other government agencies are guaranteed and therefore no credit risk exists in respect of those amounts.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
The following is an analysis of amounts owing by other government agencies:		
Government agencies	22,485	24,105
Australian Taxation Office	253,298	257,573
	275,783	281,678

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment).

The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

(a) The Authority engages a third party to operate restaurant and function catering services at Perth Zoo and in return receives a monthly dividend based on the gross sales revenue of the contracted caterer.

6.2 Amounts receivable for services (Holding Account)

Current	1,020,000	1,020,000
Non-current	8,874,000	6,594,000
Balance at end of period	9,894,000	7,614,000

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are not considered to be impaired (i.e. there is no expected credit loss of the holding accounts).

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
6.3 Other assets		
<u>Current</u>		
Prepayments	118,835	317,977
Total current	118,835	317,977
Balance at end of period	118,835	317,977
<p>Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.</p>		
6.4 Payables		
<u>Current</u>		
Trade payables (a)	329,916	265,649
PAYG tax payable	109,642	146,383
FBT payable	6,770	8,168
Accrued salaries and wages	52,996	49,098
Total current	499,324	469,298
Balance at end of period	499,324	469,298

(a) Trade payables include \$127,080 (\$1,754 in 2018) associated with capital works projects.

Payables are recognised at the amounts payable when the Authority becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days.

Accrued salaries and wages represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries and wages are settled within a fortnight of the reporting period end. The Authority considers the carrying amount of accrued salaries and wages to be equivalent to its fair value.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
6.5 Other liabilities		
<u>Current</u>		
Consists of unearned income from:		
Perth Zoo Memberships	1,040,006	922,268
Admission Tickets	138,901	127,003
Grants and sponsorships	127,792	165,859
Other	121,092	100,777
Total current	1,427,791	1,315,907
Balance at end of period	1,427,791	1,315,907

7. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Authority.

	Notes
Cash and cash equivalents	7.1
Commitments	7.2
Capital commitments	7.2.1
Other expenditure commitments	7.2.2

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Notes	2019 \$	2018 \$
7.1 Cash and cash equivalents			
Cash and cash equivalents		10,816,598	10,288,301
Restricted cash and cash equivalents	8.1		
– 27th Pay allocation (a)		280,000	210,000
– Commonwealth grant funds		–	8,287
Balance at end of period		11,096,598	10,506,588

(a) Funds provided by the Authority for the purpose of meeting the 27th pay in a reporting period that occurs every 11th year, the next being in 2026-27. These funds are classified as non-current for 10 out of the 11 years.

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019 \$	2018 \$
7.2 Commitments		
7.2.1 Capital commitments		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	1,102,989	966,765
	1,102,989	966,765
The capital commitments include amounts for:		
Buildings	–	639,435
Infrastructure	1,051,191	327,330
Plant and Equipment	51,798	–
	1,102,989	966,765
The totals presented for capital commitments are GST inclusive.		
7.2.2 Other expenditure commitments		
Other expenditure commitments contracted for at the end of the reporting period but not recognised as liabilities relate to services to be delivered in 2019-20, are payable as follows:		
Within 1 year	17,732	140,371
	17,732	140,371

The totals presented for other expenditure commitments are GST inclusive.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

8. Financial instruments and Contingencies

	Notes	
Financial instruments	8.1	
Contingent assets and liabilities	8.2	

	2019 \$	2018 \$
8.1 Financial instruments		
The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:		
<u>Financial assets</u>		
Cash and cash equivalents	10,816,598	10,288,301
Restricted cash and cash equivalents	280,000	218,287
Loans and receivables	–	7,888,943
Financial assets at amortised cost (i)	10,049,176	–
Total financial assets	21,145,774	18,395,531
<u>Financial liabilities</u>		
Financial liabilities at amortised cost (ii)	382,912	314,747
Total financial liabilities	382,912	314,747

(i) The amount of Financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(ii) The amount of Financial liabilities at amortised cost excludes PAYG and FBT payable to the ATO (statutory payable).

8.2 Contingent assets and liabilities

The Authority has no contingent assets or liabilities.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

9. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	9.1
Initial application of Australian Accounting Standards	9.2
Key management personnel	9.3
Related party transactions	9.4
Related and affiliated bodies	9.5
Remuneration of auditors	9.6
Equity	9.7
Supplementary financial information	9.8
Explanatory statement	9.9

9.1 Events occurring after the end of the reporting period

There were no significant events occurring after the reporting period that require disclosure.

9.2 Initial application of Australian Accounting Standards

AASB 9 Financial instruments

AASB 9 Financial instruments replaces AASB 139 Financial instruments: Recognition and Measurements for annual reporting periods beginning on or after 1 January 2018, bringing together all three aspects of the accounting for financial instruments: classification and measurement; impairment; and hedge accounting.

The Authority applied AASB 9 prospectively, with an initial application date of 1 July 2018. The adoption of AASB 9 has resulted in changes in accounting policies and adjustments to amounts recognised in the financial statements. In accordance with AASB 9.7.2.15, the Authority has not restated the comparative information which continues to be reported under AASB 139. Differences arising from adoption have been recognised directly in Accumulated surplus/(deficit).

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

The effect of adopting AASB 9 as at 1 July 2018 was, as follows:

	Adjustments	1 July 2018 \$
Assets		
Trade receivables	(a),(b)	(2,000)
		(2,000)
Total adjustment on Equity		
Accumulated surplus/(deficit)	(a),(b)	(2,000)
		(2,000)

The nature of the adjustment is described below:

(a) Classification and measurement

Under AASB 9, financial assets are subsequently measured at amortised cost, fair value through other comprehensive income (fair value through OCI) or fair value through profit or loss (fair value through P/L). The classification is based on two criteria: the Authority's business model for managing assets; and whether the assets' contractual cash flows represent 'solely payments of principal and interest' on the principal amount outstanding.

The assessment of the Authority's business model was made as of the date of initial application, 1 July 2018. The assessment of whether contractual cash flows on financial assets are solely comprised of principal and interest was made based on the facts and circumstances at the time of initial recognition of the assets.

The classification and measurement requirements of AASB 9 did not have a significant impact on the Authority. The following are the changes in the classification of the Authority's financial assets:

- Trade receivables classified as Loans and receivables as at 30 June 2018 are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest.

These are classified and measured as Financial assets at amortised cost beginning 1 July 2018.

- The Authority did not designate any financial assets as at fair value through P/L.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

In summary, upon the adoption of AASB 9, the Authority had the following reclassifications as at 1 July 2018.

		AASB 9 category		
		Amortised cost \$	Fair value through OCI \$	Fair value through P/L \$
AASB 139 category	\$			
Loans and receivables				
Trade receivables*	274,943	272,943	–	–
Amounts receivable for services	7,614,000	7,614,000	–	–
		7,886,943	–	–

* The change in carrying amount is the result of establishing an impairment allowance. Refer discussion on impairment below.

(b) Impairment

The adoption of AASB 9 has fundamentally changed the Authority's accounting for impairment losses for financial assets replacing AASB 139's incurred loss approach with a forward-looking expected credit loss (ECL) approach. AASB 9 requires the Authority to recognise an allowance for ECLs for all financial assets not held at fair value through P/L.

Upon adoption of AASB 9, the Authority recognised an impairment on the Authority's Trade receivables of \$2,000 which resulted in a decrease in Accumulated surplus of \$2,000 as at 1 July 2018.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

Set out below is the reconciliation of the ending impairment allowances in accordance with AASB 139 to the opening loss allowances determined in accordance with AAB 9.

	Impairment under AASB 139 as at 30 June 2018 \$	Re- measurement \$	ECL under AASB 9 as at 1 July 2018 \$
Receivables under AASB 139 / Financial assets at amortised cost under AASB 9	–	2,000	2,000
	–	2,000	2,000

9.3 Key management personnel

The Authority has determined that key management personnel include the Responsible Minister(s), members and senior officers of the Authority. However, the Authority is not obligated to compensate the Responsible Minister(s) and therefore disclosures in relation to Ministers' compensation may be found in the *Annual Report on State Finances*.

