

2013

ANNUAL REPORT

Zoological Parks Authority

Our vision is a world where diversity of species and habitats is secure

Our purpose is to inspire and act for wildlife conservation

Perth Zoo is one of the most visited zoos in Australia on a per capita basis with over 665,000 visitors in 2012-13. A primary visitor destination in Western Australia, we have opened every day since we began operating on 17th October 1898.

The Zoo's work includes conservation activities, education programs, public awareness campaigns, research and threatened species breeding programs. The revenue from our commercial activities, including admissions, concerts, catering, retail shop, and seminar and function room hire, all contribute to delivering the Zoo's services.

Perth Zoo is the largest non-formal education provider in the State, delivering a suite of conservation education programs with a strong emphasis on sustainability.

We are home to around 1220 animals representing 169 species including 58 mammal species, 49 bird species and 44 reptile species. These animals include local and other Australian species and exotic species identified regionally and globally as priority species for the Asian, African and South American regions.

The Zoo is recognised globally for its conservation and breeding programs with a successful track record breeding native Western Australian animals for release into the wild. Over 2200 animals bred at Perth Zoo have been released into natural habitat as part of recovery programs for threatened native species.

Our veterinarians, skilled in wildlife health, make a major contribution to conservation medicine, providing advice and research on wildlife disease. Our expertise in small population management and intensive species management is also extremely beneficial when working with critically endangered species where only small numbers remain.

Perth Zoo is part of a global network of zoos and aquariums and a member of the [World Association of Zoos and Aquariums \(WAZA\)](#) and the regional [Zoo and Aquarium Association \(ZAA\)](#). Animal breeding and transfers are managed through these networks to ensure the maintenance of world fauna diversity.

Perth Zoo Location

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In line with State Government requirements, Perth Zoo's annual report – the Zoological Parks Authority Annual Report 2012-13 – is published in an electronic format. Perth Zoo encourages people to use recycled paper if they print 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 chapters, as well as the 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
2012-13

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ISSN 1447-6711 (On-line)
ISSN 1447-672X (Print)

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Front Cover: Short-beaked Echidna bred at Perth Zoo. Photograph by Geoff Scales.

Statement of Compliance

For the Year Ended 30 June 2013

To the Hon Albert Jacob MLA
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 2013.

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



Brian Easton
Chairperson
10 September 2013



Pam Garnett
Deputy Chairperson
10 September 2013



Echidna puggle

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Executive Summary

Chairman's Report

A new-look front entry, record visitor numbers, a world-first in native species breeding, new animals, new community education programs and wide-ranging wildlife conservation projects were just some of the hallmarks of 2012-13 for Perth Zoo.

The Zoo welcomed 665,242 local, interstate and overseas visitors through its gates during the reporting period, an increase of 3.8% over the 640,642 admissions record set last year.

Weather – heat and rain – has a significant impact on visitor numbers. Fortunately, we enjoyed some mild weather in spring and autumn, and a dry start to winter which compensated for the lower attendance over January when the high temperatures affected visitor numbers.

Initiatives throughout the year, including 5000 free tickets on the WA Day public holiday and free entry for other groups on special days like Mother's and Father's Day, ensured the Zoo remained accessible to the Western Australian community and also contributed to strong visitor numbers.

It was very pleasing to see the upgrade of the Zoo's front entrance completed on schedule in time for Christmas and the summer school holiday period. It has been designed to integrate with the solar installation on the north side of the Zoo and provides a contemporary and welcoming look for the Zoo as a major tourist destination.

Inside, the enhanced visitor experience included new animals such as Golden Lion Tamarins, Komodo Dragons and American Alligators. There were also new events with the first Evergreen Garden Day, the first Zoo Crew school holiday program and new Close Encounter behind-the-scenes offerings.

The Zoo continued its groundbreaking work with native species and gained world attention with the first successful breeding from zoo-born echidnas. The second generation puggles shed new light on echidna reproduction.

Perth Zoo also took part in Australia's first reintroduction of native Water Rats – a top order predator – and continued its award-winning breed-for-release program for threatened native species providing endangered South West frogs, Dibbler, Western Swamp Tortoise and Numbats for release as part of species recovery programs.

Working with regional and international partners, the Zoo supported 46 species management programs. Twelve of these programs were coordinated by Perth Zoo staff including the global program for critically endangered Javan Gibbon and the regional programs for African Painted Dog, Ring-tailed Lemur, Western Swamp Tortoise, Numbat and Short-beaked Echidna.

On behalf of the Board, I would like to congratulate Zoo management, staff, volunteers and supporters for the considerable achievements of 2012-13. The Zoo's leading role in conservation and tourism would not be possible without their efforts and the ongoing support of the State Government.



Brian Easton
Chairperson



Komodo Dragon

Executive Summary

Highlights

Service 1: Community Engagement and Awareness in Conservation

Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs and publications, interpretation and information services that educate and encourage the community in conservation. Perth Zoo maximises visits to the Zoo by providing a quality and unique 'value for money' attraction in ecologically themed botanic gardens. The Zoo's commercial activities are also underpinned by conservation messages.

In 2012-13, Perth Zoo:

- Achieved the highest annual attendance in the Zoo's 115-year history with 665,242 visitors, an increase of 3.8% over the previous record of 640,642 achieved in 2011-12. The Zoo generated \$7.6 million revenue from admissions, a 5.3% increase over the previous year.
- Undertook \$2.7 million worth of capital works including an upgrade of the front entry precinct, refurbishment of the historic carousel and exhibit upgrades to house new animals.
- Introduced on-line admission ticket sales, improving customer service.

- Maintained extremely high satisfaction and affordability ratings with 92% of surveyed visitors describing the Zoo as extremely good or quite good value for money.
- Recorded strong public support for its role in educating people about wildlife with 92% of surveyed visitors believing the Zoo educated visitors about conservation problems facing wildlife and 94% of visitors believing the Zoo had an important role in the community.
- Reduced its draw on the electricity grid by 6% over last year with the Zoo's new 237kW solar array operating for its first full year. The Zoo sourced 21% of its electricity needs from renewable energy – onsite solar generation and clean electricity purchases – avoiding more than 500 tonnes of greenhouse gas emissions.
- Reduced its scheme water use by 1.8% over last year and decreased bore water use by 3.6%. The use of around 30,000 plastic water bottles was avoided with more than 23,000 litres flowing from the Zoo's two new water bottle refill stations in seven months.
- Provided formal on-site discovery and learning programs to 65,400 participants and delivered 58 off-site Zoo to You talks to groups in the community.



Young visitors meet a young echidna

- Trialled a mobile outreach education program for newly arrived migrant and refugee families and children to develop awareness and appreciation of our native wildlife and the importance of conservation.
- Ensured accessibility to the Zoo for the Western Australian community with various free and discounted entry opportunities throughout the year.
- Introduced the first of a suite of new Eye to Eye experiences for visitors to go behind the scenes with our keepers and animals, and learn more about wildlife conservation.

Executive Summary

Highlights continued

- Produced and released the 2013 Perth Zoo Conservation Calendar featuring conservation messages and images of the Zoo's native and exotic species. The sale of the calendars – sponsored by IGA, Water Corporation, The Sunday Times and Perth Now – raised over \$98,000 for Wildlife Conservation Action.
- Produced and distributed around 46,000 copies of the official Perth Zoo News Paws quarterly magazine featuring informative conservation stories and images.
- Continued to grow its social media channels as an avenue to promote the Zoo's activities to the online community with significant growth in Facebook fans, Twitter followers and Perth Zoo YouTube channel subscribers and views.
- Recorded 492,756 visits to the Perth Zoo website which provides extensive information on visitor facilities, services, conservation activities and educational material.

Service 2: Wildlife Management, Medicine and Research

The conservation of wildlife will be optimised by effective species management, high standards of animal welfare and animal husbandry, captive breeding, support for wildlife conservation, breeding for re-introduction and provision of research opportunities.

In 2012-13, Perth Zoo:

- Continued its successful breeding programs for threatened native and exotic species. Significant births included eight Asian Small-clawed Otters (classified vulnerable), three Cotton-top Tamarins (critically endangered), two Black and White Ruffed Lemurs (critically endangered), two Southern Cassowaries (vulnerable), a Ghost Bat (vulnerable), eight Slender-tailed Meerkats, two Short-beaked Echidnas and two Little Penguins.
- Gained world attention with the first successful breeding from zoo-born echidnas. The second generation puggles shed new light on echidna reproduction. Perth Zoo has now bred eight Short-beaked Echidnas.

- Bred 69 Dibblers, 23 Western Swamp Tortoises and 16 Numbats for the Zoo's breed-for-release program for threatened native species.
- Provided 44 critically endangered White-bellied Frogs and 20 vulnerable Orange-bellied Frogs for release in the south-west of the State near Margaret River. Five of the White-bellied Frogs were bred at the Zoo and the remainder of the frogs were all successfully reared at the Zoo from wild collected egg nests.

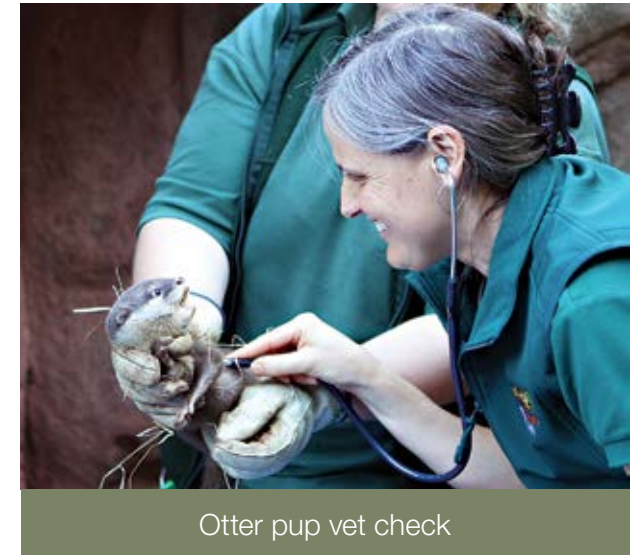


Meerkat kits

Executive Summary

Highlights continued

- Provided 77 Dibblers – including two females carrying an additional 16 pouch young – for release into Waychinicup National Park near Albany, and 30 Western Swamp Tortoises for release into Twin Swamps Nature Reserve for the respective species recovery programs.
- Provided 17 Numbats to the Australian Wildlife Conservancy for release into Scotia Sanctuary in NSW as part of the species' recovery plan.
- Took part in the first reintroduction of native Water Rats in Australia as part of efforts to re-establish secure populations of this species – a top order predator in our freshwater and coastal marine systems – on the Swan Coastal Plain and Darling Scarp.
- Raised \$313,924 under the Zoo's community fundraising program, Wildlife Conservation Action (WCA), to support the conservation of threatened species in the wild. This brings the total raised to more than \$1.7 million since the program began in June 2007.
- Distributed over \$260,000 of WCA funds raised in 2011-12 to various conservation projects supporting threatened species including Sumatran Orangutan, Sumatran Elephant, Sun Bears, Woylie, Bush Stone-curlew and African Painted Dog.
- Produced 31 scientific communications including refereed papers, book chapters, major articles and conference presentations (produced by Zoo staff and students and collaboratively with external researchers).
- Conducted 32 research projects including 10 PhD projects (two completed in the reporting period), three Masters projects, six Honours projects, six staff research projects and two Third Year projects.
- Provided conservation-based veterinary education programs, treated injured and confiscated wildlife and provided a preventative health care program for the Zoo's animals. The Zoo's veterinary team averaged 19 clinical cases a day.
- Assessed and treated 214 injured and sick wild black cockatoos as part of an ongoing rehabilitation program for these threatened birds. The number of wild cockatoos being brought into the Zoo for treatment is increasing each year (up from 190 and 155 in the previous two years).
- Introduced a new breeding pair of Golden Lion Tamarins as part of a global breeding program for this endangered species. This is the first time in 10 years Perth Zoo has housed this species.



Otter pup vet check

Executive Summary

Financial Overview

In 2012-13, Perth Zoo:

- Achieved the highest annual attendance in the Zoo’s history with 665,242 visitors, up 3.8% from the 640,642 achieved in 2011-12.
- Generated \$7.6 million revenue from admissions, a 5.3% increase over the previous year.
- Achieved a 3% increase in retail shop sales and an 8% increase in the shop net profit to \$287,865, reflecting increased visitor numbers.
- Increased Friends of Perth Zoo membership revenue by 5.2% from last year to \$1,100,534.
- Raised \$313,924 through the Zoo’s community fundraising program, Wildlife Conservation Action, to support threatened species in the wild. Over \$260,000 raised in the previous year was allocated to wildlife conservation projects in 2012-13.
- Achieved an 88% increase in revenue from behind the scenes tours to \$86,210.
- Received \$115,374 revenue from function venue hire and wedding packages, an increase of 30% over the previous year.
- Received vending commission revenue of \$77,573, an increase of 35% over the previous year.

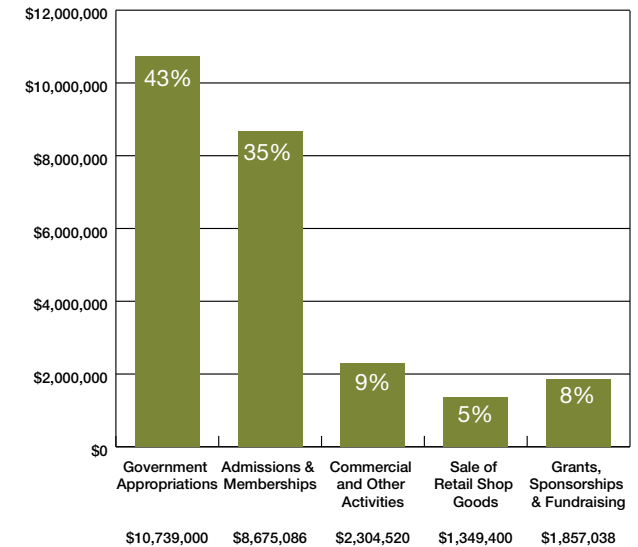
- Experienced declines in some areas of commercial revenue including a 15% reduction in catering dividends from functions and a 21% decrease in revenue from conference centre hire.

Revenue

The Zoological Parks Authority receives revenue from the State Government as an appropriation to fund services. The Authority also generates its own revenue from the operations of Perth Zoo including visitor admissions, commercial activities and education programs. In addition, the Zoo receives grants, sponsorships and bequests for activities such as animal breeding, research and exhibit development. Total revenue of over \$24.9 million was received in 2012-13.

A total of 665,242 people visited Perth Zoo during the year, contributing gate revenue of \$7.6 million, an increase of 5.3% over the previous year. The number of visitors was 3.8% higher than last year’s record figure of 640,642. An admission price increase by CPI from 1 July 2012 contributed to the yield increasing by 1.4% over the previous year to \$11.39. Revenue from membership sales increased by 5.2% over the previous year to \$1,100,534. The combined total of admissions and membership revenue increased by 5.3% or over \$435,000 from the previous year to \$8.7 million.

Sources of Revenue



Retail shop sales revenue increased by 3% over the previous year in line with increased admission numbers and net profit increased by 8% over the previous year to \$287,865 due mainly to an increased gross profit margin on sales. A promotion and vending machine fascia upgrade saw vending commission revenue increase by 35% over the previous year to \$77,573. There was an 88% increase in revenue to \$86,210 from Close Encounter behind the scenes tours and experiences as new products were developed and greater capacity introduced for existing products. Revenue from function venue hire and wedding packages increased by 30% to \$115,374.

Executive Summary

Financial Overview continued

While many areas of commercial revenue increased over the previous year, there were declines in some areas including catering dividends, conference centre hire and the sale of Zoo maps. Catering dividends from the cafe and functions decreased by 1% over the previous year to \$521,570. While an increase of 5% was achieved for the catering dividend from the cafe (in line with increased admission numbers), the catering dividend from functions was down 15% over the previous year. Conference centre hire revenue was down 21% (\$26,640) possibly reflecting the impact of competing venues and the uncertain economic outlook. The decline in revenue from the sale of Zoo maps had been expected as visitors increasingly take advantage of alternative access to the map using apps available on smart phones.

Grants, sponsorships, bequests and fundraising generated over \$1.8 million in 2012-13 which was similar to the previous year. Although the total was similar, donated assets and external grant funding were lower while bequests increased by \$405,713 to \$475,000. Some of the grants and sponsorships received were restricted to specific purposes such as native species breeding, research or cross-promotional activities with sponsors.

The total also included \$294,249 in donated solar technology assets from the Commonwealth Government-funded Perth Solar City Program. Sponsorships and bequests received in 2012-13 will support future capital developments at Perth Zoo.

Perth Zoo's community fundraising campaign, Wildlife Conservation Action, raised \$313,924 in 2012-13. This included over \$98,000 from

the sale of the Zoo's conservation calendar and \$42,000 from Elephant Art sales. The funds will be distributed in 2013-14 to projects supporting the conservation of threatened species in the wild. Over \$260,000 raised in 2011-12 was allocated to wildlife conservation projects in 2012-13.



Executive Summary

Financial Overview continued

State Government funding provided 43% of the Zoo's revenue base in 2012-13. 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 'Community Engagement and Awareness in Conservation' and 'Wildlife Management, Medicine and Research'.

Expenditure

Total operating expenditure for 2012-13 was \$21.8 million. Salaries, wages and staffing costs accounted for 61% (\$12.9 million) of 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. As part of whole-of-Government budget savings measures, expenditure was kept in line with the previous year with only a 1.1% (\$145,701) increase during the period.

Depreciation and asset write-offs made up 11% of expenses, reflecting the fact that the majority of the Zoo's assets are high value, non-current, depreciable assets. Maintenance and operating costs represent 12% of expenses

and included preventative maintenance programs, energy management initiatives, water management strategies, restorative painting, tree pruning, cleaning and waste disposal.

Administration – which includes grants provided to conservation projects, property insurance and information technology – accounted for 9% of expenditure. The animal operating expenses – including animal food, dietary supplements, veterinary supplies and animal transportation – represented 3% of total expenses. The costs of retail shop sales accounted for 3% of total expenses. Advertising and promotion expenditure represented 2% of expenditure. This expenditure trend is consistent with previous years.

Assets and Liabilities

Total assets at the end of the period were \$59 million including \$7.9 million in cash resources held for future capital works and other expenditure commitments. Cash resources also include sponsorships, bequests, grants and fundraising that will be spent on grant related expenditure, capital developments and wildlife conservation initiatives.

Receivables at the end of year were \$421,306 of which \$214,274 is GST claimable from the tax office. Retail shop inventory increased by 5% from the previous year to \$155,610.

Fixed asset acquisitions in 2012-13 were \$2.5 million with the major additions related to capital works projects including the front entry project, solar energy project and works in progress relating to the orangutan exhibit and water infrastructure project. There were also purchases of computer equipment, along with general plant and equipment. The annual revaluation of land and building assets was \$2.5 million resulting in a significant increase to the value of fixed assets of the Authority.

Total liabilities at the end of the reporting period were \$4.6 million. Liabilities include \$2.7 million in provisions relating to annual and long service leave. Liabilities also include payables of \$860,822 which is significantly less than the previous year total of \$1,615,333 due to amounts owing to suppliers for major capital works projects reducing from \$1,004,301 in 2011-12 to \$302,229 in 2012-13. The payables figure includes \$304,474 in accrued salaries.

Operational Structure

Responsible Minister

The Hon Albert Jacob MLA (Minister for Environment) is the Minister responsible for the Zoological Parks Authority which manages Perth Zoo.

Enabling Legislation

The Zoological Parks Authority is a Statutory authority created under the Zoological Parks Authority Act 2001. The functions of the Authority, outlined in Section 9 of the Act, include controlling and managing Perth Zoo in which zoological specimens are kept and displayed, and plants cultivated, for conservation, research, scientific, educational, cultural or recreational purposes. Other specific functions include:

- conducting and collaborating in breeding programs for the preservation of threatened animal species
- conducting and collaborating in research programs for the preservation of threatened animal species and the conservation and management of other species
- conducting public education and awareness programs
- providing and promoting recreational services and facilities at Perth Zoo
- conserving and enhancing the gardens, amenities and natural environment of Perth Zoo.

Perth Zoo Vision

A world where diversity of species and habitats is secure

Our Purpose

To inspire and act for wildlife conservation

We are committed to:

Excellent Animal Care:	world leading standards for animals in our care
Excellent Customer Service:	the best possible experiences for visitors, colleagues and partners
Collaboration and Partnerships:	integrating our efforts and working with others
Innovation and Creativity:	supporting and fostering ideas to improve our work
Integrity and Ethical Practice:	strong corporate governance; honesty; and openness
Respect:	valuing visitors, colleagues and our stakeholders
Environmental Responsibility:	minimising the use of finite resources and Perth Zoo's impact on our environment
Social Responsibility:	delivering social improvements by connecting people with wildlife and Perth Zoo
Learning and Knowledge:	building knowledge through research and professional experience

Operational Structure

Our strategies are the key to being a world class zoo:

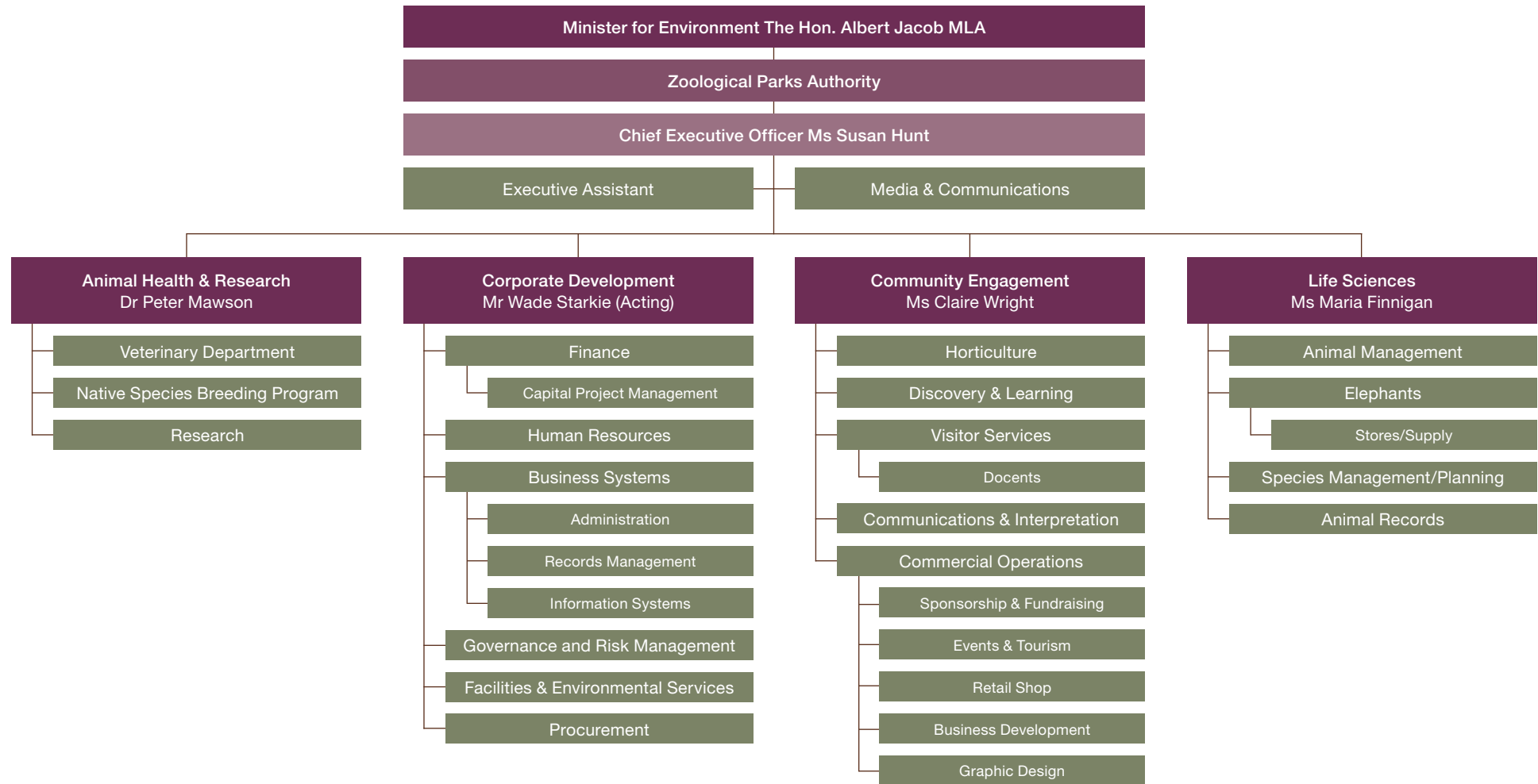
- Maintain engaging animal exhibits, public facilities, gardens, infrastructure and systems to the highest possible standards
- Provide messages and experiences which inspire visitors to take action to conserve wildlife and build understanding and respect for wildlife
- Deliver sustainable and ethical practices in our operations, showcasing environmental management and good governance
- Deliver programs and services which make best use of the funds available and maximise revenue generation for Perth Zoo
- Ensure the highest possible standards of regional and global species management plans, animal welfare standards and species conservation
- Support wildlife conservation projects using the expertise of Perth Zoo staff, community fundraising and partnering
- Undertake research and teaching to increase understanding of wildlife conservation and the Zoo's operations
- Undertake breeding programs which directly contribute to species conservation and release to the wild programs



Critically endangered Black and White Ruffed Lemur twins born November 2012

Operational Structure

Organisational Chart



Operational Structure

Agency Structure

Perth Zoo's objectives and outcomes are delivered through four directorates: Life Sciences; Animal Health and Research; Community Engagement; and Corporate Development. The activities and outcomes achieved by the directorates are detailed in the Agency Performance Chapter – Report on Operations. The directors of each directorate report to the Chief Executive Officer who is responsible to the Zoological Parks Authority Board for the day-to-day operations of the Zoo. Sectional managers and curators make up the third level of management.

To ensure the smooth operations of the Zoo – which opens every day of the year – and to help coordinate the Zoo's various activities relating to conservation, research, education, events, facilities and services the Zoo has a number of multi-discipline, cross-directorate committees and groups. These groups meet regularly, or as required, to plan, develop and implement initiatives, address day-to-day matters and deal with more complex issues involving local, interstate and overseas organisations.

The Corporate Executive group, comprising the Chief Executive Officer and the directors, meets weekly to consider key planning and policy matters relating to corporate governance of the Zoo including financial and human resource management issues, risk management, capital works programs, environmental management and other key issues central to Zoo operations.

A Senior Managers group including the Chief Executive Officer, directors, curators and sectional managers meets monthly to discuss operational matters and provide updates on corporate executive and board meeting outcomes and section activities. Other standing committees include the Occupational Safety and Health Committee, the Disability Services Committee, the IT Planning Committee and the Risk Management Committee. Special project groups are established as required to coordinate and oversee specific breeding programs or capital works projects.



American Alligator

Operational Structure

Zoological Parks Authority Board

The Board is the governing arm of the Authority and comprises eight members appointed by the Minister for Environment. Members may be appointed for any term not exceeding four years and are eligible for reappointment.

Two new Board members, Mr Alex Lamond and Mr Wayne Bradshaw, were appointed in 2012-13. They replaced Mr Eric Ball OAM and Mr Kevin Harrison who both served two, three-year terms.

The Board met seven times in 2012-13 with a focus on setting the strategic and policy direction of the Zoo. The number of meetings attended by each member is shown in brackets. The Board carried out its responsibilities in line with an approved Code of Conduct for Government Boards and Committees, and in line with the Zoological Parks Authority Board Charter.

Mr Brian Easton Chairperson (7 out of 7)
Appointed Chair of the Zoological Parks Authority on 1 August 2011 for a three-year term, Mr Easton has a distinguished career in the public service spanning three decades. He served as Chief Executive at Perth Zoo from 1999-2003 and was also Vice President of the Executive Committee of the Australasian Zoos Association in this period.

In 2003, Mr Easton became a Director of Melbourne Zoo assisting with strategic planning and designing new displays and visitor facilities. Mr Easton also operates a small property in the South West based on sustainable living practices and Chairs a local River Restoration Group engaged in community conservation education programs. He was appointed Chair of the Conservation Commission of Western Australia on 1 January 2012.

Dr Pam Garnett FACE PSM
Deputy Chairperson (6 out of 7)

A member of the Edith Cowan University Council, Dr Garnett retired as Dean of Curriculum at St Hilda's Anglican School for Girls in 2012-13. Previously, she was a member of the Premier's Science Council of Western Australia and Chair of the Council's Education Working Group. Dr Garnett is a past president and life member of the Science Teachers Association of WA, a past chair of the Curriculum Council Chemistry Syllabus Committee and the past chair of the Science Learning Area Statement Committee of the Curriculum Framework. In 2003, she was awarded the Prime Minister's Prize for Excellence in Science Teaching. Dr Garnett has a PhD from Edith Cowan University and a Masters degree from Curtin University of

Technology. She joined the Zoological Parks Authority Board in March 2009 and was appointed Deputy Chairperson in September 2010 for a three-year term.

Professor John Edwards (6 out of 7)

Previously Dean of Veterinary and Biomedical Sciences at Murdoch University, Emeritus Professor John Edwards now consults in the fields of biosecurity, public health and veterinary education. He is currently working on a project for the Food and Agriculture Organisation in China. Professor Edwards has more than 30 years experience in veterinary science, education, research and the management of animal health programs in Australia and overseas. He is also a Director of One Health Solutions and in this role works to integrate animal, human and wildlife health activities. During nine years in the roles of Chief Veterinary Officer and Chief Quarantine Officer of Western Australia, Professor Edwards was closely involved in the development of national policy on animal health and quarantine matters. Professor Edwards was appointed to the Zoological Parks Authority Board in September 2010 for a three-year term.

Operational Structure

Zoological Parks Authority Board continued

Ms Susan Harrington (6 out of 7)

Ms Harrington retired as the WA Health Department's Medical Entomologist during the year. A highly experienced biologist and researcher, she has worked in a range of ecosystems in Australia, Christmas Island, the Cocos (Keeling) Islands, the Sahara and the Antarctic. Her career has focused on insect management and public health. She is the recipient of several community service awards including the Prime Minister's Centenary Medal for services to the community. Ms Harrington was appointed to the Zoological Parks Authority Board on 30 September 2010 for a three-year term.

Ms Nicole Moody (7 out of 7)

Ms Moody is a senior public relations adviser with more than 20 years experience across the fields of public relations and journalism. In her current role as General Manager of Professional Public Relations, Ms Moody provides communications counsel and strategy to a diverse group of clients as well as managing the day-to-day operations of the business. Ms Moody has extensive experience and expertise in developing and implementing strategic public relations and marketing campaigns, issues and crisis management, government relations, media relations and community consultation. In 2008 and 2010, Ms Moody received national Public Relations Institute of Australia awards.

Ms Moody was appointed to the Zoological Parks Authority Board on 1 September 2011 for a three-year term.

Mr John Knowles (5 out of 7)

Mr Knowles is the Chief Executive Officer of Good Samaritan Industries. Prior to this appointment in 2008, Mr Knowles was Chief Executive Officer of the Cerebral Palsy Association. He has also served in senior commercial development and financial management positions with the Disability Services Commission, and Sir Charles Gairdner and Princess Margaret Hospitals. Mr Knowles was appointed to the Zoological Parks Authority Board on 14 November 2011 for a three-year term.

Mr Alex Lamond (4 out of 5)

Mr Lamond has combined an engineering/science educational background with an applied business management focus. His continuing formal studies have included an MBA from Melbourne Business School, and Graduate Diplomas in Applied Finance and Investment, and Business (Marketing). Mr Lamond has chief executive, senior executive and leadership experience in a range of appointments and is currently an Executive Director at ERGT Australia (a national safety training specialist for the oil and gas industry)

with responsibility for finance and business development functions. He 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 appointed to the Zoological Parks Authority Board on 31 October 2012 for a three-year term.