Total compensation for key management personnel, comprising members of the accountable authority and other senior officers, of the Authority for the reporting period are presented within the following bands:

	2019	2018
<u>Compensation of members of the accountable authority</u>		
Compensation band		
\$10,001 – \$20,000	1	1
\$0 – \$10,000	9	9
Short term employee benefits	\$30,007	\$31,917
Post employment benefits	\$2,851	\$3,032
Total compensation of members of the accountable authority	\$32,858	\$34,949

The total compensation includes the superannuation expense incurred by the Authority in respect of members of the accountable authority.

No members of the accountable authority are members of the Pension Scheme.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	2019	2018
<u>Compensation of senior officers other than senior officers reported as members of the accountable authority.</u>		
Compensation band		
\$210,001 – \$220,000	1	1
\$170,001 – \$180,000	–	1
\$160,001 – \$170,000	–	1
\$150,001 – \$160,000	1	1
\$140,001 – \$150,000	2	1
\$130,001 – \$140,000	1	–
\$20,001 – \$30,000	–	1
Short term employee benefits	\$697,588	\$718,147
Post employment benefits	\$72,773	\$88,245
Other long term benefits	\$25,444	\$84,883
Total compensation of senior officers	\$795,805	\$891,275

The total compensation includes the superannuation expense incurred by the Authority in respect of senior officers other than senior officers reported as members of the accountable authority.

No senior officers are members of the Pension Scheme.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

9.4 Related party transactions

The Authority is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Authority include:

- all cabinet ministers and their close family members and their controlled or jointly controlled entities;
- all senior officers and their close family members and their controlled or jointly controlled entities;
- all members of the accountable authority and their close family members and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures of wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

Material transactions with related parties

Outside of normal citizen type transactions with the Authority, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

9.5 Related and affiliated bodies

The Authority has no related or affiliated bodies.

9.6 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2019 \$	2018 \$
Auditing the financial statements, controls and key performance indicators	56,180	55,350
	56,180	55,350

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

9.7 Equity

The Western Australian Government holds the equity interest in the Authority on behalf of the community. Equity represents the residual interest in the net assets of the Authority.

	2019 \$	2018 \$
Contributed equity		
Balance at start of period	30,415,220	29,680,220
Contributions by owners		
Capital appropriation (a)	735,000	735,000
Balance at end of period	31,150,220	30,415,220
<p>(a) Treasurer's Instruction 955 'Contributions by Owners Made to Wholly Owned Public Sector Entities' designates capital appropriations as contributions by owners in accordance with AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'. The capital appropriations received are directed to the Authority's capital investment program.</p>		
Asset revaluation surplus		
<p>The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.</p>		
Balance at start of period	10,681,623	10,507,219
Net revaluation increments/(decrements):		
Buildings and Improvements	690,809	174,404
Balance at end of period	11,372,432	10,681,623

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

9.8 Supplementary financial information

The following items have been written off by the Accountable Authority:

	2019 \$	2018 \$
(a) Write-offs		
Assets written off	18,488	10,967
Damaged/obsolete retail shop inventories	1,795	2,186
Cashier shortages	580	676
	20,863	13,829
(b) Losses through theft, defaults and other causes		
Damaged equipment written off by the Authority	391	57,210
Amount recovered through insurance proceeds	–	(59,000)
	391	(1,790)

9.9 Explanatory statement

All variances between estimates (original budget) and actual results for 2019, and between the actual results for 2019 and 2018 are shown below.

Narratives are provided for selected major variances, which are generally greater than:

- 5% and \$515,000 for the Statements of Comprehensive Income and Cash Flows; and,
- 5% and \$1,406,000 for the Statement of Financial Position.

It should be noted that the categories of revenue and expenditure presented in the Budget Statements differ from the categories used in these financial statements.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

9.9.1 Explanatory Statement Statement of Comprehensive Income

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
COST OF SERVICES						
Expenses						
Employee benefits expense	1 , A	13,522,850	15,112,000	14,865,486	(1,589,150)	(1,342,636)
Supplies and Services	2 , B	8,763,736	6,604,000	7,185,499	2,159,736	1,578,237
Depreciation expense		3,357,486	3,300,000	3,207,926	57,486	149,560
Cost of retail shop sales		581,298	703,000	551,899	(121,702)	29,399
Loss on disposal of non-current assets		14,668	20,000	83,388	(5,332)	(68,720)
Other expenses		12,005	–	–	12,005	12,005
Total cost of services		26,252,043	25,739,000	25,894,198	513,043	357,845

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
Income						
Revenue						
Admissions	C	9,579,438	9,799,000	8,899,322	(219,562)	680,116
Memberships		1,822,711	1,675,000	1,532,140	147,711	290,571
Retail shop sales		1,337,778	1,303,000	1,289,892	34,778	47,886
Grants, sponsorships and fundraising		1,363,497	1,022,000	1,175,726	341,497	187,771
Commercial activities	3	1,675,873	2,608,000	1,595,617	(932,127)	80,256
Interest revenue		74,616	65,000	63,377	9,616	11,239
Other revenue		79,979	41,000	137,879	38,979	(57,900)
Total revenue		15,933,892	16,513,000	14,693,953	(579,108)	1,239,939
Total income other than income from State Government		15,933,892	16,513,000	14,693,953	(579,108)	1,239,939
NET COST OF SERVICES		10,318,151	9,226,000	11,200,245	1,092,151	(882,094)

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
Income from State Government						
Service appropriation	D	11,038,000	11,101,000	11,630,000	(63,000)	(592,000)
Services received free of charge		62,850	–	–	62,850	62,850
Total Income from State Government		11,100,850	11,101,000	11,630,000	(150)	(529,150)
SURPLUS/(DEFICIT) FOR THE PERIOD	4	782,699	1,875,000	429,755	(1,092,301)	352,944
OTHER COMPREHENSIVE INCOME						
Changes in asset revaluation surplus		690,809	–	174,404	690,809	516,405
Total other comprehensive income	5, E	690,809	–	174,404	690,809	516,405
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		1,473,508	1,875,000	604,159	(401,492)	869,349

Major Estimate and Actual (2019) Variance Narratives

- 1) Employee benefits expense was \$1,589,150 (11%) below the estimate. This is mainly due to the transfer of 12 FTE positions from the Authority to the Department of Biodiversity, Conservation and Attractions (DBCA). Positions were from the Perth Zoo Native Species Breeding and Research program (9 FTE), HR and payroll services (2 FTE) and ICT services (1 FTE). Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. The costs of these services are reported within the supplies and services category of expenditure.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

- 2) Supplies and services expense was \$2,159,736 (33%) above the estimate. This is mainly due to changes in the way some operational activities of the Authority are resourced. Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. These services were previously delivered by Authority staff and reported under employee benefits expenses as explained in 9.9.1 (1) above. The staging of the popular Zoorassic Park dinosaur exhibition resulted in additional non-recurring costs with offsetting revenue from record attendances, membership sales and a range of commercial activities.
- 3) Commercial revenue was \$932,127 (36%) below the estimate as the original budget included growth projections that were unable to be achieved. While commercial revenue increased by 5% over the comparative year, generating significantly higher revenue growth is impacted by the current economic conditions, managing reduced expense limits and the ability to optimise asset investment and commercial opportunities.
- 4) The surplus of \$794,704 for the period was \$1.1M (57%) below the original estimate of a surplus of \$1.9M due to the expenditure and revenue variations explained at 9.9.1 (1), (2) and (3) above.
- 5) The change in asset revaluation surplus of \$690,810 was not originally included in the budget for 2018-19 and reflects changes to fair values of building and improvement non-current assets.

Major Actual (2019) and Comparative (2018) Variance Narratives

- A) Employee benefits expense was \$1,342,636 (9%) below the previous year. This is mainly due to the transfer of 12 FTE positions from the Authority to the Department of Biodiversity, Conservation and Attractions (DBCA). Positions were from the Perth Zoo Native Species Breeding and Research program (9 FTE), HR and payroll services (2 FTE) and ICT services (1 FTE). Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. The costs of these services are reported within the supplies and services category of expenditure.
- B) Supplies and services expense was \$1,578,237 (22%) above the previous year. This is mainly due to changes in the way some operational activities of the Authority are resourced. Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. These services were previously delivered by Authority staff and reported under employee benefits expenses as explained in 9.9.1 (A) above. The staging of the popular Zoorassic Park dinosaur exhibition resulted in additional non-recurring costs with offsetting revenue from record attendances, membership sales and a range of commercial activities.
- C) Admissions revenue was \$680,116 (8%) above the previous year and reflected an annual price increase along with record visitation of 719,226 in 2018-19, Perth Zoo's 120th Birthday celebrations including the special Zoorassic Park dinosaur exhibit held for an extended period in 2018-19 assisted this achievement.
- D) The service appropriation for the period was \$0.6M (5%) below the previous year and reflect the lower level of approved Government appropriations from recent budget savings initiatives.
- E) The change in asset revaluation surplus of \$690,810 was an increase of \$516,406 from the previous year and reflects changes to fair values of building and improvement non-current assets.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

9.9.2 Explanatory Statement Statement of Financial Position

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
ASSETS						
Current Assets						
Cash and cash equivalents		10,816,598	11,088,000	10,288,301	(271,402)	528,297
Restricted cash and cash equivalents		–	–	8,287	–	(8,287)
Inventories		152,932	143,000	146,482	9,932	6,450
Receivables		408,474	522,000	532,516	(113,526)	(124,042)
Amounts receivable for services		1,020,000	1,020,000	1,020,000	–	–
Other current assets		118,835	113,000	317,977	5,835	(199,142)
Total Current Assets		12,516,839	12,886,000	12,313,563	(369,161)	203,276
Non-Current Assets						
Infrastructure, property, plant and equipment		51,008,666	51,951,000	51,198,382	(942,334)	(189,716)
Amounts receivable for services	F	8,874,000	8,874,000	6,594,000	–	2,280,000
Restricted cash and cash equivalents		280,000	280,000	210,000	–	70,000
Total Non-Current Assets		60,162,666	61,105,000	58,002,382	(942,334)	2,160,284
TOTAL ASSETS		72,679,505	73,991,000	70,315,945	(1,311,495)	2,363,560

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
LIABILITIES						
Current Liabilities						
Payables		499,324	441,000	469,298	58,324	30,026
Employee related provisions		2,268,252	2,004,000	2,243,344	264,252	24,908
Other liabilities		1,427,791	1,309,000	1,315,907	118,791	111,884
Total Current Liabilities		4,195,367	3,754,000	4,028,549	441,367	166,818
Non-Current Liabilities						
Employee related provisions		665,213	666,000	674,979	(787)	(9,766)
Total Non-Current Liabilities		665,213	666,000	674,979	(787)	(9,766)
TOTAL LIABILITIES		4,860,580	4,420,000	4,703,528	440,580	157,052
NET ASSETS		67,818,925	69,571,000	65,612,417	(1,752,075)	2,206,508

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
EQUITY						
Contributed equity		31,150,220	31,150,000	30,415,220	220	735,000
Reserves		11,372,432	10,507,000	10,681,623	865,432	690,809
Accumulated surplus	6	25,296,273	27,914,000	24,515,574	(2,617,727)	780,699
TOTAL EQUITY		67,818,925	69,571,000	65,612,417	(1,752,075)	2,206,508

Major Estimate and Actual (2019) Variance Narratives

- 6) The accumulated surplus of \$25,296,273 at the end of the reporting period was \$2.6M (9%) below the original estimate of \$27.9M due to the higher than expected expenditure and the lower than expected revenue as explained at notes 9.9.1 (1), (2) (3) and (C) of the Statement of Comprehensive Income.

Major Actual (2019) and Comparative (2018) Variance Narratives

- F) The non-current portion of the amounts receivable for services has increased by \$2.28M over the comparative year due to the net impact of an accrual appropriation of \$3.3M for depreciation in 2018-19 less \$1.02M in 2018-19 drawdowns from the holding account to fund approved capital works projects.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

9.9.3 Explanatory Statement Statement of Cash Flows

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation	G	7,738,000	7,801,000	8,330,000	(63,000)	(592,000)
Capital appropriation		735,000	735,000	735,000	–	–
Holding account drawdown		1,020,000	1,020,000	1,020,000	–	–
Net cash provided by State Government		9,493,000	9,556,000	10,085,000	(63,000)	(592,000)
Utilised as follows:						
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	7, H	(13,524,589)	(14,982,000)	(14,632,842)	1,457,411	1,108,253
Supplies and services	8, I	(8,538,523)	(6,693,000)	(7,293,817)	(1,845,523)	(1,244,706)
GST payments on purchases		(940,764)	(1,056,000)	(1,003,106)	115,236	62,342
GST payments to ATO		(30,486)	–	–	(30,486)	(30,486)
Other payments		(598,207)	(703,000)	(583,567)	104,793	(14,640)
Receipts						
Sale of goods and services	J	15,789,190	16,437,000	14,626,950	(647,810)	1,162,240
Interest received		75,233	65,000	59,001	10,233	16,232
GST receipts from ATO		361,878	356,000	465,312	5,878	(103,434)
GST receipts on sales		629,959	700,000	587,467	(70,041)	42,492
Other receipts		67,974	40,000	137,879	27,974	(69,905)
Net cash used in operating activities		(6,708,335)	(5,836,000)	(7,636,723)	(872,335)	928,388

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

	Variance Note	Actual 2019 \$	Original Budget 2019 \$	Actual 2018 \$	Variance between Budget and actual \$	Variance between actual results for 2019 and 2018 \$
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current physical assets	9, K	(2,198,475)	(2,758,000)	(3,135,818)	559,525	937,343
Receipts						
Proceeds from sale of non-current physical assets		3,820	–	23,917	3,820	(20,097)
Net cash used in investing activities		(2,194,655)	(2,758,000)	(3,111,901)	563,345	917,246
Net increase/(decrease) in cash and cash equivalents	L	590,010	962,000	(663,624)	(371,990)	1,253,634
Cash and cash equivalents at the beginning of the period		10,506,588	10,406,000	11,170,212	100,588	(663,624)
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		11,096,598	11,368,000	10,506,588	(271,402)	590,010

Major Estimate and Actual (2019) Variance Narratives

- 7) Payments for employee benefits were \$1,457,411 (10%) below the estimate. This is mainly due to the transfer of 12 FTE positions from the Authority to the Department of Biodiversity, Conservation and Attractions (DBCA). Positions were from the Perth Zoo Native Species Breeding and Research program (9 FTE), HR and payroll services (2 FTE) and ICT services (1 FTE). Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. The costs of these services are reported within the supplies and services category of payments.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 (continued)

- 8) Payments for supplies and services were \$1,845,523 (28%) above the estimate. This is mainly due to changes in the way some operational activities of the Authority are resourced. Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. These services were previously delivered by Authority staff and reported under employee benefits expenses as explained in 9.9.3 (7) above. The staging of the popular Zoorassic Park dinosaur exhibition resulted in additional non-recurring costs with offsetting receipts from record attendances, membership sales and a range of commercial activities.
- 9) Payments for the purchase of non-current physical assets were \$559,525 (20%) below the estimate. Scheduling changes to some projects was required to manage peak visitation periods and animal management priorities. These projects are scheduled for completion in 2019-20.