Mr Wayne Bradshaw (5 out of 5)

Mr Bradshaw is a Management Consultant specialising in creating high performance organisations, strategy, facility development and stakeholder management. As the past Chief Executive of the West Australian Football Commission Inc he was responsible for the oversight of football in Western Australia including the West Coast Eagles, Fremantle Football Club, WAFL and community football. He represented Western Australian football in negotiations with the government for the development of the major stadium in Western Australia. He has significant facilities management experience through the management of Subiaco Oval and is a graduate of the Australian Institute of Company Directors. Mr Bradshaw was appointed to the Zoological Parks Authority Board on 31 October 2012 for a three-year term.

Operational Structure

Zoological Parks Authority Board continued

Board Fees

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

The following fees applied from July 2012 to September 2012:

Chairperson	annual fee of \$13,400
Deputy Chairperson	annual fee of \$10,500
Members	sitting fee of \$350 per full day or \$230 per half day

Following a review by the Minister for Environment, the following fees applied from October 2012:

Chairperson	annual fee of \$15,919
Deputy Chairperson	annual fee of \$10,500
Members	sitting fee of \$417 for meetings of 4 hours or more
	sitting fee of \$275 for meetings under 4 hours



Grants Zebra

Operational Structure

Formal Committees of the Board

In line with Schedule 2, Section 14 (1) of the Zoological Parks Authority Act 2001, the Board appoints committees to assist it in the performance of its functions. Three of these committees (Animal Ethics, Research and Audit) include external representation. The terms of reference and performance of the committees is reviewed by the Board on an ongoing basis. The formal committees of the Board, their role and membership (as at 30 June 2013) are listed below.

Title: 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.

Members: Brian Easton (Committee Chair and Board representative), John Knowles (Board representative), Alex Lamond (Board representative), Susan Hunt (Perth Zoo Chief Executive Officer), Wade Starkie (Perth Zoo Director Corporate Development) and Melanie Price (Perth Zoo Chief Finance Officer).

Title: Audit Committee

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

Members: Brian Easton (Committee Chair and Board representative), Pam Garnett (Board representative), John Knowles (Board representative), Susan Hunt (Perth Zoo Chief Executive Officer), Wade Starkie (Perth Zoo Director Corporate Development), Melanie Price (Perth Zoo Chief Finance Officer), a representative from Sutherland Rose (internal auditor – observer) and a representative from the Office of the Auditor General (external auditor – observer).

Title: Animal Ethics Committee

Role: To ensure that all animal care and use within the institution is conducted in compliance with the National Health and Medical Research Council's Australian Code of Practice for the care and use of animals for scientific purposes including teaching.

Members: Susan Hunt (Committee Chair and Perth Zoo Chief Executive Officer), Susan Harrington (Board representative), Maria Finnigan (Perth Zoo Director Life Sciences), Peter Mawson (Perth Zoo Director Animal

Health and Research), Simone Vitali (Perth Zoo Senior Veterinarian), Mark Tyler (Perth Zoo staff representative and Senior Keeper), Graham Mabury (public interest), Heidi Shields (RSPCA, animal welfare interest), Steve Vanstan (RSPCA, animal welfare interest), Ralph Swan (Murdoch University, animal science/teaching) and Michael Schultz (public interest).

Title: Research Committee

Role: To advise the Board on strategic research matters including priorities and guidelines, as well as opportunities to develop partnerships and implement research findings in the wider community.

Members: Susan Harrington (Committee Chair and Board representative), Peter Mawson (Perth Zoo Director Animal Health and Research), Maria Finnigan (Perth Zoo Director Life Sciences), Claire Wright (Perth Zoo Director Community Engagement), Simone Vitali (Perth Zoo Senior Veterinarian), Andrew Thompson (Murdoch University), Keith Morris (Department of Parks and Wildlife), Ric How (Western Australian Museum), Harriet Mills (University of Western Australia), Robert Davis (Edith Cowan University) and Grant Wardell-Johnson (Curtin University).

Operational Structure

Executive Management Team (as at 30 June 2013)

Susan Hunt PSM, BA (Hons), MA (Arts)

Chief Executive Officer

Susan Hunt was appointed Chief Executive Officer in 2004 after joining the Zoo in May 2000 as Director of Business Operations. She has a background in policy and planning in the Western Australian public sector and worked in the university and private sectors in social science research, writing and lecturing. Ms Hunt has been a Board member of the Zoo and Aquarium Association (Australasia) since 2004 and was President of the Zoo Association from 2007 until 2011. She was appointed to the Council of the World Association of Zoos and Aquariums (WAZA) in April 2012 for a two-year term and also appointed Chair of the WAZA Ethics and Welfare Committee. Ms Hunt was awarded a Public Service Medal (PSM) in the 2010 Australia Day Honours list for her outstanding contribution to conservation and public service.

Maria Finnigan

Director Life Sciences

Maria Finnigan joined the Perth Zoo team in December 2007. Ms Finnigan has extensive experience in ex-situ and in-situ management of fauna and was a curator at Auckland Zoo and Life Sciences Manager at Western Plains Zoo in New South Wales before moving to Perth. Her field experience includes several years in Africa with the Serengeti Lion Project, the Tanzanian Wildlife Department and the Jane Goodall Institute working on the establishment of chimpanzee sanctuaries. As Life Sciences Director at Perth Zoo, she is responsible for the Australian fauna, exotic mammals and elephant sections and linked conservation priorities. Ms Finnigan is also the Australasian Species Management Program Coordinator for chimpanzees, a member of the Australasian Species Management Program Committee, and an accreditation officer and Animal Welfare Committee member for the Zoo and Aquarium Association (Australasia).

Dr Peter Mawson B.Sc.(Hons), PhD

Director Animal Health and Research

Peter Mawson joined the Zoo in January 2012 after working for the Western Australian Department of Parks and Wildlife (previously Department of Environment and Conservation) for 17 years, the last 7 years as Principal Zoologist. Dr Mawson is responsible for the Zoo's research program, native species breeding program and veterinary department. He is also responsible for developing collaborative research and breeding programs with other scientific institutions to support Zoo conservation activities.

Operational Structure

Executive Management Team (as at 30 June 2013) continued

Mr Wade Starkie

Acting Director Corporate Development

Wade Starkie was seconded to the Zoo in April to act in this position. The substantive position holder, Carol Shannon, was seconded to the WA Conservation Commission for 12 months during the year. Mr Starkie has over 35 years experience in the Western Australian public sector including Director of Finance at the Department of Health and Royal Perth Hospital and Director of Information Services at the East Metropolitan Health Service. He has extensive experience in corporate systems and system improvement. His responsibilities at Perth Zoo include finance, capital project management, human resources, governance and risk management, business systems, facilities and environmental services, and procurement.

Mr Mark Street, on secondment from the Department of the Attorney General, acted in this position from November through to April.

Claire Wright, Grad Dip Education: Advanced Dip Management

Director Community Engagement

Claire Wright joined Perth Zoo on secondment for a period of six months in 2008-09, acting in the position of Director Community Engagement from August 2008 to February 2009. She rejoined the Zoo in January 2010 to take up the substantive position of Director of Community Engagement. Her responsibilities include discovery and learning, visitor services, commercial operations, horticulture, communications and interpretation. Ms Wright has over 20 years experience in the Western Australian public sector and previously worked with the Rottnest Island Authority where she was the Director of Environment and Planning from 2006 until she joined the Zoo.

Operational Structure

Partners in Conservation

Perth Zoo Docent Association

The Perth Zoo Docent Association is an incorporated volunteer organisation which is separate and independent of the Zoo. The Docent Association shares Perth Zoo's vision and purpose but has a separate charter which is to 'contribute through their expertise and outstanding customer service, to the achievement of the Zoo's conservation mission ensuring visitors have an enjoyable outing'.

Established in 1982, the Association has operated continuously for 31 years. Since January 1994, Perth Zoo Docents have contributed a total of 920,090 hours of service to Perth Zoo.

There were over 300 members in 2012-13 including active, honorary and life members.

During the reporting period, Perth Zoo Docents contributed over 41,300 hours of service with an average of 12 hours a month per Docent. Docent duties and activities included conducting guided tours, providing touch tables for visitor engagement, staffing the information centre, fundraising, providing off-site presentations to community groups, creating animal enrichment items and assisting with events, functions and education programs.

The fundraising efforts of Docents contributed \$9,000 towards Perth Zoo projects in 2012-2013.

Representatives from the Perth Zoo Docent Association (the Association) were invited by Volunteering WA to attend the Volunteering WA 24 Anniversary Celebrations at the Perth Town Hall. Perth Zoo Docents joined other agency volunteers to form a Guard of Honour for the Governor and other dignitaries.

The Association received a \$500 grant from Volunteering WA and held a Docent/Zoo staff event on site in May during Volunteer Week to celebrate our achievements and working together.

The Docent Flora Team participated in Perth Zoo's first Evergreen Garden Day and held their annual Wattle Day event in September with great success.

A biannual review and update of the Association's training manual and animal fact sheets was undertaken during the year in preparation for the training of new Docents in 2013. The [annual recruitment](#) information day for new Docents on 22 June attracted over 100 interested people. The resultant 55 trainee Docents began their 10-week training course in July 2013.



Docent Graham Bowen with Galapagos Tortoise

Operational Structure

Partners in Conservation continued

Perth Zoo Sponsors and Supporters

- **Alinta Energy** – financial sponsorship of the Sumatran Orangutan exhibit
- **Bauxite Resources Limited** – financial sponsorship of the Woylie exhibit
- **BC Iron** – financial sponsorship of the Northern Quoll exhibit
- **BHP Billiton** – corporate member
- **The Brand Agency** – strategic marketing, communications and creative advice
- **Boral** – financial sponsorship of the Western Swamp Tortoise exhibit and in-kind support
- **Brownes** – financial and in-kind support for Brownes Numbat Club (children's membership)
- **City of South Perth** – financial and promotional support
- **Coca-Cola Amatil** – financial sponsorship and promotional/fundraising support
- **Garuda Indonesia** – return flights to Indonesia to support Perth Zoo's conservation work
- **HMAS Stirling** – corporate member
- **IGA** – promotional and fundraising support for the Perth Zoo Conservation Calendar
- **Iluka Resources Limited** – corporate member
- **Network TEN** – in-kind community service announcement support for WCA and Perth Zoo
- **Nutwork Web Design** – in-kind website support
- **Perth Zoo Docent Association** – donations and support for Perth Zoo fundraising
- **Public Transport Authority (Transperth)** – Zoo-themed ferry and terminal promotion
- **Quality Press** – in-kind printing sponsorship
- **Rio Tinto** – financial sponsorship
- **Rotary Club of Mosman Park** – financial sponsorship aligned with the Savannah Outlook Tower
- **Spotless Services Australia Limited** – financial support and in-kind catering
- **Tronox Management Pty Ltd** – financial sponsorship aligned with the Tronox Night Stalk event
- **The Sunday Times** – in-kind advertising sponsorship of the Perth Zoo Conservation Calendar
- **Thrifty WA** – corporate member
- **Unilever Australia Ltd (Streets Ice-cream)** – financial sponsorship and promotional/fundraising support aligned with Streets Happy Zoo Year and other promotional activities
- **Variety WA** – financial sponsorship for the upgrade of the Variety Playground at Perth Zoo
- **Water Corporation** – financial sponsorship of the Perth Zoo Conservation Calendar and on-site filtered water refill stations
- **Western Areas NL** – financial sponsorship of the Western Quoll (Chuditch) exhibit
- **Woodside** – corporate member



Operational Structure

Partners in Conservation continued

Stakeholders and Partners

The Western Australian community, Zoo Friends (members) and Perth Zoo visitors; the Government of Western Australia; State and Federal Government agencies and organisations; Perth Zoo Docent Association; World Association of Zoos and Aquariums; Zoo and Aquarium Association; Australasian Species Management Program; Western Australian Department of Parks and Wildlife; Western Australian Department of Education and Training; The Directorate of Biodiversity Conservation, Ministry of Forestry of the Republic of Indonesia; Australian Wildlife Conservancy; Whiteman Park; Western Australian Conservation Council; The Orangutan Project; Frankfurt Zoological

Society; Free the Bears Fund; Silvery Gibbon Project; Painted Dog Conservation Inc; Tenkile Conservation Alliance; Asian Rhino Project; Project Numbat; Gilbert's Potoroo Action Group; Friends of the Western Swamp Tortoise; City of South Perth; International Union for Conservation of Nature; Conservation Breeding Specialist Group; Taronga Conservation Society Australia; Zoos South Australia; Zoos Victoria; Australia Zoo; Western Australian universities and schools; RSPCA and other animal welfare and preservation groups; Botanical Parks and Gardens Authority; Western Australian Museum; corporate sponsors and supporters; wildlife carers; conservation sector and environmental groups.

Operational Structure

Key Legislation

Legislation and Regulations Administered by the Authority

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

Other Key Legislation Impacting on Zoological Parks Authority Activities

Key Western Australian Acts impacting on the Authority include: Animal Welfare Act, 2002; Auditor General Act, 2006; Conservation and Land Management Act, 1984; Disability Services Act, 1993; Dog Act, 1976; Environmental Protection Act, 1986; Equal Opportunity Act, 1984; Financial Management Act, 2006; Firearms Act, 1973; Freedom of Information Act, 1992; Land Administration Act, 1997; Local Government Act, 1995; Occupational Safety and Health Act, 1984; Public Interest Disclosure Act 2003; Public Sector Management Act, 1994; Soil and Land Conservation Act, 1945; State Records Act, 2000; State Superannuation Act, 2000; State Supply Commission Act, 1991; Wildlife Conservation Act, 1950; Workers Compensation and Injury Management Act, 1981.

Key Commonwealth Acts impacting on the Authority include: A New Tax System (Goods and Services Tax) Act, 1999; A New Tax System (Pay as you Go) Act, 1999; Copyright Act, 1968; Copyright Amendment (Digital Agenda) Act, 2000; Disability Discrimination Act, 1992; Environment Protection and Biodiversity Conservation Act, 1999; Fringe Benefits Tax Act, 1986; Privacy Act, 1988; Quarantine Act, 1908; Quarantine Amendment (Health) Act, 2003; Trade Practices Act, 1974; Workplace Relations Act, 1996.

Land Reserves

In South Perth, the land area (19.047 hectares) vested in the Zoological Parks Authority is Class "A" Reserve number 22503 comprising Perth Suburban Lot 1313. The Reserve is designated for Zoological Gardens purposes.

A total of 328 hectares comprising Reserve number 30393 (Avon locations 27775 – 27798, 28541 and 27693) is vested in the Zoological Parks Authority. This Reserve is designated for Zoo purposes.

The Zoological Parks Authority maintains a long-term lease on 39 hectares of land at Byford, on the southern outskirts of the Perth metropolitan area, for fodder production and off-site service area.

Performance Management Framework

Outcome Based Management Framework

Changes to Outcome Based Management Framework

The Authority’s outcome based management structure is reviewed annually. Flowing from this review, one of the three key effectiveness indicators was discontinued in the 2012-13 State Budget. The indicator related to the ‘Conservation of the Environment’ and was measured by an annual market research survey question on whether people agreed that ‘Perth Zoo encourages people to be more conscious about the conservation of the environment’. The indicator was discontinued on the basis that it was largely out of the control of the Authority. The Authority’s two other key effectiveness indicators remain unchanged.

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency’s services and desired outcome, and the government goal to which it contributes. Key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. Key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Agency Desired Outcome	Agency Services
Social and Environmental Responsibility Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State	Conservation of Wildlife	1. Community Engagement and Awareness in Conservation 2. Wildlife Management, Medicine and Research

Shared Responsibilities with Other Agencies

During the reporting period, Perth Zoo continued to support the [Department of Parks and Wildlife \(formerly Department of Environment and Conservation\) species recovery programs](#) by providing zoo-bred native animals for release into protected areas in the wild. The Zoo also continued to provide conservation-based veterinary education programs and conservation medicine for the State of Western Australia.