Major Actual (2019) and Comparative (2018) Variance Narratives

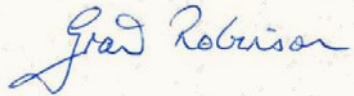
- G) Receipts from service appropriations decreased by \$592,000 (7%) and reflect the lower level of approved Government appropriations from recent budget savings initiatives.
- H) Payments for employee benefits were \$1,108,253 (8%) below the previous year. This is mainly due to the transfer of 12 FTE positions from the Authority to the Department of Biodiversity, Conservation and Attractions (DBCA). Positions were from the Perth Zoo Native Species Breeding and Research program (9 FTE), HR and payroll services (2 FTE) and ICT services (1 FTE). Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. The costs of these services are reported within the supplies and services category of payments.
- I) Payments for supplies and services were \$1,244,706 (17%) above the previous year. This is mainly due to changes in the way some operational activities of the Authority are resourced. Under an MOU arrangement, the Authority purchased services from DBCA in the areas of Perth Zoo Science, ICT, HR and payroll. The services were previously delivered by Authority staff and reported under employee benefits expenses as explained in 9.9.3 (H) above. The staging of the popular Zoorassic Park dinosaur exhibition resulted in additional non-recurring costs with offsetting receipts from record attendances, membership sales and a range of commercial activities.
- J) Receipts from the sales of goods and services increased by \$1,162,240 (8%) over the previous year due to increases in sales revenue from admissions, memberships, commercial activities, grants, sponsorships, fundraising and donations. Revenue increases were supported by record visitation of 719,226.
- K) Payments for the purchase of non-current physical assets were \$937,343 (30%) lower than the comparative year. This previous year included significant expenditure relating to the completion of stage A of the lion exhibit upgrade and the commencement of construction for the final stage B which was completed in 2018-19.
- L) The net increase in cash and cash equivalents was \$1,253,634 (189%) higher than the comparative year. This is due to the significant increases in receipts from the sale of goods and services and decrease in payments for non-current physical assets as explained at 9.9.3 (J) and (K) above.

Key Performance Indicators

ZOOLOGICAL PARKS AUTHORITY

CERTIFICATION OF KEY PERFORMANCE INDICATORS FOR THE REPORTING PERIOD ENDED 30 JUNE 2019

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Zoological Parks Authority's performance, and fairly represent the performance of the Zoological Parks Authority for the reporting period ended 30 June 2019.



Grant Robinson

Chair

Date: 2 September 2019



Alex Lamond

Deputy Chair

Date: 2 September 2019

Key Performance Indicators

ZOOLOGICAL PARKS AUTHORITY

Relationship to Government Goals

The Zoological Parks Authority operates under the Outcome Based Management (OBM) performance management framework of the Department of Biodiversity, Conservation and Attractions (DBCA).

The Zoological Parks Authority contributes to the following Government Goal, Outcomes and Services that form part of the overall DBCA OBM structure.



Key Performance Indicators

ZOOLOGICAL PARKS AUTHORITY

OUTCOME 1

Community enjoyment, appreciation and understanding of attractions under the Department's care.

Key Effectiveness Indicator

1.1. Average level of visitor satisfaction at Perth Zoo

Perth Zoo's contribution to this outcome is measured by the level of visitor satisfaction based on the visitor's entire experience at Perth Zoo. An independent market research company, Painted Dog Research was commissioned by Perth Zoo to conduct research during April 2019. Intercept surveys were conducted with randomly selected Zoo patrons over 16 years of age. Details of the survey sampling are as follows:

	2016	2017	2018	2019
Population*	695,091	657,353	658,325	719,226
Desired Sample	500	500	500	500
Achieved Sample	547	500	511	500
Sampling Error	±4.2%	±4.37%	±4.33%	±4.37%
Response Rate	80%	75%	67%	65%
Confidence Interval	95%	95%	95%	95%

*Population is based on annual visitors to Perth Zoo

"Thinking about your entire experience at Perth Zoo, how would you rate your satisfaction with Perth Zoo today?"	2018 Actual	2019 Actual	2019 Target
Average level of visitor satisfaction	96%	97%	97%

Perth Zoo also measures visitor responses of either 'extremely satisfied' or 'satisfied' to the survey question.

	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Percentage of satisfied visitors	97%	96%	97%	99%

Note to this Indicator

Perth Zoo achieved record visitor satisfaction levels with a 97% average level of visitor satisfaction and 99% of visitors satisfied with their entire experience when visiting Perth Zoo. Visitor satisfaction can be influenced by the whole journey from arrival and entry through to the experiences while at the Zoo. Important factors for visitor satisfaction include customer service; immersive animal exhibits; well presented grounds, gardens and facilities; and a value for money experience.

Visitors to Perth Zoo include Zoo members, families, general public, local community, students and tourists. Achieving and maintaining high levels of satisfied visitors supports new and repeat visitation and visitor loyalty through the Perth Zoo membership program.

Key Performance Indicators

ZOOLOGICAL PARKS AUTHORITY

Key Efficiency Indicator

Service 1 – Visitor services and public programs provided at Perth Zoo

Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs, experiences, publications, interpretation and information services which encourage positive behavioural changes and community participation in conservation.

1.2. Average cost per visitor at Perth Zoo

Efficiency would be demonstrated by this indicator remaining constant or reducing over time, as admission numbers increase.

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2019 Target
Total visitors admitted to the Zoo	695,091	657,353	658,325	719,226	695,000
Total cost of services (\$000's)	\$23,263	\$22,617	\$23,225	\$23,763	\$22,894
Average cost per visitor	\$33.47	\$34.41	\$35.28	\$33.04	\$32.94

Note to this Indicator

The cost of services is 4% higher than the target and 2% above the previous year comparative. Record visitation of 719,226 was achieved against the target of 695,000, representing a 9% increase over the previous years visitation numbers. The high visitation was assisted by the staging of the Zoorassic Park dinosaur exhibition over 21 weeks between September and February, and Perth Zoo's 120th Birthday celebrations. Visitation of 347,717 was achieved during this Zoorassic Park exhibition period.

Cost increases are related to supplies and services, including non-recurring costs supporting the Zoorassic Park dinosaur exhibit. Other costs incurred related to strategic and business planning, contract management activities, system development and a further increase to the Authority's annual workers' compensation insurance premium. The insurance premium is expected to return to previous lower levels in 2019-20.

Visitor numbers were 3% above target, resulting in an average cost per visitor of \$33.04. The average cost per visitor was slightly above target and 6% below the previous year. Perth Zoo's membership program continues to grow, supporting new and repeat visitation. Member numbers increased 18% on the previous year end to over 27,000 members. Upgrades to exhibits and facilities, along with the promotion of a range of visitor experiences and activities also support visitation.

Key Performance Indicators

ZOOLOGICAL PARKS AUTHORITY

OUTCOME 2

Plants and animals are conserved and habitat, ecosystem and landscape-scale conservation utilises evidence-based science.

Key Effectiveness Indicator

2.1 Number of threatened species offspring bred for release into natural habitats

Perth Zoo Science program (provided on a fee for service basis by DBCA), breeds threatened native Australian species for release into natural habitats, as part of species recovery programs managed through DBCA Recovery Teams.

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2019 Target
Western Swamp Tortoise	47	55	47	47	30
Numbat	19	23	19	12	12
Dibbler	42	53	0	28	50

The above figures include animals which survived more than 30 days after birth.

Note to this Indicator

Annual targets are based on those set by the species recovery programs managed through DBCA for each species.

Good breeding success for Western Swamp Tortoise continued with above-target breeding results.

Breeding performance for the Numbat species was in line with the target and lower than in recent years. The lower numbers were the result of two females failing to breed; one probably due to old age, the other for reasons yet to be determined.

Following the release of Perth Zoo's entire stock of mainland Dibblers into Peniup Nature Reserve in the previous year, new Dibblers were transferred to Perth Zoo in 2018-19. Eight breeding pairs from Whitlock and Escape Islands were sourced in November 2018 and January 2019. Breeding resulted in 28 pouch young from four females, with the other four females failing to breed for reasons yet to be determined.

Key Performance Indicators

ZOOLOGICAL PARKS AUTHORITY

Service 2 – Research and conservation partnerships

The conservation of wildlife will be optimised by effective species management, application of science, high standards of animal welfare and animal husbandry, breeding programs including breeding for release into natural habitats, and the provision of research and partnership opportunities.

Key Efficiency Indicator

2.2 Research communications produced per Full Time Equivalent (FTE)

Research communications have been defined to include:

- refereed papers published in professional journals;
- conference presentations and the publication of major articles authored or co-authored by Perth Zoo staff or Perth Zoo-supported researchers;
- undergraduate and postgraduate theses involving research supervised by Perth Zoo staff;
- spoken lectures developed for presentation to university students by Perth Zoo staff where the lecture forms part of an accredited university course; and
- major scientific research-based Government reports authored or co-authored by Perth Zoo staff or Perth Zoo-supported researchers.

The indicator is calculated using a three year moving average of the number of research communications produced and the number of FTEs to reflect that research is conducted over an extended period before the communications can be produced.

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2019 Target
Number of research communications produced	33.33	30.00	28.00	23.33	20.33
Total FTEs to produce research communications	19.94	19.50	19.30	18.87	19.80
Research communications produced per FTE	1.67	1.54	1.45	1.24	1.03

Note to this Indicator

This indicator provides a measure of the Authority's contribution to the areas of wildlife management, medicine and research. The indicator is affected by the funding available for research and therefore is influenced by the level of external grants and other funds that the Authority is able to access for this work.

During 2018-19, there were 28 research communications produced, resulting in a three year moving average of 23.33 communications, which is above the original target. The increased communications and reduced FTE resulted in 1.24 communications produced per FTE. Contributions from veterinary and research staff, along with the Perth Zoo Science program, supported the level of communications produced. The range and number of research communications reflects the collaborative effort required for their production. This collaboration involves external research institutions, Perth Zoo supported student research projects, supervision of research for undergraduate and postgraduate theses and lectures provided to accredited courses at all four WA public universities.

Ministerial Directives

No Ministerial directives were received during the financial year.

Other Financial Disclosures

Pricing policies

Perth Zoo's admission prices are reviewed annually as part of the State Budget process and any recommended increases by the Zoological Parks Authority require the approval of the Minister for Environment. The Zoological Parks Authority has discretion over pricing for other goods and services rendered. An increase in Perth Zoo admission prices from 1 July 2018 was approved as part of the 2018-19 State budget. Admission prices are advertised on Perth Zoo's website and at the front entrance.

Capital Works

Perth Zoo's capital works program consists of projects that are funded from either Government capital appropriations or internally generated revenue such as sponsorships, grants and bequests. The Zoo undertook over \$2.2 million worth of capital works in 2018-19. Details of the major completed works and works in progress are outlined below;

Capital works projects incomplete

Water Infrastructure Management

As part of the 2011-12 State Budget, the State Government approved capital works funding of \$11.9 million over six years for a major water infrastructure management project. The aim of the Integrated Water Management project is to provide an effective and environmentally sustainable water management system, achieved through the replacement of old infrastructure and the development of innovative water capture, storage, filtration, reuse and reticulation systems. The water infrastructure management project is the largest capital works project ever undertaken by the Zoo.

Following completion of the project definition plan and forward works for fire services in 2013-14, detailed design and commencement of construction occurred in 2014-15. The major element of this project, involving trenching and replacement water infrastructure, was completed in 2015-16 and in 2016-17 a range of initiatives were completed, including installation of energy efficient pumps and completion of a detailed irrigation audit.



Refurbished cockatoo aviaries were reopened to public viewing

Planning for the next major element of the project, water reuse through existing water bodies at Perth Zoo, was completed in 2017-18, progressing to tender in 2018-19. Site works and construction commenced in June 2019 and is scheduled for completion in September 2019. Work will continue in 2019-20 on progressing further elements of this staged project, including ongoing implementation of irrigation audit recommendations and other water management and sustainability initiatives.

A total of \$152,552 was spent in 2018-19, bringing the total project expenditure to \$9,965,579 from the \$11.9 million total budget. The remaining \$1.9 million will be required in 2019-20 and beyond to implement the remaining elements of the original business case for this project.

Other Financial Disclosures

Other

A major project to implement a new patented master key system is scheduled for completion in July 2019.

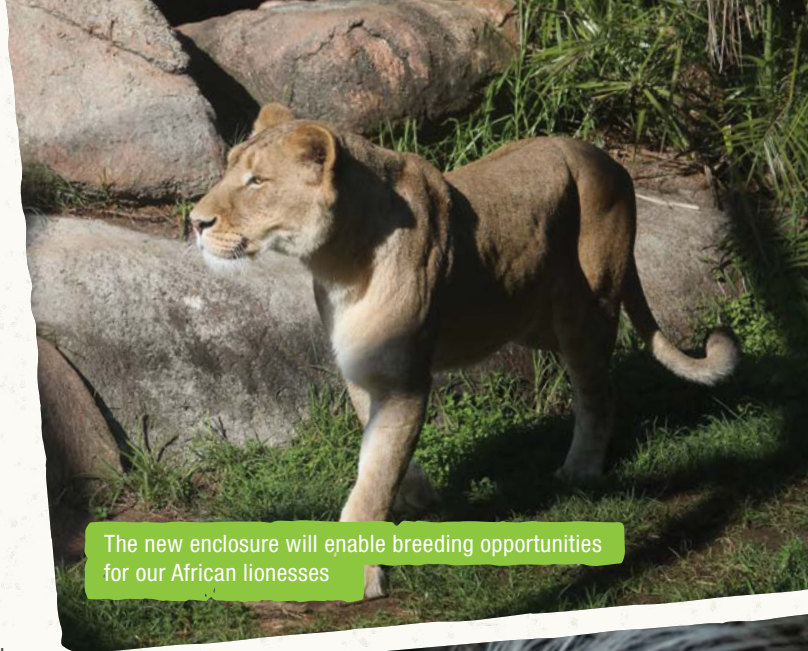
An upgrade and refurbishment of the crocodile exhibit is progressing in preparation for the arrival of another crocodile in 2019-20. Upgrading of the porcupine exhibit is also underway to improve both animal management and visitor viewing opportunities. While a major refurbishment project of the Perth Zoo main lake is underway, the opportunity has been taken to upgrade the lemur and gibbon exhibits located on the two islands. Planning is in progress for future upgrades to electrical infrastructure, visitor amenities and security, along with upgrades to the wombat and baboon exhibits.

Significant planning work will continue in 2019-20, to develop a new master plan for Perth Zoo that will inform the Zoo's strategic asset plan. A total of \$326,825 was spent on the range of projects currently in progress.