Perth Zoo-bred Numbat fitted with radio collar prior to release

Performance Management Framework

Outcome Based Management Framework continued

In 2012-13, the Zoo's Veterinary Department continued to develop and expand its role in conservation medicine, working closely with the Department of Parks and Wildlife (DPW), Murdoch University and other organisations on the investigation of wildlife health issues. The Zoo's work in this field included its ongoing rehabilitation program for endangered wild Black Cockatoos and investigations into a possible poisoning event for this species; sea turtle baseline health evaluation; and investigations of disease aspects of the decline of Woylie populations in the wild in Western Australia.

Perth Zoo continued to provide assessments and treatment of injured and confiscated wildlife. On behalf of DPW, the Zoo's veterinary team examined 68 confiscated animals brought into the Zoo for assessment and treatment in 2012-13.

Perth Zoo veterinary staff continued their teaching involvement in DPW's Wildlife Rehabilitator's courses and provided a purpose-designed wildlife rehabilitation course for staff and community members on Christmas Island. They also continued their teaching role with Murdoch University veterinary undergraduate students.

Chief Executive's Report

Two significant initiatives this year were the upgrade of the Zoo's front entrance and the introduction of online ticketing. The new entrance incorporates dramatic new plantings of Western Australian plants – all designed and landscaped by the Zoo's own horticultural team. The entrance upgrade, in combination with the gardens and the large solar installation completed in 2012, opens up the Zoo as a more welcoming and modern facility.

The ability for customers to purchase tickets online was another successful project undertaken internally by Zoo staff. This facility improves Zoo accessibility and has already been taken up strongly by Zoo visitors. Over the coming year, the Zoo will continue to make more products and services available through its website and maintain its outreach through social media and the internet.

Thanks to the efforts of our staff and supporters, Perth Zoo's community fundraising program Wildlife Conservation Action (WCA) raised \$313,924 in 2012-13 for the conservation of threatened species in the wild. This brings the total raised by Perth Zoo to more than \$1.7 million since the program began in June 2007. Funds have supported projects for numerous threatened species including Sumatran Orangutan, Sumatran Elephant, Western Swamp Tortoise, Numbat, Tree Kangaroo,

Sun Bear, African Painted Dog, Javan Gibbon and South West native frog species.

While this wildlife conservation work continues positively, we had a sad development this year with the death in March 2013 of a Perth Zoo born orangutan, Semeru, who had been released into a protected rainforest in [Bukit Tigapuluh in Sumatra](#) as part of an orangutan conservation and reintroduction program. Semeru had been adapting very well to life in the forest since his release in November 2011. While his death by snake bite was unavoidable, it was an extremely sad incident for the many staff and Zoo supporters who have followed and supported this world-leading release to the wild program managed by the Zoo's partner, the [Frankfurt Zoological Society](#) (FZS). We will continue to work with FZS in supporting this important conservation program for Sumatran Orangutan into the future.

Over the coming year, there will be an added focus on communicating our message about the importance of species conservation through a new by-line, Saving Wildlife. This new by-line message will help increase recognition of our breeding programs, research, conservation education and WCA fundraising program. We also hope that increasing visitor and community awareness of our work will inspire people to become more involved in our and partner conservation efforts.



In the coming year, the Zoo will continue to trial and develop new products and activities for our visitors. There will also be necessary changes as we review our programs to adapt and direct our resources to ensure financial return and provide value to the community.

Susan Hunt PSM
Chief Executive Officer

Outcomes, Services and Performance Information

Actual Results versus Budget Targets

The following information details results against the targets contained in the Authority's annual Resource Agreement with the Minister and the Treasurer. The Resource Agreement contains financial and non-financial performance targets. Explanations of material variations between actual results and targets are also provided.

Financial Targets

	Target \$000's	Actual \$000's	Variation \$000's
Total cost of services (expense limit) (details from Income Statement)	22,953	21,763	(1,190)
Net cost of services (details from Income Statement)	10,782	7,577	(3,205)
Total equity (details from Statement of Financial Position)	49,842	54,387	(4,545)
Net increase/(decrease) in cash held (details from Statement of Cash Flows)	(213)	2,764	2,977
Approved full time equivalent (FTE) staff level	167	165	(2)

Explanation of significant variations against financial targets

Total cost of services

Costs were lower than the original targets due to budget reductions during the period of over \$1 million linked to whole-of-government corrective measures in 2012-13.

Net cost of services

The variation in the net cost of services is due to higher than expected revenue in 2012-13, along with the impact of whole-of-government savings. The revenue result included a 5.3% (\$381,843) increase in revenue from admissions due to the record visitor attendance figure of 665,242, a 5.1% (\$138,855) increase in commercial revenue and a 5.2% (\$53,981) increase in revenue from membership sales. Revenue for the year also included insurance claims proceeds of \$600,000 relating to the March 2010 hail storm and bequests of \$475,000.

Outcomes, Services and Performance Information

Actual Results versus Budget Targets continued

Total equity

The higher than targeted equity figure is due to movements in the asset revaluation reserve for building assets being \$1.2 million higher than originally expected along with the higher than expected accumulated surplus.

Net increase/(decrease) in cash held

Cash increases in excess of the target were due to the higher than expected revenue in 2012-13. Cash levels were also affected by cash on hand for future capital works commitments. The record attendance levels, insurance and bequest funds received coupled with increases in some areas of commercial revenue contributed to the overall increase in revenue.

Outcomes, Services and Performance Information

Outcome: Conservation of Wildlife

Key Effectiveness Indicators

To obtain information in relation to effectiveness indicator 1.1, Painted Dog Research was commissioned by Perth Zoo to conduct customer research in April 2013. Intercept surveys were conducted with randomly selected Zoo patrons over 16 years of age.

Indicator 1.1 The Zoo as an educational/learning experience

Survey Question: "The Zoo's displays educate visitors about conservation problems facing wildlife."				
Response	Target	Actual	Variance	Reason for significant variance between 2012-13 actual and 2012-13 target
Agree	95%	92%	(3%)	Increased number of neutral responses for this indicator.
Neither agree/disagree	4%	7%	3%	The reason for the increased number of neutral responses is unclear. A new branding and marketing campaign being introduced may reduce the number of neutral responses in the future.
Disagree	1%	1%	–	–
Don't know	–	–	–	–

Outcomes, Services and Performance Information

Outcome: Conservation of Wildlife continued

Indicator 1.2 Number of offspring produced by threatened animals for re-introduction

Perth Zoo breeds threatened native Australian species for release into natural habitat as part of species recovery programs managed by the Department of Parks and Wildlife through Recovery Teams.

	Target	Actual	Variance	Reason for significant variance between 2012-13 actual and 2012-13 target
Western Swamp Tortoise	30	23	(7)	Very dry weather in October 2012 is the likely cause of fewer fertile eggs being laid and higher number of fertile eggs that failed to hatch.
Numbat	12	16	4	Continued breeding success following diet and husbandry changes introduced in the previous year.
Dibbler	50	69	19	Continued breeding success following diet and husbandry changes introduced in the previous year.

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

Outcomes, Services and Performance Information

Key Efficiency Indicators

Service 1: Community engagement and awareness in conservation

Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs and publications, interpretation and information services that educate and encourage the community in conservation. Perth Zoo maximises visits to the Zoo by providing a quality and unique 'value for money' attraction in ecologically themed botanic gardens. The Zoo's commercial activities are also underpinned by conservation messages.

Service 2: Wildlife management, medicine and research

The conservation of wildlife will be optimised by effective species management, high standards of animal welfare and animal husbandry, captive breeding, support for wildlife conservation, breeding for re-introduction and provision of research opportunities.

The indicator for this service 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.

	Target	Actual	Variance	Reason for significant variance between 2012-13 actual and 2012-13 target
Total visitors admitted to the Zoo	625,000	665,242	24,600	Extended periods of fine, mild and dry weather, particularly during weekends, school holidays and public holidays. New visitor activities and experiences were also introduced.
Average cost per visitor	\$32.60	\$29.48	(\$3.12)	Higher than expected visitor numbers coupled with budget reductions that reduced the cost of services.

	Target	Actual	Variance	Reason for significant variance between 2012-13 actual and 2012-13 target
Number of research communications produced	19.33	24.33	5.0	Increased activity in the frog research program and Perth Zoo's support of a Post-Doctoral position at the University of Queensland assisted with this achievement.
Total FTEs to produce research communications	21.43	20.43	(1.0)	The lower resources in support of this service along with an overall decrease in FTEs allocated to Service 2 due to budget reductions during the period resulted in this decrease.
Research communications produced per FTE	0.90	1.19	0.29	Not significant

Directorate Reports

Life Sciences Directorate

Overview

The Life Sciences Directorate continued to focus on the operational and strategic management of the diverse range of species held by the Zoo. This was undertaken in partnership with other zoos and associations as part of regional and global species management programs.

In 2012-13, there were significant births of [IUCN classified](#) critically endangered and vulnerable species including eight Asian Small-clawed Otters (vulnerable), three Cotton-top Tamarins (critically endangered), two Black and White Ruffed Lemurs (critically endangered), two Southern Cassowaries (vulnerable) and a



Critically endangered Cotton-top Tamarins

Ghost Bat (vulnerable). Other significant births included eight Slender-tailed Meerkats, two Pygmy Marmosets, two Short-beaked Echidnas and two Little Penguins.

In the reporting period, animals were transferred in and out of the Zoo as part of local, regional and global breeding and species management or recovery programs. These transfers require significant staff effort, expertise, preparation and coordination. The major moves included: a female Sumatran Tiger transferred to London Zoo as part of the global breeding program; the arrival of two male Grants Zebra from National Zoo and Aquarium in Canberra; the arrival and introduction of a new breeding pair of Golden Lion Tamarins; and the arrival of two juvenile Komodo Dragons from Los Angeles Zoo via Taronga Zoo.

Species Management

Perth Zoo participated in 46 species management programs in 2012-13. Twelve of these programs were coordinated and/or managed by Perth Zoo staff including the global program for critically endangered Javan Gibbon and the regional programs for African Painted Dog, Ring-tailed Lemur, Western Swamp Tortoise, Numbat and Short-beaked Echidna. As a committee member of the [Australasian Species Management Program](#) (ASMP) and the Accreditation and Animal Welfare Committee (AAWC), the Life Sciences Director

also supported the work of Perth Zoo and the Zoo and Aquarium Association (Australasia) in developing a regional animal welfare policy position, accreditation processes and supporting regional animal collection planning across approximately 70 institutions that work cooperatively in species management across Australia and New Zealand.

Perth Zoo is committed to holding a diverse animal collection which aligns with, and supports, the Zoo's conservation partnerships, education messages and involvement in state, national and global species management programs. As at 30 June 2013, Perth Zoo was home to over 1220 animals representing 169 species including 58 mammal species, 49 bird species and 44 reptile species.

Outcomes

Exotic Fauna

The role of Perth Zoo in the conservation of the critically endangered Sumatran Orangutan remained a primary focus in 2012-13. Perth Zoo continued to provide staff expertise, advice and funds raised through its Wildlife Conservation Action program to support an orangutan reintroduction program, an orangutan sanctuary, wildlife protection units, education programs and wildlife surveys in the Bukit Tigapuluh region in Sumatra, Indonesia.

Directorate Reports

Life Sciences Directorate continued

Perth Zoo has been working with the Frankfurt Zoological Society and the Indonesian Government since 2006 to protect the habitat and wildlife of the unique Bukit Tigapuluh ecosystem which contains one of the last remaining areas of large contiguous dry lowland forest in Sumatra. Over 140 rescued ex-pet and orphaned orangutans have been rehabilitated and released into the protected rainforest with the aim of re-establishing a population of this threatened species in the wild. Two Perth Zoo-born orangutans have been released as part of this program to help boost the numbers and genetic diversity of the reintroduced population: female Temara was successfully released in 2006 (the first zoo-born



Semeru in the forest in 2012

orangutan in the world to be released into the wild) and male Semeru was released in 2011. Fitted with a radio transmitter, Semeru was tracked and monitored every day by release station staff. Perth Zoo staff reviewed Semeru's progress during site visits and confirmed he was adapting well to life in the jungle. It was therefore with great sadness that the Zoo received news of Semeru's death in March 2013 from a venomous snake bite. Semeru's trackers found his body in a night nest that they had watched him build the previous afternoon. The post mortem found two puncture marks on his upper back and toxicology reports indicated that he was likely bitten by a pit viper.

Semeru had been in the forest for 17 months and was showing all the signs of going on to live a long and successful life in the wild. He was finding food, building nests, interacting with other orangutans, moving through the trees and learning all the time. His life was cut tragically short but his contribution to the conservation of his species and other threatened Sumatran species and their shrinking habitat is substantial. Semeru's contribution includes the important knowledge gained through his managed release and daily monitoring of his adaptation to life in the wild and the role he played in raising public awareness on the desperate need for urgent action to save the Sumatran Orangutan and

their unique habitat at Bukit Tigapuluh. With as few as 6,300 Sumatran Orangutans left in the wild, Perth Zoo's support for the orangutan release program and protection of the habitat and wildlife at Bukit Tigapuluh will continue.



Female Sumatran Tiger

The Zoo also continued its support for another critically endangered South-east Asian species, the Sumatran Tiger. Found exclusively on the Indonesian island of Sumatra, less than 400 Sumatran Tigers are left in the wild. Accelerating deforestation and rampant poaching mean that unless action is taken to halt their decline, this subspecies of tiger will soon follow the fate of the now extinct Javan and Balinese Tigers.

Directorate Reports

Life Sciences Directorate continued

Through the fundraising efforts of our Wildlife Conservation Action program, Perth Zoo provides funding for wildlife protection units in Sumatra where Sumatran Tigers still exist. Perth Zoo also participates in the global breeding program for Sumatran Tigers. As part of this global program, Perth Zoo-born female Melati was transferred to London Zoo in September 2012 for pairing with a male tiger from Ohio Zoo. The subsequent successful introduction of these two tigers at London Zoo highlights the global cooperation of the Australasian, European and North American Zoo Associations to conserve highly endangered species.



Otter pups

Building on our previous year's breeding success with Asian Small-clawed Otters, Perth Zoo added another two litters (four pups in each litter) in 2012-13. One litter was born in July 2012 and the other in March 2013.

Perth Zoo has bred three litters of otters since June 2012 as part of the regional breeding program for this species. The breeding success followed the arrival in Perth of four new breeding animals from overseas zoos in 2011 to provide new bloodlines for the regional breeding program. In May 2013, one of the otter families comprising a breeding male and female and their four offspring was transferred by air to their new home at Adelaide Zoo as part of the breeding program. The Asian Small-clawed Otter is the smallest of the 13 otter species, weighing just 3.5kg when fully grown. These otters live in streams, rivers, marshes and rice paddies and also along sea coasts and in mangroves. They are found in parts of India, southern China, Malaysia and Indonesia. Otters are highly social and pair for life. The male role in rearing pups includes nest building, food supply to the female and pups during weaning, and teaching pups to swim.

The popular meerkat colony at Perth Zoo expanded with the addition of two litters in 2012-13. The first litter of four kits arrived in September 2012 – the first meerkats born at Perth Zoo in three years – followed by another litter of four kits born on Christmas day. The births followed the arrival in early 2012 of a new breeding female from Newquay Zoo in the United Kingdom. Perth Zoo has a successful

history breeding this captivating species and has been able to continue the program with the successful pairing of the new female. One of the most popular species at Perth Zoo, meerkats are found in southern Africa and are members of the mongoose family. They are extremely social animals but are highly territorial and will fiercely defend their home from other meerkat mobs or predators.



Meerkat kit

Other new arrivals in the African Savannah included two male Grants Zebra transferred to Perth from the National Zoo and Aquarium in Canberra. The relocation and introduction of the males to our resident female zebra and giraffe herd went very smoothly with the new zebras settling in well to the savannah exhibit. The ability to display giraffe and zebra together provides visitors with a glimpse of what they would see travelling in southern areas of Africa.