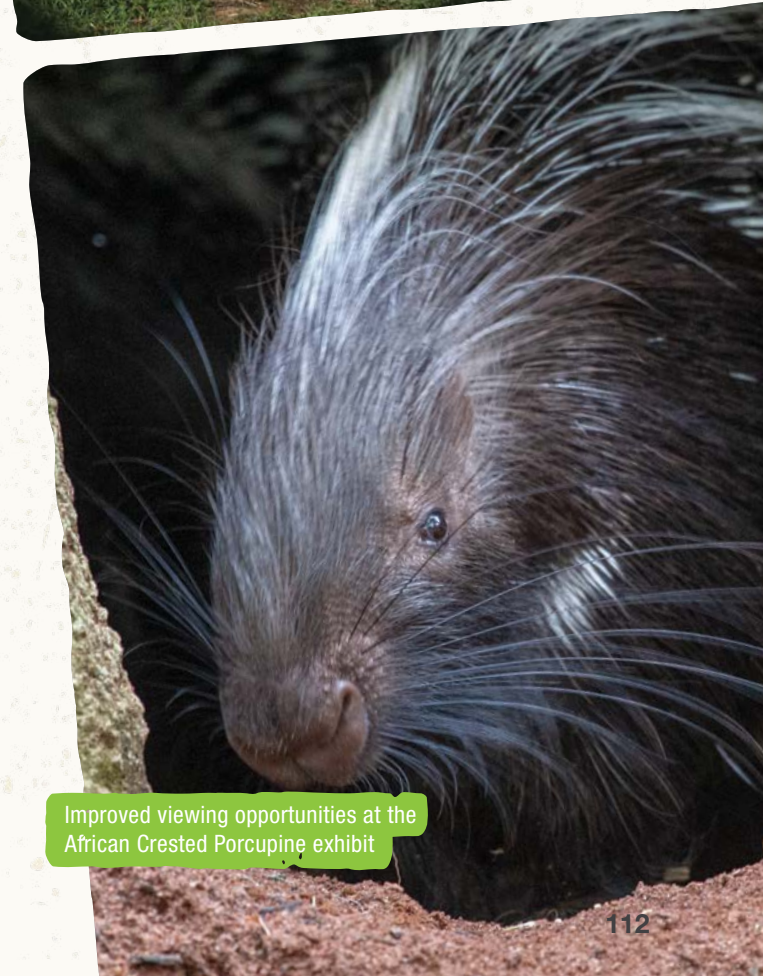
Capital projects completed

Lion Exhibit Upgrade

A business case for a staged upgrade and extension of the African Lion exhibit was approved in 2016-17. The project included enlarging the exhibit to enable future breeding opportunities for this species. Enhanced visitor viewing opportunities and interpretation will support public engagement and education programs to promote the conservation of this species in the wild. Construction of the first stage commenced in February 2017 and was completed in September 2017. Detailed design for the second and final stage was completed in 2017-18, with construction commencing in February 2018. Construction of the final stage was completed in October 2018 and two young female African Lions arrived from Taronga's Western Plains Zoo into the new facility. The exhibit was opened to the public in November 2018 and the new breeding facilities will support Perth Zoo's involvement in the regional breeding program for this species.



The new enclosure will enable breeding opportunities for our African lionesses



Improved viewing opportunities at the African Crested Porcupine exhibit

Other Financial Disclosures

A total of \$1,024,952 was spent on the project in 2018-19 bringing the total cost for Stage A and Stage B of this major project to \$3,539,345. The project has been funded from a combination of State Government and sponsorship funding.

Facilities and Infrastructure

Upgrades to improve visitor amenities and service delivery included refurbishments to Camp Ndutu within the African Savannah precinct and to the Homestead House used to support the highly popular A to Zoo program for young children. An upgrade to the viewing platform used for Giraffe Eye to Eye paid experiences was completed to support improved outcomes for this highly popular visitor experience.

A major project to replace office accommodation ceilings and refurbish office layouts was also completed.

In 2018-19, \$371,515 was sourced from a combination of State Government funding and sponsorships for these upgrades to facilities and infrastructure.

Animal Exhibit Upgrades

Upgrades included expansion of the Western Ground Parrot breeding and research facilities, and refurbishment and reopening to the public of the cockatoo aviaries in the Australian Bushwalk. In 2018-19, \$63,277 was spent on completing the upgrades with funding from the State Government, grants and donations.

Other

Other capital expenditure in 2018-19 included major maintenance programs, new and replacement equipment assets at a total cost of \$259,354. These were funded from State Government funding and sponsorships and included the following projects:

- A total of \$72,711 was spent on the purchase of replacement computer equipment, as per the Zoo's asset investment plan.
- A total of \$63,719 was spent on the replacement of vehicles in the operational fleet as part of a scheduled replacement program for these assets.

- A total of \$32,129 was spent on the replacement of general plant and equipment as part of replacement programs for these assets.
- A total of \$90,795 was spent on major maintenance to a range of facilities and infrastructure as part of ongoing assessments and refurbishment programs for these assets.



Refurbished, Camp Ndutu

Other Financial Disclosures

Employment and Industrial Relations

Staff Profile

Perth Zoo employed 191 people in 2018-19, representing an average of 141 full time equivalents (FTE) over the year.

Employee Profile	2018-19	2017-18	2016-17
Permanent Full Time	94	104	99
Permanent Part Time	32	38	43
Fixed Term Full Time	10	11	23
Fixed Term Part Time	11	6	6
Casual	44	97	85
Trainee	0	0	0
Cadets	0	0	0
Total head count	191	256	256
Full time equivalent (FTE)	141	160	162

For the 2018-19 reporting period, forty (40) appointments were made, including contracts converted to permanent employment in 2018-19, under *Commissioners Instruction 23 – Conversion and Appointment of Fixed Term and Casual Employees to Permanency*.

Of these, sixteen (16) were for permanent roles, and twenty-four (24) were either fixed-term or casual appointments.

Type of Flexible Working Arrangement	Permanent	Contract	Proportion of Total Staff*
Working Part time	32	11	22.5%
Flexible Start/Finish times	115	20	70.5%
Purchased Leave Arrangements	17	0	9%

*Total Staff = 191 (based on year end Headcount)

The Zoo recorded a total of 37 cessations in 2018-19 (representing 19% staff turnover) compared to 46 staff in 2017-18 (15% staff turnover).

The Zoo continued to work hard to attract and retain a diverse workforce, this was achieved in some areas.

Workforce Diversity	Target 2018-19 %	Achieved 2018-19 %	Achieved 2017-18 %	Achieved 2016-17 %
Women in management Tier 1	100	0	0	100
Women in management Tier 2&3	55	87.5	77.8	67
Indigenous Australians	1.3	1.6	1.2	1.3
People with disabilities	5.0	3.1	6.1	2.5
People from culturally diverse backgrounds	12.5	4.7	5.6	7.6
Youth (15 to 24 years)	4.6	4.7	8.4	9.5

Other Financial Disclosures

Industrial Relations

As at 1 July 2018, as part of the Machinery of Government changes, a number of staff transitioned from Perth Zoo to employment with the Department of Biodiversity, Conservation and Attractions (DBCA). The majority transitioned to the Perth Zoo Science Program team working on native species conservation breeding.

Details for the headcount staff profile by applicable industrial agreement are as follows:

	Permanent	Contract	Casual	Proportion of Total Staff %
Government Officers	107	20	44	89.5%
Miscellaneous	16	1	0	9%
Building & Engineering Trades	2	0	0	1
Common Law Contracts	0	1	0	0.5%
Total	125	22	44	100%

Workforce Planning and Staff Development

Perth Zoo's Workforce and Diversity Plan (2016-2020) sets and identifies current and future workforce needs. The Plan incorporates strategies that respond to sector-wide workforce issues and reflects the Zoo's commitment to equal opportunity.

Perth Zoo's Workforce and Diversity Plan (2016-2020) identifies our commitment to promote a workplace that encourages learning and development to support the operation of the Zoo. This includes professional development; attendance and/or presentation at workshops, seminars and conferences; support to attain academic qualifications; and volunteer work. The Zoo continues to provide support for formal programs including government traineeships (Cert II in Business) and Certificate III in Captive Animals.

In 2018-19, Perth Zoo provided 1,852 hours of formal training to staff at a cost of \$43,544. Compared to last year (1,453 hours at \$56,414), this is an increase in hours and decrease in cost as less specialised zoo industry training was required during the year.

Across Perth Zoo 93% of staff completed Ethical and Accountable Decision-Making training in the last 12 months.

Governance Disclosures

Risk

Perth Zoo has a comprehensive risk management framework in place, overseen by the Executive Risk Management Committee and the ZPA Audit Subcommittee. Annual analysis of the Zoo's strategic and operational risks was undertaken with both the Executive team and Directorate teams. The Emergency Management Action Group continued to run monthly emergency drills, and a new induction video on Emergency Procedures is in production. A comprehensive review of the Zoo's Business Continuity Plan is currently being finalised, taking heed particularly of changed responsibilities for provision of People Services and ICT.

Indemnity Insurance Premium

Perth Zoo has Directors and Officers Liability Insurance covering members of the Zoological Parks Authority Board and senior management. The limit of liability is \$10 million. The Zoo contributed \$7,127 to the annual premium in 2018-19.

Contracts with Senior Officers

At the date of reporting, no senior officers, or firms of which senior officers are members, or entities in which senior officers have substantial interests, had any interests in existing or proposed contracts with the Zoological Parks Authority other than normal contracts of employment service.

Unauthorised use of credit cards

Officers of the Zoological Parks Authority hold corporate credit cards and cardholders are reminded of their obligations under the Authority's credit card policy. Four employees inadvertently used the corporate credit card instead of their personal card for minor personal payments. These incidents were not referred for disciplinary action as the Chief Finance Officer noted prompt advice and immediate settlement. As the amounts were either immediately reversed by the supplier or repaid, at 30 June 2019 no amount remains outstanding.

	2018-19
Aggregate amount of personal use expenditure for the reporting period	\$258
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$258
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	NIL
Aggregate amount of personal use expenditure outstanding at balance date	NIL

Zoological Parks Authority Board and Committee Fees

Members were paid remuneration as determined by the Minister for Environment. Public sector employees do not receive sitting fees.

Governance Disclosures

Table 1. Zoological Parks Authority

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2018-19 financial year**^
Chair	Mr Brian Easton	Annual (paid quarterly)	12 months	\$17,431.31^
Deputy Chair	Ms Sue Harrington	Per meeting	12 months	\$3,477.72^
Member	Mr Ian Cowie	NIL	4 months	\$0.00^
Member	Mr Brad Geatches	Per meeting	8 months	\$1,816.61^
Member	Ms Nicole McAlinden	Per meeting	4 months	\$0.00
Member	Mr Alex Lamond	Per meeting	12 months	\$2,117.73^
Member	Ms Davina Bester	Per meeting	8 months	\$1,816.61
Member	Dr Kellie Pendoley	Per meeting	12 months	\$1,816.61
Member	Ms Rebecca Tomkinson	Per meeting	12 months	\$1,359.99
Member	Dr Harriet Mills	Per meeting	12 months	\$3,021.11^
			Total:	\$32,857.67

* If applicable, includes sessional payment, per meeting, half day or annual.

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2018-19 financial/reporting year (i.e. 12 months, 3 months).

^ Total remuneration for meetings and sub-committee meetings attended by the Board Member.

Governance Disclosures

Table 2. Finance Committee¹

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2018-19 financial year*^
Chair	Mr Brian Easton	Annual (paid quarterly)	12 months	See Table 1 above^
Member	Ms Susan Harrington	Per meeting	12 months	See Table 1 above^
Member	Mr Alex Lamond	Per meeting	12 months	See Table 1 above^
Member	Mr Mark Webb Chief Executive Officer	NIL	12 months	\$0.00
Member	Ms Wendy Attenborough Executive Director	NIL	12 months	\$0.00
Member	Ms Melanie Price Chief Finance Officer	NIL	12 months	\$0.00
Member	Ms Amanda Turner Financial Accountant	NIL	1 month	\$0.00
			Total:	\$0.00 (excluding ^)

1. From May 2019 the Audit and Finance Committees were combined to form a new Audit, Finance and Risk Committee (Refer Table 4 below).

* If applicable, includes sessional payment, per meeting, half day or annual.

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2018-19 financial/reporting year (i.e. 12 months, 3 months).

^ Total remuneration for meetings and sub-committee meetings attended by the Board Member.

Governance Disclosures

Table 3. Audit Committee¹

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2018-19 financial year*^
Chair	Mr Brian Easton	Annual (paid quarterly)	12 months	See Table 1 above^
Member	Mr Alex Lamond	Per meeting	12 months	See Table 1 above^
Member	Mr Ian Cowie	Per meeting	4 months	\$0.00
Member	Mr Mark Webb Chief Executive Officer	NIL	12 months	\$0.00
Member	Ms Wendy Attenborough Executive Director	NIL	12 months	\$0.00
Member	Ms Melanie Price Chief Finance Officer	NIL	12 months	\$0.00
Total:				\$0.00 (excluding ^)

1. From May 2019 the Audit and Finance Committees were combined to form a new Audit, Finance and Risk Committee (Refer Table 4 below).

* If applicable, includes sessional payment, per meeting, half day or annual.

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2018-19 financial/reporting year (i.e. 12 months, 3 months).

^ Total remuneration for meetings and sub-committee meetings attended by the Board Member.

Governance Disclosures

Table 4. Audit, Finance and Risk Committee¹

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2018-19 financial year*^
Chair	Mr Brian Easton	Annual (paid quarterly)	2 months	See Table 1 above^
Member	Ms Susan Harrington	Per meeting	2 months	See Table 1 above^
Member	Mr Brad Geatches	Per meeting	2 months	See Table 1 above^
Member	Mr Alex Lamond	Per meeting	2 months	See Table 1 above^
Member	Mr Mark Webb Chief Executive Officer	NIL	2 months	\$0.00
Member	Ms Wendy Attenborough Executive Director	NIL	2 months	\$0.00
Member	Ms Melanie Price Chief Finance Officer	NIL	2 months	\$0.00
			Total:	\$0.00 (excluding ^)

1. A new Audit, Finance and Risk Committee was established in May 2019 as a result of combining and replacing the former separate Audit and Finance Committees.

* If applicable, includes sessional payment, per meeting, half day or annual.

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2018-19 financial/reporting year (i.e. 12 months, 3 months).

^ Total remuneration for meetings and sub-committee meetings attended by the Board Member.

Governance Disclosures

Table 5. Animal Ethics Committee

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2018-19 financial year*^
Chair	Ms Wendy Attenborough	NIL	12 months	\$0.00
Member – Category A	Dr Simone Vitali Senior Veterinarian	NIL	12 months	\$0.00
Member – Board member – Category B	Dr Harriet Mills	Per meeting	12 months	See Table 1 above^
Member – Category B	Dr Peter Mawson Perth Zoo Science Program Leader	NIL	12 months	\$0.00
Member	Ms Maria Finnigan Director Life Sciences	NIL	12 months	\$0.00
Member	Ms Rebecca Thomasson Senior Technical Officer Zoology	NIL	12 months	\$0.00
Member – Category C#	2 members	Per meeting	Both members for 12 months	\$1,840.00
Member – Category D#	2 members	NIL	12 months	\$0.00
Executive Officer	Pamela Smith EA to Director Life Sciences	NIL	12 months	\$0.00
Total:				\$1,840.00 (excluding ^)

* If applicable, includes sessional payment, per meeting, half day or annual.

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2018-19 financial/reporting year (i.e. 12 months, 3 months).

^ Total remuneration for meetings and sub-committee meetings attended by the Board Member.

The required membership categories are set out in the Code. Category C and D Members not identified by name for privacy reasons.

Governance Disclosures

Table 6. Research Committee

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2018-19 financial year*^
Chair	Ms Susan Harrington	Per meeting	12 months	See Table 1 above^
Deputy Chair	Dr Peter Mawson Perth Zoo Science Program Leader	NIL	12 months	\$0.00
Member	Ms Maria Finnigan Director Life Sciences	NIL	12 months	\$0.00
Member	Ms Claire Wright Director Community Engagement	NIL	12 months	\$0.00
Member	Dr Katja Geschke Veterinarian	NIL	3 months	\$0.00
Member	Dr Alisa Wallace (Associate Veterinarian)	Nil	9 months	\$0.00
Member	Dr Ric How	NIL	12 months	\$0.00
Member	Dr Rob Davis	NIL	12 months	\$0.00
Member	Dr Bill Bateman	NIL	11 months	\$0.00
Member	Dr Allan Burbidge	NIL	12 months	\$0.00
Member	Dr Trish Fleming	NIL	11 months	\$0.00
Member	Dr Renee Firman	NIL	12 months	\$0.00
			Total:	\$0.00 (excluding ^)

* If applicable, includes sessional payment, per meeting, half day or annual.