Directorate Reports

Life Sciences Directorate continued



Significant developments in 2012-13 included the arrival and introduction of a pair of endangered [Golden Lion Tamarins](#). The male and female tamarins were transferred to Perth via Melbourne Zoo as part of a global breeding program for this species, with the male originating from a zoo in France and the female from a zoo in North America. It has been nearly 10 years since Perth Zoo has housed Golden Lion Tamarins. It is hoped the pair will breed and boost the demographics of the global program. The tamarins represent an important example of a global partnership supporting an endangered species program.

This colourful species is found in Brazil where there were once as few as 200 left in the wild. A reintroduction program established in 1984 saw many zoo-born tamarins released into two nature reserves in Brazil. As a result, there are now around 1,600 Golden Lion Tamarins in the wild. In 2003, the species was down-listed by the International Union for Conservation of Nature (IUCN) from critically endangered to endangered thanks to 30 years of conservation efforts by the Golden Lion Tamarin Conservation Program and the global zoo breeding program. Around one-third of Golden Lion Tamarins living in the wild today are descendants of captive-bred tamarins.

Perth Zoo cares for a number of primate species as part of regional breeding programs. Births during the reporting period included two Black and White Ruffed Lemurs, three Cotton-top Tamarins and two Pygmy Marmosets.

A sibling pair of juvenile Komodo Dragons arrived from Taronga Zoo in February 2013. An unused enclosure was renovated and modified to suit the new arrivals who quickly settled into their new environment in the Asian Rainforest precinct. This is the first time Perth Zoo has housed this threatened species. The juveniles currently measure just over one metre long but

will reach up to three metres in length when fully grown. The largest living lizards in the world, Komodo Dragons are an iconic reptile of Indonesia. Classified as vulnerable, there are believed to be only 3000 to 5000 Komodo Dragons left in the wild. Komodo National Park, which includes the islands of Komodo and Rinca, was established in 1980 to help protect the dragon and its habitat.

Other new additions included three male American Alligators on loan from Australia Zoo. Housed in the Asian Rainforest precinct, the alligator exhibit (a refurbished former otter exhibit) includes Red-eared Slider Turtles and a large Salmon-tailed Catfish. The young alligators, currently around one meter long, have been very popular with visitors. A fully grown American Alligator can reach 4.5 metres in length and weigh up to 380kgs. Native to south-eastern USA, American Alligators live in freshwater swamps and marshes.

A male Madagascar Tree Boa arrived from Adelaide Zoo in May 2013. This non-venomous boa endemic to the African island of Madagascar provides the Zoo with a further opportunity to inform and engage visitors about Madagascar wildlife. The snake is housed in a recently refurbished cave exhibit in the African Savannah.

Directorate Reports

Life Sciences Directorate continued

Australian Fauna

Perth Zoo's groundbreaking echidna breeding program produced a further two puggles (echidna infants) and another world-first breeding milestone in 2012-13. The puggles represented the world's first successful breeding from zoo-born echidnas and rewrote previously accepted facts on the reproduction age of echidnas. Named Nyingarn (Nyoongar for echidna) and Babbin (Nyoongar for friend), the puggles were born to four-year-old first-time mothers Mila and Chindi who were both bred and born at Perth Zoo as part of the Zoo's breeding program for Short-beaked Echidna. The second generation puggles shed new light on echidna reproduction as it was previously thought that female echidnas did not breed until the age of five. Both puggles are now fully independent and thriving.



Breeding milestone: Perth Zoo-bred echidna and her offspring

Helping to uncover the secrets of echidna behaviour and reproduction, Perth Zoo has bred eight Short-beaked Echidnas since 2007 and gathered important data and information through video surveillance cameras and detailed record keeping. A paper on this breeding success, authored by Perth Zoo staff, was published in *Australian Mammology* in October 2012. In March 2013, Perth Zoo hosted a workshop on echidna breeding and husbandry which attracted over 20 fauna experts from Australian and overseas zoological institutions. Guest speakers included Dr Peggy Rismiller from Pelican Lagoon Research Centre on Kangaroo Island, one of the leaders in field research of this species, and Dr Steve Johnston, a reproductive biologist and senior lecturer from the University of Queensland who has established the world's largest Echidna Research Centre. Workshop topics included breeding, diet, general husbandry, reproductive differences in echidna subspecies, conservation and species management. The workshop included an on-site echidna handling and veterinary examination demonstration and a tour of Perth Zoo's echidna breeding facilities.

Directorate Reports

Life Sciences Directorate continued



Southern Cassowary chick

Perth Zoo celebrated its first successful breeding of Southern Cassowary in nearly 60 years when two chicks hatched at the Zoo on New Year's eve. The success followed the arrival of an adult male cassowary from Rockhampton Zoo in Queensland in 2010 to help start a new breeding program for this vulnerable species. The breeding outcome was a major achievement with the father successfully incubating and raising the chicks. Once they lay the eggs, female cassowaries leave the male to care for the eggs and raise the chicks. Southern Cassowaries belong to the family of large flightless birds that includes the emu and ostrich. The chicks are valuable

additions to the regional breeding program and will help raise awareness of the plight of these birds in the wild. The Southern Cassowary has been badly affected by habitat destruction and cyclones with estimates that as few as 2500 mature cassowaries are left in the wild in their natural rainforest habitat in northern Queensland. Cassowaries are essential to the health of rainforests as they eat over 150 types of fruit, plants and seeds which are passed and transported around the forest.

Perth Zoo partnered with the [Australian Wildlife Conservancy](#) (AWC) and [Whiteman Park](#) for the first reintroduction of native Water Rat in Australia with the goal of returning this species to areas within its former range. Five Water Rats were transferred from Perth Zoo and released into protected habitat: two at the Mussel Pool islands at Whiteman Park and three at AWC's Karakamia Reserve in Chidlow. Their reintroduction increases local biodiversity. One of Australia's oldest, shyest and least known native mammals, the Water Rat is a top order predator in our freshwater and coastal marine systems. It is a key indicator of a healthy wetland system and a very old part of Australian mammal fauna. Apart from the Platypus, the Water Rat is the only amphibious land-based Australian mammal. Water Rats, commonly known as Rakali, are classified as a

priority four species in Western Australia. Their threats include habitat loss, drought, increasing salinity levels, water pollution and introduced predators such as cats and foxes. The Water Rat translocation program, approved by the Department of Parks and Wildlife, aims to re-establish secure populations of this species on the Swan Coastal Plain and adjacent Darling Scarp. The released animals will be closely monitored at both locations.

Other Australian fauna arrivals in 2012-13 included two Black Winged Stilts in the Zoo's Walk Through Aviary, the birth of a female Ghost Bat in the Nocturnal House and the successful hatching of a male and a female Little Penguin.



Little Penguin chick

Directorate Reports

Animal Health and Research Directorate

Overview

The Animal Health and Research Directorate includes the Zoo's Veterinary Department, Native Species Breeding Program and Research Program.

During the reporting period, the Directorate continued to focus on providing a progressive health program for the Zoo's animals and for wildlife brought into the Zoo for assessment and treatment.

Direct support to in-situ conservation included the native species breed-for-release program and veterinary conservation medicine.

Continued support for the investigation into Woylie disease was provided through the Zoo's outgoing Veterinary Resident, Dr Kim Skogvold. Dr Skogvold's research project is due for completion in December 2013. A selection process was completed to appoint the next Veterinary Resident for a three-year term, commencing in July 2013.

A total of 31 scientific communications including refereed papers, book chapters, major articles and conference presentations were produced in 2012-13 by Zoo staff and students and collaboratively with external researchers.

Outcomes

Veterinary Department

The Veterinary Department is responsible for the provision of responsive and preventative health care for the Zoo's animal collection, as well as the examination and treatment of injured and confiscated wildlife, and the provision of conservation-based veterinary education programs and conservation medicine for the State of Western Australia.

The Zoo's veterinary team averaged 19 clinical cases a day. The preventative health care program included vaccinations, pre-birth checks, annual health checks and pre-transfer examinations. Prominent clinical cases included:

- The medical and surgical treatment of a prolapsed cervix in an orangutan, with a team of surgeons and specialists from the human health field assisting with advice, time and their expertise in performing a successful hysterectomy.
- The pioneering use of cartilage regeneration treatment to successfully treat hind limb lameness in a 42-year-old 180kg Galapagos Tortoise. There has been a dramatic improvement in the animal's mobility since starting his anti-arthritic medication and oral joint supplements.



Orangutan dental check

In 2012-13, the Veterinary Department continued to develop and expand its role in conservation medicine, working closely with the Department of Parks and Wildlife (formerly Department of Environment and Conservation) and other organisations on the investigation of wildlife health issues. Work included: black cockatoo health research; sea turtle baseline health evaluation; surveillance of wild animal health through post mortem reporting with the Australian Wildlife Health Network; and the investigation of disease aspects of the decline of Woylie populations in the wild in Western Australia.

Directorate Reports

Animal Health and Research Directorate continued

One of the Zoo's major conservation medicine programs is its ongoing rehabilitation program for endangered wild black cockatoos. The number of injured and sick wild Black Cockatoos brought to the Zoo for assessment and treatment continued to increase with 214 cockatoos (190 and 155 in the previous two years) assessed and cared for during the reporting period. Of these, 81 underwent rehabilitation in preparation for release back into the wild, 20 were dead on arrival and 113 either died or were euthanased due to the severity of their injuries. Many of the cockatoos brought into the Zoo have been hit by cars or have gunshot injuries. During the year, Department of Parks and Wildlife (DPW) officers and Zoo veterinary staff investigated a possible poisoning event for this species.

On behalf of DPW, the Veterinary Department examined around 68 (up from 25 last year) confiscated animals brought to the Zoo for assessment and treatment. This included animals confiscated by the Australian Customs Service.

Perth Zoo veterinarians continued their teaching role with Murdoch University veterinary undergraduate students. There continued to be a high level of student satisfaction with the course. The majority of final year students undertake a two day Wildlife and Exotic Pet

Medicine Core Clinical Rotation at Perth Zoo. Additionally, the Zoo hosts Advanced Topics in Wildlife, Zoological and Conservation Medicine, one of six official streams available for students to study in their final year.

A senior Perth Zoo veterinary nurse conducted a two day on-site course for staff employed by Parks Australia on Christmas Island. Fully funded by the Commonwealth Government, the course included training in the care and rehabilitation of local wildlife. The course was based on the nursing aspects of the DPW Rehabilitators Course which was also authored by Perth Zoo. Two rehabilitators courses were presented again this year for DPW. Veterinary staff also presented three Advanced Rehabilitators courses.

Perth Zoo Senior Veterinarian, Dr Simone Vitali, continued in the role of Convenor of the Veterinarian Special Advisory Group to the Zoo Aquarium Association (Australasia) and as a member of the Zoo Animal Health Reference Group which is a Federal Government initiative.

Research

Perth Zoo's research program covers six priority streams: Nutrition; Health and Disease; Reproductive Biology; Captive Management; Wildlife Management and Conservation; and Education and Communication.

In 2012-13, 32 research projects were conducted including 10 PhD projects (two of which were completed in the reporting period), three Masters projects, six Honours projects, six staff projects and two Third Year projects. Three other research projects were conducted in collaboration with university researchers from three institutions, one in collaboration with DPW and one was a Perth Zoo project funded by the Australian Marine Mammal Centre. The projects reflect the continued focus on higher level studies (MSc and PhD) where there is a greater likelihood of significant outcomes from the research. Research projects were undertaken by students or researchers from three of the four public universities in WA (UWA, Curtin and Murdoch) and four eastern states universities (University of Queensland, Wollongong University, University of NSW and Monash University).

After having reached the final stage of assessment, a collaborative bid to the Federal Department of Innovation, Industry, Science and Research (Round 15) for the Cooperative Research Centre for Safeguarding Biodiversity was unsuccessful. Based on the positive feedback received from the CRC panel, a new bid was entered in the Round 16 program. The revised bid documentation was submitted in June 2013.

Directorate Reports

Animal Health and Research Directorate continued

Perth Zoo supported a Post-doctoral Researcher position in conjunction with the University of Queensland in 2010-11. The researcher, Dr Lindsay Hogan, completed work on an in-depth study into Numbat reproduction. The work has resulted in three published peer-reviewed articles in 2012-13. In addition, Dr Hogan conducted additional research using faecal steroid levels to enable very small metamorph White-bellied Frogs to be sexed. This research was also published during the year.

Native Species Breeding Program

Perth Zoo's award-winning Native Species Breeding Program breeds threatened native species for release into protected areas as part of State Government species recovery plans. The program includes critically endangered Western Swamp Tortoise, Numbat, Dibbler and two species of frogs. Staff working within this program act as regional species co-ordinators for the Western Swamp Tortoise, Numbat and Dibbler. In 2012-13:

- Following average rains in early winter, 30 Western Swamp Tortoises were released at Twin Swamps Nature Reserve.

- Seventeen Numbats were provided for release at Australian Wildlife Conservancy's Scotia Sanctuary in New South Wales in December 2012 in accordance with the species' recovery plan.
- A total of 77 adult Dibblers were provided for release into Waychinicup National Park. The first 65 animals were released in October 2012 and a further 12 adults, including two females each carrying an additional eight pouch young, were released in two separate releases in April and June 2013.
- A further 69 Dibblers, 23 Western Swamp Tortoises and 16 Numbats were bred for the release program.



Dibblers bred at Perth Zoo

With valuable support from the South-West Catchments Council through the Commonwealth Government "Caring for Our Country" program, work continued on the Zoo's rear and breed-for-release program for the threatened White-bellied Frog (*Geocrinia alba*) and Orange-bellied Frog (*Geocrinia vitellina*). Thirty-nine White-bellied Frogs successfully reared at the Zoo from wild collected egg nests plus five captive-bred frogs were released in the south-west of the State at a site near Margaret River in September 2012.

Twenty Orange-bellied Frogs (*Geocrinia vitellina*) were also reared from wild collected egg nests and released in the south-west near Margaret River in September. The releases are aimed at re-establishing these critically endangered and vulnerable frogs in an area where they have become locally extinct. With heavy predation of egg nets in the wild, protective rearing of egg nests and tadpoles at Perth Zoo is aimed at increasing their chances of reaching adulthood.

Directorate Reports

Community Engagement Directorate

Overview

The Community Engagement Directorate comprises Business Development and Commercial Operations, Discovery and Learning, Visitor Services, Media and Communications, Online Interpretation and Publications, and Horticulture. The commercial and marketing areas were moved into the Directorate during the year to better integrate planning and service delivery. All of these areas contribute significantly to the experience of Zoo visitors and in ensuring positive engagement with the Zoo and its services.

Active promotions during the year encouraging community access included 5000 free entry tickets made available for the WA Day public holiday (part of the State Government's Celebrate WA initiative), and free entry for mothers on Mother's Day, fathers on Father's Day, servicemen/women on ANZAC day, and grandparents and their grandchildren on Grandparent's Day. These promotions were extremely successful, ensuring accessibility for the Western Australian community and contributing to record visitor numbers in 2012-13.

The introduction in December 2012 of on-line admission ticket sales via the Zoo's website was a key improvement in the customer service area. E-ticketing will also help the Zoo reach new markets. Guests present a printed copy of their emailed e-tickets at an expedited entry queue at the Zoo. Perth Zoo will continue to promote e-ticketing as the method of choice for customers to book tickets.

In 2012-13, the Zoo's front entrance area received a much-needed upgrade. The renovation project provided the Zoo with a more functional and contemporary-looking main entrance featuring striking new shade structures, new signage, Western Australian-themed landscaped gardens and an upgraded ticketing office.

Our historic carousel was also refurbished, ensuring that future generations have the chance to enjoy this much-loved Zoo activity. The historic carousel remains a popular attraction with over 39,000 tickets sold annually.

Work also began on an upgrade of the Zoo's 16-year-old children's playground with the support of the State Government and Variety WA. Due for completion in 2013, the Variety playground will feature new and refurbished equipment with a mix of nature and animal-themed play opportunities for children of all abilities.



Perth Zoo carousel

Directorate Reports

Community Engagement Directorate continued

Outcomes

Visitation

Following a record attendance figure of 640,642 people in 2011-12, Perth Zoo exceeded its visitor target again this year setting a new record of 665,242 visitors in 2012-13. This is the highest annual attendance achieved in the Zoo's 115 year history. The strong figures of the past two years follow a drop in visitor numbers in 2010-11 after two stable years.

Visitor Attendance				
2008-09	2009-10	2010-11	2011-12	2012-13
636,969	635,136	611,793	640,642	665,242

Some mild weather in spring and autumn, and a dry start to winter, provided ideal conditions for Zoo visitors, compensating for the lower attendance over summer when high temperatures affected visitor numbers.

There was a high level of satisfaction with the Zoo and its services and facilities. This was demonstrated in annual market survey data. The vast majority of visitors participating in intercept surveys at the Zoo during April 2013 said the Zoo continued to represent excellent or quite good value for money. The research also confirmed that entry prices were an important element in deciding to visit the Zoo. Almost three quarters of respondents rated the Zoo experience as eight out of ten in terms of satisfaction and a majority said they would recommend Perth Zoo to other people as a worthwhile experience.

During April 2013, market research company Painted Dog conducted 511 on-site intercept interviews with Perth Zoo visitors and 361 telephone and online surveys to assess the Zoo's performance against its strategic and operational objectives. Responses from visitors showed that the general community continue to have a strong belief in Perth Zoo's role in educating people about animals, conservation and animal welfare.

Key findings of the market research were:

- 92% of visitors (95% in 2012) described the Zoo as being extremely good or quite good value for money;
- 92% of visitors (96% in 2012) believed the Zoo educated visitors about conservation problems facing wildlife;
- 94% of visitors (94% in 2012) believed the Zoo had an important role in the community;
- 95% of visitors (94% in 2012) believed the Zoo looked after the quality of life of animals in its care;
- 89% of visitors (91% in 2012) believed the Zoo encouraged people to be more conscious about conservation of the environment;
- 93% of visitors (98% in 2012) were satisfied with the level of assistance provided by Perth Zoo staff; and
- 99% of visitors (99% in 2012) were satisfied with the level of assistance provided by volunteers.

Directorate Reports

Community Engagement Directorate continued

Close Encounters, Zoo Shop and Functions

The Close Encounters behind the scenes tours and experiences program for visitors achieved an 88% increase in revenue over last year. This followed a review and changes to the program. During the year, the first of a suite of new Eye to Eye Close Encounter experiences were released to the public. The “Best of Australia”, “Orangutan Rooftop Tour” and “Black Cockatoo” offerings provide visitors with behind the scenes experiences with Perth Zoo’s animals and keepers. The expanding suite includes new and revised experiences, providing Close Encounters at more accessible prices with people able to book some of the experiences on the day of their visit. The changes aim to provide the opportunity for more participants to enjoy these experiences and learn about wildlife conservation, while increasing this revenue stream. The Close Encounters program contributed \$30,000 in 2012-13 to Perth Zoo’s Wildlife Conservation Action program supporting threatened species in the wild.

The Zoo shop, Zoonique, recorded 3% growth in sales revenue on last year and an 8% increase in net profit, reflecting the increase in visitor numbers.

Revenue from function venue hire and wedding packages increased 30% over the previous year. The catering dividend from functions, however, was down 15% from the prior year and conference centre hire revenue also recorded a 21% drop from the previous year, possibly reflecting the impact of competing venues and the economic outlook.

Our strong admission figures were reflected in a 5.2% increase in membership revenue. A promotion and vending machine fascia upgrade resulted in a 35% increase in vending machine revenue.

Events

The 2012-13 Zoo event season included:

- Four daytime events including Grandparent’s Day (supported by the Department for Communities), Brownes Numbat Club Breakfast, the new Evergreen Garden Day and the annual Perth Zoo Teddy Bear’s Picnic. These events attracted 11,324 visitors.
- Streets Happy Zoo Year, a family-friendly New Year’s Eve concert – sold out with 4500 patrons.



Wedding function at Perth Zoo

- The summer Nocturnal Concerts at the Zoo series, staged by Zaccaria Events Presents, featuring Jimmy Barnes, Ice House and Angus Stone with Gurrumul with a total of 10,491 patrons.
- A children’s concert featuring the Western Australian Symphony Orchestra with Justine Clarke – sold out with over 4,000 patrons.

Special activities also occurred in the July, October, January and April school holidays with a total of 221,510 visitors over these periods.

Directorate Reports

Community Engagement Directorate continued

The 3 June WA Day public holiday was extremely busy with the Zoo welcoming 7,516 visitors. As part of the State Government's Celebrate WA initiative, Perth Zoo provided 5000 free admission tickets to the community for this event. The tickets were allocated through the Zoo's website. In addition to the free admissions, a substantial number of paying visitors enjoyed the day. There was significant pre-event planning which helped to ensure the day was a great success. Activities on the main lawn and additional retail and food stalls helped to regulate the crowd.

Corporate Sponsorships and Fundraising

The Zoo welcomed Alinta Energy as a new sponsor with a three-year partnership sponsoring Perth Zoo's orangutan exhibit.

The 2013 Perth Zoo Conservation Calendar, featuring conservation messages and images of our native and exotic species, was again sponsored by Water Corporation, The Sunday Times, Perth Now and IGA. Released in October 2012, the sale of the calendars raised over \$98,000 for Perth Zoo's [Wildlife Conservation Action](#) (WCA) fundraising program.

Over \$260,000 of WCA funds raised in 2011-12 were allocated to wildlife conservation projects in 2012-13 including:

- Conservation projects in the unique [Bukit Tigapuluh region in Sumatra, Indonesia](#), including an orangutan reintroduction program, an orangutan sanctuary, wildlife protection units, a project to mitigate human-elephant conflict and a mobile education unit
- [Australian Wildlife Conservancy](#) for the Mt Gibson Endangered Wildlife Restoration Project
- [Free the Bears](#) for research and monitoring the status of Moon and Sun Bears in Laos
- [Painted Dog Conservation Inc](#) for an African Painted Dog anti-snaring team in Zambia and the Chipembele conservation education outreach program in Zambia
- Reintroduction of Bush Stone-curlews into [Whiteman Park](#)
- Health and disease investigation work with the threatened Woylie



Bush Stone-curlew

In 2012-13, WCA raised a further \$313,924 through public donations and a range of activities including the sale of Elephant Art, the Zoo's conservation calendar and for the first time a Perth Zoo Souvenir book. This brings the total raised to more than \$1.7 million since the program began in June 2007. Funds raised in 2012-13 will be allocated in 2013-14.

Directorate Reports

Community Engagement Directorate continued

Discovery and Learning

The Zoo delivered a diverse range of on-site, on-line and outreach [learning experiences](#) and community education programs for people of all ages from toddlers to seniors during the reporting period. This included the delivery of quality education programs for students from Kindergarten to Year 12 across the Government, Catholic and Independent school sectors. The programs for school students are linked to the Australian Curriculum and integrate the Zoo's values and conservation messages. School teachers leading excursions to Perth Zoo consistently report very positive satisfaction ratings.

Over the past five years, on-site participation in the Zoo's Discovery and Learning education programs has remained fairly consistent. This year, however, saw an increase to 65,400 participants (58,616 last year) reflecting the Zoo's shift away from strictly school programs towards more community-focused education programs.

Record numbers of children aged two to five years attended the Zoo's pre-school program A to Zoo with the total number of participants more than trebling from 2,199 last year to 7,537 in 2012-13. Zoo Crew, a new school holiday community program for children aged 8-13 years, was also extremely well received with close to full capacity at 772 participants.

The Zoo's major community education program in 2012-13 was [Love Your Local Wildlife](#) to raise awareness of Western Australia's threatened fauna. This is a collaborative community education initiative with the WA Museum, the Department of Parks and Wildlife, the Botanical Parks and Gardens Authority, and the Rottnest Island Authority. The Zoo's activities were presented via the Zoo website and on-site with special activities including a photographic exhibition and family trails over the school holidays and at special events. The Love Your Local Wildlife public awareness campaign will continue in the coming year.

The Zoo's popular outreach programs continued in 2012-13 with the [annual Night Stalk](#) program attracting a total of 1,632 participants. This nation-wide community education program, coordinated by Perth Zoo, raises public awareness of local wildlife and their habitats through nocturnal spotlight surveys with participants, mainly children and their families, recording and reporting what they see in their local area.

A wide range of groups, clubs and organisations took advantage of our Zoo to You program with a team of Perth Zoo Docents (volunteers) delivering 58 off-site educational talks to 1,889 people in 2012-13.



Zoo Crew – a new school holiday program

Directorate Reports

Community Engagement Directorate continued

Perth Zoo trialled a mobile outreach Living with Wildlife program during the year for newly arrived migrant and refugee families and children. This was delivered to 160 participants between September 2012 and March 2013. The aim of the program was to provide participants with: an understanding and appreciation of native Australian wildlife; the need to conserve wildlife; the skills and knowledge to respond appropriately to native species; and the chance to meet some Australian animals. The program was well received by participants with positive feedback from the partnering organisations – Save the Children (Gosnells and Thornlie) and Centre Care (Cannington). Preliminary analysis of results from a pre and post-participation survey shows positive changes in attitudes towards the value of native animals. The trial of this program was made possible with the support of a \$5000 grant from the Inspiring Australia science initiative.

Media/Publicity

The Zoo's work with mainstream and specialist media resulted in extensive, positive exposure throughout 2012-13. The local, national and international coverage assisted with the communication and promotion of the Zoo's conservation work including its wildlife conservation fundraising program, community education and advocacy programs, events

and breeding programs. Stories covered every aspect of the Zoo's operations and activities including veterinary medicine, conservation research, animal enrichment, species management, breed-for-release programs, visitor experiences, new arrivals and facility improvements.

Media coverage included television news (Western Australia, interstate and national), television current affairs and general interest programs (The Project, Today Tonight, Better Homes and Gardens), film documentaries (ABC's Great Expectations on the Sumatran Orangutan and the palm oil threat), radio news and talk shows, magazines, major daily and weekly newspapers throughout Australia, and Australian and overseas-based news, science and educational websites.

Significant stories in 2012-13 included: the public debut of the first otters born at Perth Zoo in 18 years which received widespread national media coverage and significant social media activity with Perth Zoo trending nationally on Twitter; the first successful breeding from zoo-born echidnas – a world-first achieving national and international media coverage, with strong Twitter pick-up; the veterinary care of our animals (Today Tonight story); the first meerkats born at the Zoo in three years; the pilot Living with Wildlife education outreach program;



Dr Harry, from Better Homes and Gardens, filming an animal enrichment story with our Asian Elephants

the first successful breeding of Southern Cassowary at Perth Zoo in nearly 60 years; new arrivals (American Alligators, Komodo Dragons); animal enrichment with our elephants (Better Homes and Gardens television story); and Close Encounter experiences ("Quirky Perth" tourism series in The West).

Perth Zoo stories, particularly about Western Australian native wildlife, are now regularly picked up and run by overseas websites and international news agencies including UK-based Caters.

Directorate Reports

Community Engagement Directorate continued

The Zoo's conservation work with the critically endangered Sumatran Orangutan was recognised in a special issue Perth Zoo stamp in October 2012 by Australia Post. The stamp featured one of the 29 Sumatran Orangutans born at Perth Zoo. It was part of a special Australian Zoos stamp issue highlighting the importance of conservation and recognising the contribution of zoos and their breeding programs.

In May, Perth Zoo was photographed and filmed for inclusion in a new on-line Perth City travel destination guide for travel agency Expedia.com. Perth Zoo features prominently on the landing page with a further write up and images. Accessed globally by travellers looking for holiday destinations, the market exposure for this new destination guide is significant with the web pages being translated into 30 different language groups in over 25 countries. Expedia's main page receives around two to three million visits per day.

www.expedia.com.au/Perth.d180013.

[Destination-Travel-Guides](#)

www.expedia.com.au/Perth-Zoo-Perth.d502274.Attraction



Perth Zoo Australia Post special issue stamp

Online Interpretation and Publications

The Perth Zoo website continued to be a well-used portal for accessing the Zoo's online resources although the number of visits decreased from 525,393 in 2011-12 to 492,756 in 2012-13.

Our social media channels continued to grow as an avenue to promote the Zoo's conservation and recreational activities to the online community. At 30 June 2013, the Facebook page had 24,987 fans (up 198%) and the Twitter account had 4,297 followers (up 194%). The Zoo launched a Google+ page in July and had 432 followers by year end. Monitoring of Twitter for Perth Zoo references is undertaken regularly. This helps the Zoo to identify any visitor issues.

Fans, Followers and Subscribers for Perth Zoo Social Media

	Facebook	Twitter	YouTube	Google+
As at 30 June 2013	24,987 fans	4,297 followers	285 subscribers	432
As at 30 June 2012	12,621 fans	2,218 followers	117 subscribers	0

Visits, Views and Check-ins for Perth Zoo Website and Social Media

	Website	YouTube	FourSquare
2012-13	492,756 visits	198,353 views	2097 check-ins
2011-12	525,393 visits	98,705 views	751 check-ins

Directorate Reports

Community Engagement Directorate continued

Perth Zoo's YouTube channel (www.youtube.com/PerthZoo) continued to grow to a total of 58 films. The channel has received a total of 372,603 views since it began in 2009. Films uploaded in 2012-13 included:

- new animals (Bilby joeys, echidna puggles, meerkats, Ring-tailed Lemurs);
- veterinary procedures (Sumatran Tiger and Red Panda);
- events and promotion (Happy Zoo Year and school holiday activities);
- the Saltwater Crocodile's impressive feeding habits; and
- Tree Kangaroo behavioural enrichment.

New on-site interpretive facilities developed in 2012-13 included:

- Komodo Dragon, Madagascar Tree Boa, Corn Snake and American Alligator interpretation;
- new audio systems for keeper talks;
- a film at the echidna exhibit showcasing the Zoo's echidna breeding program;
- fox and cat taxidermy specimen display in the Nocturnal House to demonstrate the effect these feral species have on native wildlife.



During the year, further staff were trained in the POWER method for developing presentations to help redevelop keeper talks with stronger conservation messages and actions for visitors.

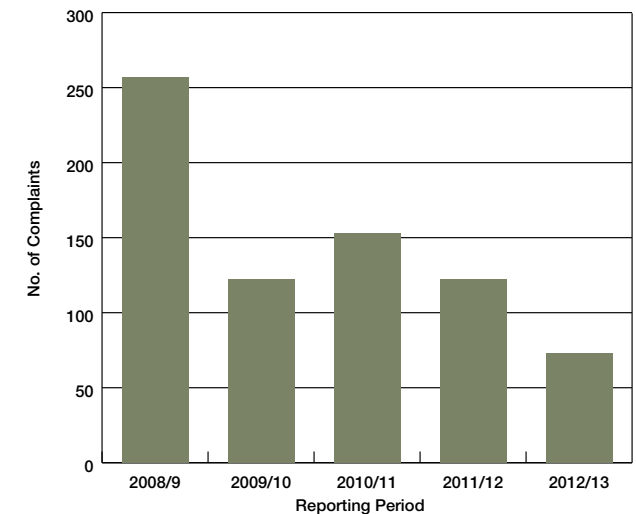
The Zoo continued to produce and distribute its quarterly News Paws magazine with stories and information covering on-site and off-site programs, events and conservation projects. Around 11,500 copies were produced each quarter.

Visitor Feedback

Customer feedback is an essential tool for the development and maintenance of services and an indicator of the quality of the Perth Zoo experience. The Zoo welcomes and actively canvasses its visitors and customers for feedback, comments and suggestions. Feedback is provided in person, by email, in writing, by telephone, via a comment card or through our website.