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2018-19 financial/reporting year (i.e. 12 months, 3 months).

^ Total remuneration for meetings and sub-committee meetings attended by the Board Member.

Other Legal Requirements

Advertising

In accordance with section 175ZE of the *Electoral Act 1907*, the Authority incurred the following expenditure in relation to advertising, market research, polling, direct mail and media advertising:

Total expenditure for 2018-19 was \$373,465

Expenditure	Supplier	Amount
Advertising agencies	Gatecrasher Advertising Pty Ltd	\$10,790
Market research organisations	Painted Dog Research Pty Ltd	\$51,260
Polling organisations	Nil	\$Nil
Direct mail organisations		\$66,802
	Ezimap	
	Mailchimp	
Media advertising organisations		\$244,613
	Carat Australia Media Services Pty Ltd	
	Initiative Media Australia Pty Ltd	
	Facebook Ireland	

Other Legal Requirements

Financial Estimates 2019-20

The Zoological Parks Authority amalgamated with other Government agencies to form the new Department of Biodiversity, Conservation and Attractions effective from 1 July 2017 but continues as a separate legal entity. As the Zoological Parks Authority is not separately identifiable within a separate Division of the Consolidated Account Expenditure Estimates, the Authority's 2019-20 budget estimates have been prepared and approved in accordance with Section 40 of the *Financial Management Act 2006*.

As required under Treasurer's Instruction 953, the 2019-20 annual estimates for the Zoological Parks Authority are provided in the following table.

	2019-20 Budget Estimate \$'000
COST OF SERVICES	
Expenses	
Employee benefits	13,897
Grants and subsidies	400
Supplies and services	4,710
Accommodation	420
Depreciation and amortisation	3,326
Finance Costs	6
Other expenses	2,967
Total cost of services	25,726
Income	
Sale of goods and services	15,743
Grants and subsidies	60
Other revenue	1,007
Total Income	16,810
NET COST OF SERVICES	8,916
Income from State Government	
Service appropriations	10,812
Total Income from State Government	10,812
SURPLUS FOR THE PERIOD	1,896

Other Legal Requirements

Disability Access and Inclusions Plan Outcomes

Perth Zoo continued to implement its current Disability Access and Inclusions Plan 2017-2022 (DAIP). In support of the DAIP, the following actions were undertaken:

- DreamNight was held for the fourth consecutive year, with Perth Zoo opening its doors for the evening free of charge to 1,518 children with illness or a disability, and their family members.
- The entry doors to Zoonique (zoo retail shop) were relocated and replaced with two large, wide glass sliding doors that automatically open when approached. A ramp leads up to the doors, improving accessibility. A customised retail service counter that includes a wheelchair-accessible section is now in place, and fixtures have been modified to allow more manoeuvrability room on the sales floor.
- The new African Lion exhibit viewing area is fully accessible, with ample manoeuvrability room and floor to ceiling windows into the two enclosures. The interpretation in the exhibit includes tactile elements.

- In conjunction with Autism Australia, a Social Story has been developed, that helps people with Autism plan and enjoy their visit to Perth Zoo. This story seeks to provide the person with information and answers to key questions such as “What is happening?”, “Who is doing what?”, “What are the reasons or ‘rules’ that govern what people are doing?”, and “What are the typical socially acceptable responses for the individual in the specific situation?”



Dreamtime

Compliance with Public Sector Standards and Ethical Codes

Public Sector Management Act 1994 Section 31 (1)

Public Sector Standards: There were no claims of a breach of standard lodged in 2018-19.

WA Code of Ethics: No claims were lodged in 2018-19.

Perth Zoo Code of Conduct: two (2) allegations for Breach of Code of Conduct were raised in 2018-19. An outcome for these cases is yet to be finalised.

Measures are in place to ensure all Zoo staff are familiar with the Code of Ethics and the Zoo's Code of Conduct.

Information on Public Sector Standards, the Public Sector Code of Ethics and the Zoo's Code of Conduct is available on the Zoo's intranet and is an integrated part of Induction training for all new staff. This is further reflected in job descriptions, and managers and supervisors are provided with information about their role in upholding the standards, the Code of Ethics and the Code of Conduct. Annual staff performance reviews also include an area for feedback and assessment against the Code of Conduct.

Other Legal Requirements

Record Keeping Plan

Perth Zoo has a record keeping plan in place, approved by the State Records Office. The plan outlines a record keeping program for the agency, and describes which records are to be created, as well as how those records are to be kept.

Perth Zoo addresses its compliance with the State Records Commission Standard 2 Record Keeping Plans: Principle 6 – Compliance as follows:

1. The efficiency and effectiveness of the organisation's record keeping systems is evaluated not less than once every five years.

The electronic record keeping management system (EDRMS) is monitored via statistics to evaluate progress towards electronic record keeping.

2. The organisation conducts a record keeping training program

Perth Zoo continues to deliver ongoing training and support for record keeping and refresher training is provided. Training material and recordkeeping resources are provided on the Zoo's intranet.

3. The efficiency and effectiveness of the record keeping training program is reviewed from time to time.

Formal feedback received from training sessions is used to enhance future training programs. Resources such as manuals and user guides are provided as part of the training and are reviewed and updated regularly.

4. The organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's record keeping plan.

All staff identified as having record keeping responsibilities at Perth Zoo are required to undertake a mandatory induction to comply with the *State Records Act 2000*.

Freedom of Information

In the reporting period, Perth Zoo received six Freedom of Information (FOI) requests. These requests were responded to in accordance with the legislation. Procedures and resources provided on the Zoo's internet and intranet are in accordance with the legislation.

Government Policy Requirements

Substantive equality

Perth Zoo's promotion of awareness of diversity included implementation of its Disability Access and Inclusion Plan; celebration of the women in its workforce; creation of an event specifically for people with Autism; and school holiday programs for children based around aboriginal language names for and facts about animals. Specific examples include Perth Zoo's Senior Veterinarian featuring in an evening television news report as a woman in a senior science position; a NAIDOC-themed discovery trail for children; and the Autism Access Session, an event held outside of normal Zoo opening hours exclusive to people with autism and their families/carers.

Occupational Safety, Health and Injury (OSH) Management

Perth Zoo management is committed to providing and maintaining a safe and healthy environment, and to the continuous improvement of injury prevention and injury management programs.


The OSH Committee meets on a bi-monthly basis and reports regularly to the Corporate Executive. Perth Zoo ensures compliance with the injury management requirements of the *Workers' Compensation and Injury Management Act 1981* working in partnership with the Department of Biodiversity Conservation and Attractions, the outcomes include the development of comprehensive return to work plans.

The number of workers' compensation Lost Time Injury (LTI) claims lodged during the 2018-19 year was three (3). The Zoo's performance in 2018-19 against targets set out in the Public Sector Commissioner's Circular 2012-05, Code of Practice: Occupational Safety and Health in the Western Australian Public Sector, is shown in the table below.

Government Policy Requirements

Measure	Actual Results		Actual Results	Results against Target	
	2018-19	2017-18	2016-17	Target	Comment on result
Number of fatalities	0	0	0	Zero (0)	Achieved
Lost time injury and/or disease incidence rate	2.13%	3.12%	6.1%	Zero (0) or 10% reduction on previous 3 years	Achieved
Lost time injury and/or disease severity rate	0%	0%	3.85%	Zero (0) or 10% improvement on previous 3 years	Achieved
Percentage of injured workers returned to work:				Actual percentage result to be stated	Achieved
(i) within 13 weeks	100%	100%	56.5%	Greater than or equal to 80%	
(ii) within 26 weeks	100%	100%	78.2%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	87%	40%	67%	Greater than or equal to 80%	Achieved





Black and White Ruffed Lemur
Credit: Alex Cearns



Numbat joey
Credit-Alex Asbury



Department of **Biodiversity,
Conservation and Attractions**