In 2012-13, the Zoo received a total of 561 comments, 43 appreciations and 73 complaints (down from 122 last year). The drop in the number of complaints reflects a focus on customer service and continual improvement in the visitor experience.

Five Year Complaint Comparison



Directorate Reports

Community Engagement Directorate continued

Feedback included comments about visitor facilities, the range and availability of Close Encounter experiences, animals off display due to capital works or for husbandry reasons, and the cost and variety of food and beverages available on-site. This visitor feedback is taken seriously and used to make changes where appropriate and to improve our services to enhance the visitor experience.

Actions resulting from customer feedback included a wire replacement program at the rhino viewing bay, maintenance work on pathways and other facilities, a revised keeper talk program, a review and changes to the Close Encounters program to increase availability and accessibility, a review of on-site vending machines, changes to the way the Savannah Tower Experience is promoted, changes to the types of food snacks offered in the café, and an upgrade of the Variety playground.

Comments of appreciation included service areas through to the animals and the gardens:

- “Everyone we came across was willing to help out or answer our questions. Fantastic day out at Perth Zoo. We will tell all our friends.”
- “Best zoo! Loved it very much. Thank you very much we had a great day. Staff were amazing.”

Horticulture

The horticultural team is responsible for the maintenance and development of the Zoo’s botanical collection and also plays an important role in exhibit design, habitat simulation and the provision of animal fodder.

The main development project in 2012-13 was the landscaping of the Zoo’s new-look main entrance. The South West Australian bush theme for this statement garden includes large Grass Trees and Zamia Palms. These long-lived Western Australian natives were transplanted after a great deal of research due to the very special requirements of these plants – some of which are hundreds of years old. The Grass Trees were complemented with ironstone gravel mulch and groundcovers creating a landscape reminiscent of the Perth Hills. From this now uniquely Western Australian entry, visitors to Perth Zoo experience some of the natural landscapes found in the South-West of the State.



In March 2013, the Zoo held its first Evergreen Garden Day celebrating its garden heritage. Activities included guided tours of the Zoo’s extraordinary botanical collection.

With the assistance of partner organisations, the Zoo horticultural staff researched ways to refine the management of the Zoo’s koala fodder plantations at Byford and Wellard. Trials began on different techniques to improve Eucalyptus leaf tip production in late winter, a natural dormancy period in this region. As part of this work, an additional 450 koala fodder trees were planted and 3000 trees were coppiced at different times of year at the Byford property.

Other horticulture projects included:

- mapping irrigation systems;
- identifying and assessing the health of the Zoo’s most significant trees in preparation for the up-coming replacement of the Zoo’s underground water infrastructure;
- landscape design and plant acquisition for the Zoo playground upgrade;
- working with the City of South Perth to identify areas within the City where Zoo staff can collect animal fodder; and
- advising Peel Zoo on the establishment of its fodder plantation.

Directorate Reports

Corporate Development Directorate

Overview

The Corporate Development Directorate (previously Corporate and Commercial Development) provides corporate support to all of the Zoo and encompasses business systems, facilities and environmental services, finance, capital project management, governance and risk management, human resources and procurement. As part of structural changes during the year, the Directorate took on responsibility for facilities and environmental services. Commercial and marketing activities were transferred to the Community Engagement Directorate.

Outcomes

Business Systems

The Business Systems area has responsibility for the development, management and maintenance of information management, related contract management, correspondence and record management systems, and corporate reception. During the year:

- Phase four of the upgrade of the customer ticketing, membership and venue booking system was successfully implemented, expanding e-commerce services and providing customers with the opportunity to purchase admission tickets on-line. E-tickets can be delivered to the customer's desktop

or forwarded by mail. This is a significant improvement in customer service.

- Processes to better monitor and protect information systems were implemented and access to general use network drives was rationalised. Perth Zoo's server backup system was upgraded, significantly improving the agency's recovery capability.
- Records disposal projects continued throughout the year for inactive files no longer required, and a project to convert middle management records to official files was completed, ensuring Perth Zoo's compliance with the State Records Act 2000. Stage two of the audit of all Perth Zoo plans was completed.
- The phased implementation of an electronic document management and records system continued with a confined electronic records pilot project. Preparatory work for the electronic records system included enhancement of the security classifications of the records management system, and a review and updating of records management documentation.

Facilities and Environmental Services (FES)

The FES section delivered planned and responsive maintenance throughout the Zoo, as well as minor upgrades and assistance with capital projects. In 2012-13, staff completed 3,701 (3,324 last year) maintenance jobs. Significant work was undertaken in assessing building, plant and equipment condition and performance. This included improvements to spatial data collection across the site to support asset management. The spatial data collection included all of the solar array elements including the inverters.



The historic carousel was refurbished

Directorate Reports

Corporate Development Directorate continued

Key minor works projects included:

- Completion of the carousel upgrade;
- Exhibit upgrades for new animals including Water Rat, Madagascar Boa, Komodo Dragon and American Alligators;
- Rainforest Retreat boardwalk;
- Upgrade of visitor toilet block near elephant amphitheatre;
- Sewer line upgrades;
- Main administration building air-conditioning upgrade;
- Upgrade of fencing in the lesser primates area and rear of tiger exhibit;
- Ghost Bat breeding facility.

Environmental Sustainability

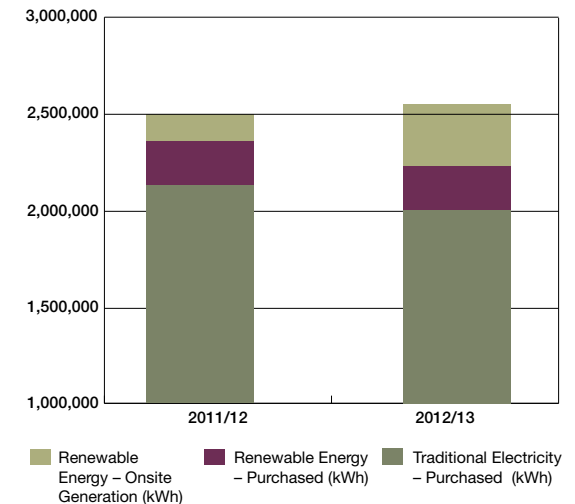
Perth Zoo's commitment to conservation and the environment extends to its own operations through sustainability initiatives. This includes the use of solar power generated on-site, electric vehicles, bicycles, recycling and waste management.

Initiatives in 2012-13 included water bottle refill stations, the finalisation of a new Sustainability Policy and Action Plan, and the installation of advanced environmental monitoring technology to help the Zoo better understand how it uses valuable resources like energy and water. Although total electricity use increased by 2.4%

over last year, the Zoo reduced its draw on the electricity grid by 6% with its newly completed 237kW solar system operating for its first full year. Actions and achievements in 2012-13 are detailed below.

Energy and Emissions

- Solar generated power output increased from 130,138 kWh to 334,784 kWh with the commissioning of the second and final stage of the Zoo's solar energy system.
- The 237kW solar system, the largest solar installation in Perth, provided 13% of the Zoo's electricity needs, allowing the Zoo to reduce its draw on the electricity grid by 6% compared to last year.
- The Zoo sourced 21% of its electricity needs from renewable energy – on-site solar generation and clean electricity purchases – avoiding more than 500 tonnes of greenhouse gas emissions.
- Total electricity use increased by 2.4% this year due to additional infrastructure.
- Actions to reduce electricity use included installation of a real-time energy monitoring system and timers in the elephant pump house. The advanced energy monitoring system allows staff to view the Zoo's grid electricity use and solar generation in real time assisting with energy management.



- Natural gas use increased by 21%. This was an anticipated increase primarily due to the requirement for two additional gas water heaters for the new American Alligator exhibit and Komodo Dragon exhibit. These units are more efficient at heating water than electric alternatives. A high efficiency 6.8 star gas hot water system was installed at the Veterinary Hospital.

Directorate Reports

Corporate Development Directorate continued

Water

- Scheme water use was reduced by 1.8% from last year and bore water use was cut by 3.6%.
- The use of around 30,000 plastic water bottles was avoided in just seven months with over 23,000 litres of water flowing from the Zoo's two new drink bottle refill stations.
- A further bronze certificate was awarded to the Zoo under the Water Corporation's Water Efficiency Management Program for achieving a 10-25% improvement in water efficiency since the program began in 2007.



Water refill station – reducing plastic water bottle waste

- Eleven new water flow meters were installed to measure the volume of water in the Zoo's various lakes and pools to assist with water management. The Zoo is now able to accurately measure water use in all of its major water bodies.
- Five additional wireless data loggers were installed to improve water management across the Zoo. This technology allows water use to be remotely monitored 24 hours a day with flow rates visible down to one minute time intervals. The data loggers capture 100% of the Zoo's bore water use and around 70% of our scheme water use. This results in more efficient water monitoring by detecting overnight water leakage, cross checking irrigation schedules, detecting burst pipes and increasing visibility of how and when water is used.

Waste

- Over 39 tonnes of material was recycled including paper, cardboard, glass, plastics, metals, fluorescent tubes and batteries. Waste was sorted into 12 independent streams before leaving the site, assisting with waste management.
- Research and investigations continued on mechanisms to improve the management of organic waste produced on site, such as manure, through a better composting process.

Directorate Reports

Corporate Development Directorate continued

Governance and Risk Management

Perth Zoo has a Risk Management Committee and an Audit Committee to oversee risk management and corporate governance improvements.

The annual Zoo Business Continuity Plan test was conducted as well as the roll-out of the annual program of drills associated with emergency procedures. Findings and actions of each exercise were followed up through the Zoo's Emergency Management Action Group.

As part of ongoing annual risk management programs, Perth Zoo's risk reference tables were reviewed and revised.

The Zoo's Risk Management Committee reviewed whole-of-Zoo management risks and all Zoo Managers and Curators undertook their Sectional Risk Assessments.

RiskBase, the agency's risk management system, was reviewed and revised to improve reporting, standardisation, user-friendliness and reduce duplication.

An Internal Audit of Risk was conducted during the year recommending improvements which are being implemented progressively. Actions include the revision of the risk management policy and procedures, and a change to the governance and committee structure.

Work is continuing to update the Zoo's Policy Register, with 18 policies developed or reviewed during the year.

Corruption Prevention

The Zoo's risk management program addresses corruption and misconduct issues as part of its annual sectional risk assessment process. Actions in 2012-13 included:

- annual risk assessment of fraud and corruption;
- awareness-raising sessions with managers regarding misconduct and conflict of interest;
- review and updating of financial and procurement procedure manuals;
- ongoing procurement training for all authorised purchasing officers;
- inclusion of Public Interest Disclosure information in the staff induction process and training of PID officers;
- monitoring of telephone and internet use;
- ongoing installation of surveillance cameras and improvements to master keying system;
- development of a Zoo Security Plan; and
- review and awareness-raising of the Zoo's Social Media Policy.

Human Resources

The Human Resources section provides strategic advice and support in the areas of payroll, recruitment, policy, industrial relations, training, occupational safety and health, workers compensation and injury management. A major initiative in 2012-13 was the transfer of

Perth Zoo keepers and veterinary nurses from the Zoological Gardens Employees Award to the Government Officers Salaried Conditions Award as salaried officers. For more information, refer to the Employment and Industrial Relations section in the Disclosures and Legal Compliance chapter. The chapter also includes Occupational Safety, Health and Injury Management information.

Procurement

There was a continued focus on improving and ensuring compliance in goods and services procurement processes. During the year, the Purchasing Procedures Manual was reviewed, updated and placed on the Zoo Intranet for staff reference.

Procurement training continued to be a focus to ensure that all purchases for the Zoo are compliant with Government policy and that all contracts are managed to yield maximum benefit for the Zoo. All identified contract managers within the agency undertook a contract manager awareness session during 2012-13.

Planning was also a major aspect of the work during the year with the development of a procurement plan which will see the Zoo, over a two year period, develop a range of new agency-specific contracts. This initiative follows a comprehensive agency spend analysis which directly informed the work.

Significant Issues Impacting the Agency

Current and Emerging Issues and Trends

Established 115 years ago on its current 19 hectare site in South Perth, Perth Zoo remains a very accessible city zoo. However, the increasing requirement for maintenance and replacement of aged facilities at the Zoo's South Perth site presents a challenge.

With the support of State Government capital funding and the Zoo's own revenue generation (including sponsorships, bequests and grants), considerable progress has been made implementing Perth Zoo's Master Plan – a 20 year development plan released in 2004. Additionally there has been good progress in the implementation of sustainability initiatives, such as the introduction of solar power, consistent with the Zoo's desired strategic direction.

There are several areas of the Zoo that are still earmarked for upgrade or replacement. This includes the Zoo veterinary hospital, primate and tiger exhibits, and cockatoo and other aviaries. Additionally, work is underway to meet species and breeding program requirements and the continually evolving husbandry, safety and exhibitory standards. The Zoo developed a strategic asset plan incorporating these requirements during 2012-13 and it will be further reviewed in 2013-14. This plan is informed by annual strategic planning, animal collection planning and reviews of the Zoo's existing asset base.

In its planning for the upcoming year, the Zoo Board and management will focus on providing the best mix of animal species, visitor experiences and education programs to best position Perth Zoo into the future for the benefit of the community and the State of Western Australia.

The Zoo will continue its sponsorship and fundraising efforts in 2013-14. The focus will be on ways to increase revenue including the development of new and improved commercial products. There will also be a continuing focus on improvement and streamlining activities across the Zoo.



New Eye to Eye Black Cockatoo visitor experience

Significant Issues Impacting the Agency

Looking Ahead – Initiatives in 2013-14

- The Zoo's strategic direction will continue to focus on its core purpose and services in the conservation of wildlife and on improving the visitor experience.
- Efforts to source and secure research, sponsorship and grant funding to supplement income will continue.
- The Zoo will continue to develop and implement new commercial products aligned to its strategic purpose as a commercial conservation organisation. This will include the next suite of new Eye to Eye behind the scenes visitor experiences.
- The ongoing implementation of an integrated water management program and initiatives in waste management will continue as part of the Zoo's broader environmental sustainability program.
- The Zoo's education program will be reviewed to ensure limited resources are directed to changing and emerging education opportunities.
- The Zoo will continue to manage the site, exhibits and infrastructure through exhibit and visitor facility upgrades. In addition to annual asset investment funding from the State Government, internally-generated funds through corporate sponsorships, bequests and grant funds are used to support capital works. Projects in 2013-14 include:
 - Visitor viewing and interpretation facilities at the Sumatran Orangutan exhibit;
 - Progression of the water management infrastructure project – a six-year staged project to deliver long-term savings in water use and modernise the aged irrigation systems;
 - Improvements to visitor facilities including the completion of the playground upgrade;
 - Redevelopment of the Western Swamp Tortoise breeding facilities; and
 - Planning for exhibit and facility upgrades.

Auditor's Opinion



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

ZOOLOGICAL PARKS AUTHORITY

Report on the Financial Statements

I have audited the accounts and financial statements of the Zoological Parks Authority.

The financial statements comprise the Statement of Financial Position as at 30 June 2013, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

Board's Responsibility 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 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.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Authority's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Zoological Parks Authority at 30 June 2013 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Report on Controls

I have audited the controls exercised by the Zoological Parks Authority during the year ended 30 June 2013.

Controls exercised by the Zoological Parks 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.

Board's Responsibility for Controls

The Board is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Zoological Parks Authority based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Authority complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

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

Opinion

In my opinion, 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 2013.

Report on the Key Performance Indicators

I have audited the key performance indicators of the Zoological Parks Authority for the year ended 30 June 2013.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

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 controls as the Board determines necessary to ensure that the key performance indicators fairly represent indicated performance.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

Auditor's Opinion

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Board's preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

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

Opinion

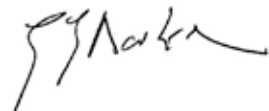
In my opinion, the key performance indicators of the Zoological Parks Authority are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2013.

Independence

In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical 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 2013 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.



GLEN CLARKE
DEPUTY AUDITOR GENERAL
Delegate of the Auditor General for Western Australia
Perth, Western Australia
12 September 2013

Financial Statements

Zoological Parks Authority

Certification of Financial Statements for the Year Ended 30 June 2013

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 financial year ended 30 June 2013 and the financial position as at 30 June 2013.

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
10 September 2013



Brian Easton
Chairperson
10 September 2013



John Knowles
Member
10 September 2013

Financial Statements

Zoological Parks Authority

Statement of Comprehensive Income for the Year Ended 30 June 2013

	NOTE	2013 \$	2012 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	12,871,805	12,726,104
Other employee related expenses	7	438,487	481,465
Maintenance & operational expenses	8	3,135,304	3,455,452
Depreciation expense	9	2,423,618	2,272,361
Administration	10	2,186,550	2,339,197
Cost of retail shop sales	11	644,447	648,555
Loss on disposal of non-current assets	12	62,357	19,188
Total cost of services		21,762,568	21,942,322
Income			
Revenue			
Admissions		7,574,552	7,192,709
Retail shop sales	11	1,349,400	1,311,190
Grants, sponsorships & fundraising	13	1,857,038	1,848,260
Commercial activities	14	1,523,758	1,423,113
Memberships		1,100,534	1,046,553
Interest revenue	15	55,964	46,520
Other revenue	16	724,798	380,035
Total Revenue		14,186,044	13,248,380
Gains			
Other gains	17	–	200,000
Total Gains		–	200,000
Total income other than income from State Government		14,186,044	13,448,380
NET COST OF SERVICES		7,576,524	8,493,942

Financial Statements

Zoological Parks Authority

Statement of Comprehensive Income for the Year Ended 30 June 2013 continued

	NOTE	2013 \$	2012 \$
Income from State Government	18		
Service appropriation		10,739,000	10,385,000
Total Income from State Government		10,739,000	10,385,000
SURPLUS FOR THE PERIOD		3,162,476	1,891,058
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus	29	2,545,423	(168,019)
Total other comprehensive income		2,545,423	(168,019)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		5,707,899	1,723,039

Refer to note 33 'Schedule of Income and Expenses by Service'.

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 2013

	NOTE	2013 \$	2012 \$
ASSETS			
Current Assets			
Cash and cash equivalents	30	7,400,719	4,276,660
Restricted cash and cash equivalents	19,30	515,260	875,650
Inventories	20	155,610	148,882
Receivables	21	421,306	811,859
Amounts receivable for services	22	5,515,000	5,370,000
Other current assets	23	36,394	136,070
Total Current Assets		14,044,289	11,619,121
Non-Current Assets			
Land, buildings and infrastructure	24	39,734,998	37,077,620
Plant and equipment	24	1,020,776	1,155,612
Amounts receivable for services	22	4,174,000	4,564,000
Total Non-Current Assets		44,929,774	42,797,232
TOTAL ASSETS		58,974,063	54,416,353
LIABILITIES			
Current Liabilities			
Payables	26	860,822	1,615,333
Provisions	27	1,773,333	1,916,773
Unearned income	28	1,040,705	1,487,526
Total Current Liabilities		3,674,860	5,019,632

Financial Statements

Zoological Parks Authority Statement of Financial Position as at 30 June 2013 continued

	NOTE	2013 \$	2012 \$
Non-Current Liabilities			
Provisions	27	911,891	717,308
Total Non-Current Liabilities		911,891	717,308
TOTAL LIABILITIES		4,586,751	5,736,940
NET ASSETS		54,387,312	48,679,413
EQUITY	29		
Contributed equity		26,005,220	26,005,220
Reserves		8,713,387	6,167,964
Accumulated surplus		19,668,705	16,506,229
TOTAL EQUITY		54,387,312	48,679,413

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 2013

	NOTE	Contributed Equity	Reserves	Accumulated Surplus	Total Equity
Balance at 1 July 2011	29	25,270,220	6,335,983	14,615,171	46,221,374
Surplus/(deficit)		–	–	1,891,058	1,891,058
Other comprehensive income		–	(168,019)	–	(168,019)
Total comprehensive income for the period		–	(168,019)	1,891,058	1,723,039
Transactions with owners in their capacity as owners:					
Capital appropriation		735,000	–	–	735,000
Total		735,000	–	–	735,000
Balance at 30 June 2012		26,005,220	6,167,964	16,506,229	48,679,413
Balance at 1 July 2012		26,005,220	6,167,964	16,506,229	48,679,413
Surplus/(deficit)		–	–	3,162,476	3,162,476
Other comprehensive income		–	2,545,423	–	2,545,423
Total comprehensive income for the period		–	2,545,423	3,162,476	5,707,899
Transactions with owners in their capacity as owners:					
Capital appropriation		–	–	–	–
Total		–	–	–	–
Balance at 30 June 2013		26,005,220	8,713,387	19,668,705	54,387,312

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 2013

	NOTE	2013 \$ Inflows (Outflows)	2012 \$ Inflows (Outflows)
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		8,049,000	8,027,000
Capital appropriation		–	735,000
Holding account drawdowns		2,935,000	2,020,000
Net cash provided by State Government		10,984,000	10,782,000
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(12,794,179)	(12,419,588)
Supplies and services		(5,766,844)	(6,444,060)
GST payments on purchases		(931,243)	(1,054,480)
Other payments		(456,004)	(499,752)
Receipts			
Sale of goods and services		12,843,110	12,900,812
Interest received		54,105	50,449
GST receipts from ATO		517,613	329,405
GST receipts on sales		543,151	596,027
Other receipts		724,798	380,035
Net cash used in operating activities	30	(5,265,493)	(6,161,152)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(2,955,111)	(4,146,137)
Receipts			
Proceeds from sale of non-current physical assets		273	1,500
Net cash used in investing activities		(2,954,838)	(4,144,637)

Financial Statements

Zoological Parks Authority

Statement of Cash Flows for the Year Ended 30 June 2013 continued

	NOTE	2013 \$ Inflows (Outflows)	2012 \$ Inflows (Outflows)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Repayment of borrowings		–	–
Net cash used in financing activities		–	–
Net increase/(decrease) in cash and cash equivalents		2,763,669	476,211
Cash and cash equivalents at the beginning of the period		5,152,310	4,676,099
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	30	7,915,979	5,152,310

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 2013

1. Australian Accounting Standards

General

The Authority's financial statements for the year ended 30 June 2013 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standards Board (AASB).

The Authority has adopted any applicable new and revised Australian Accounting Standards from their operative dates.

Early adoption of standards

The Authority cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. There has been no early adoption of Australian Accounting Standards that have been issued or amended (but not operative) by the Authority for the annual reporting period ended 30 June 2013.

2. Summary of significant accounting policies

(a) General statement

The Authority is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act* and the Treasurer's Instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

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.

(b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land, buildings and works of art which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest dollar unless otherwise indicated.

Note 3 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Authority's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

Note 4 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(c) Reporting entity

The reporting entity comprises the Zoological Parks Authority and there are no other related bodies.

(d) 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.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

(e) Income

Revenue recognition

Revenue is recognised and measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Sale of goods

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.

Provision of services

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

Membership Subscriptions

Membership revenue is apportioned evenly over the membership subscription period.

Interest

Revenue is recognised as the interest accrues.

Service appropriations

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 to the bank account or credited to the 'Amounts Receivable for Services' (holding account) held at Treasury. Refer to note 18 'Income from State Government'.

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.

Gains

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(f) Borrowing costs

Borrowing costs for qualifying assets are capitalised net of any investment income earned on the unexpended portion of the borrowings.

Other borrowing costs are expensed when incurred.

(g) Property, plant and equipment and infrastructure

Capitalisation/expensing of assets

Items of property, plant and equipment and infrastructure costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. 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 the two way radio communications system, 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.

Initial recognition and measurement

Items of property, plant and equipment and infrastructure are initially recognised at cost.

For items of property, plant and equipment and infrastructure acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land, buildings and works of art and historical cost for all other property, plant and equipment and infrastructure. Land, buildings and works of art are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses. All other items of property, plant and equipment and infrastructure are carried at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying 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.

In the absence of market-based evidence, fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where the land use is restricted. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Where the fair value of buildings is determined on the depreciated replacement cost, the gross carrying amount and the accumulated depreciation are restated proportionately.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) 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. Valuation Services performs a physical site inspection of buildings every three years and the cost of acquisitions by the Authority between the physical inspections is considered to approximate their fair value.

Works of art are independently valued by a qualified valuer every three years on the basis of fair value, determined using current market buying values. The cost of acquisitions by the Authority between valuations is considered to approximate their fair value.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful 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.

Refer to note 24 'Property, plant and equipment, infrastructure' for further information on revaluations.

Derecognition

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

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in note 24 'Property, plant and equipment, infrastructure'.

Depreciation

All non-current assets 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.

Depreciation is calculated using the straight line method, using rates which are reviewed annually.

Estimated useful lives for each class of depreciable asset are:

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

Works of art controlled by the Authority are classified as property, plant and equipment. These are anticipated to have indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period and so no depreciation has been recognised.

Land is not depreciated.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

(h) Impairment of assets

Property, plant and equipment, and infrastructure assets are tested for any indication of impairment at the end of each reporting period. 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 in profit and loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the Authority is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

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 asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

Refer note 25 'Impairment of assets' for the outcome of impairment reviews and testing.

(i) Non-current assets (or disposal groups) classified as held for sale

Non-current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell, and are disclosed separately from other assets in the Statement of Financial Position. Assets classified as held for sale are not depreciated or amortised.

(j) Leases

Finance lease rights and obligations are initially recognised, at the commencement of the lease term, as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of minimum lease payments, determined at the inception of the lease. The assets are disclosed as plant, equipment and vehicles under lease, and are depreciated over the period during which the Authority is expected to benefit from their use.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease.

Finance lease liabilities are allocated between current and non-current components. The principal component of lease payments due on or before the end of the succeeding year is disclosed as a current liability, and the remainder of the lease liability is disclosed as a non-current liability.

(k) Financial instruments

In addition to cash, the Authority has two categories of financial instrument:

- Loans and Receivables; and
- Financial liabilities measured at amortised cost.

Financial instruments have been disaggregated into the following classes:

Financial Assets

- Cash and cash equivalents
- Restricted cash and cash equivalents
- Receivables
- Amounts receivable for services

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Financial Liabilities

- Payables
- Finance lease liabilities

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

(l) Cash and cash equivalents

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, and bank overdrafts.

(m) Accrued salaries

Accrued salaries (refer note 26 'Payables') represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Authority considers the carrying amount of accrued salaries to be equivalent to its fair value.

(n) Amounts receivable for services (holding account)

The Authority receives income from the State Government partly in cash and partly as an asset (holding account receivable). The accrued amount appropriated is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

Refer note 18 'Income from State Government' and note 22 'Amounts receivable for services'.

(o) 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.

Refer note 20 'Inventories'.

(p) Receivables

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment).

The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Authority will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

Refer note 2(k) 'Financial Instruments' and note 21 'Receivables'.

(q) Payables

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.

Refer note 2(k) 'Financial Instruments' and note 26 'Payables'.

(r) Borrowings

All loans are initially recognised at fair value, being the net proceeds received. Subsequent measurement is at amortised cost using the effective interest method.

(s) Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period. Refer note 27 'Provisions'.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

(i) Provisions – employee benefits

All annual and long service leave provisions are in respect of employees' services up to the end of the reporting period.

Annual leave

The liability for annual leave that is expected to be settled within 12 months after the end of the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled.

Annual leave that is not expected to be settled within 12 months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rates expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with the terms of maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability as the Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Long service leave

The liability for long service leave that is expected to be settled within 12 months after the end of the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled.

Long service leave that is not expected to be settled within 12 months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rates expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments

are discounted using market yields at the end of the reporting period on national government bonds with terms of maturity that match, as closely as possible, the estimated future cash outflows.

Unconditional long service leave provisions are classified as current liabilities as the Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service provisions are classified 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.

Deferred leave

The provision for deferred leave relates to Public Service employees who have entered into an agreement to self-fund an additional 12 months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. This liability is measured on the same basis as annual leave. Deferred leave is reported as a current provision as employees can leave the scheme at their discretion at any time.

Purchased leave

The provision for purchased leave relates to Public Service employees who have entered into an agreement to self-fund up to an additional 10 weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the undiscounted amounts expected to be paid when the liabilities are settled.

Superannuation

The Government Employees Superannuation Board (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.

Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme closed to new members since 1987, or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme closed to new members since 1995.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Employees commencing employment prior to 16 April 2007 who were not members of either the Pension Scheme or the GSS became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). From 30 March 2012, existing members of the WSS or GESBS and new employees have been able to choose their preferred superannuation fund provider. The Authority makes contributions to GESB or other fund providers on behalf of employees in compliance with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. Contributions to these accumulation schemes extinguish the Authority's liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

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

The Authority has no liabilities under the Pension Scheme or the GSS. 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 makes all benefit payments in respect of the Pension Scheme and GSS, and is recouped from the Treasurer for the employer's share.

Refer also note 2(t) 'Superannuation Expense'.

(ii) Provisions – other

Employment on-costs

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' and are not included as part of the Authority's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

Refer note 6 'Employee benefits expense' and note 27 'Provisions'.

(t) Superannuation expense

The superannuation expense in the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), WSS, the GESBS, and other superannuation funds.

(u) Assets and services received free of charge or for nominal cost

Assets or services received free of charge or for nominal cost that can be reliably measured are recognised as income at the fair value of the assets and/or the fair value of those services that the Authority would otherwise pay for. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income.

(v) Comparative figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

(w) Segment information

Segment information is prepared in conformity with the accounting policies of the Authority and the segment reporting requirement of TI 1101.

Segment information has been disclosed by services – refer note 33 'Schedule of income and expenses by service'.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

3. Judgements made by management in applying accounting policies

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.
- Application of stage of completion method for determining unearned revenue.

4. 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.

Long service leave

Several estimations and assumptions used in calculating the Authority's long service leave provision include expected future salary rates, discount rates, employee retention rates and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Annual leave

Several estimations and assumptions used in calculating the Authority's annual leave provision include expected future salary rates, discount rates and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the annual leave provision.

Useful lives of significant assets

Estimations of useful lives of assets are used in calculating the Authority's depreciation. Changes in these estimations may impact on the carrying amount of the accumulated depreciation.

5. Disclosure of changes in accounting policies and estimates

Initial application of an Australian Accounting Standard

The Authority has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 July 2012 that impacted on the Authority.

AASB 2011-9	Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049] This Standard requires to group items presented in other comprehensive income on the basis of whether they are potentially reclassifiable to profit or loss subsequently (reclassification adjustments). There is no financial impact.
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The following Australian Accounting Standards and Interpretations are not applicable to the Authority as they have no impact or do not apply to not-for-profit entities.

AASB Standards and Interpretations

AASB 2010-8	Amendments to Australian Accounting Standards – Deferred Tax: Recovery of Underlying Assets [AASB 112]
AASB 2011-3	Amendments to Australian Accounting Standards – Orderly Adoption of Changes to the ABS GFS Manual and Related Amendments [AASB 1049]
AASB 2011-13	Amendments to Australian Accounting Standards – Improvements to AASB 1049
AASB 2012-8	Amendments to AASB 1049 – Extension of Transitional Relief for the Adoption of Amendments to the ABS GFS Manual relating to Defence Weapons Platforms
AASB 2013-2	Amendments to AASB 1038 – Regulatory Capital

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Voluntary changes in accounting policy

No voluntary changes in accounting policy have been made.

Future Impact of Australian Accounting Standards not yet operative

The Authority cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Authority has not applied early any of the following Australian Accounting Standards that have been issued that may impact the Authority. Where applicable, the Authority plans to apply these Australian Accounting Standards from their application date.

Title	Operative for reporting periods beginning on/after
AASB 9 Financial Instruments This Standard supersedes AASB 139 'Financial Instruments: Recognition and Measurement', introducing a number of changes to accounting treatments. AASB 2012-6 'Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures amended the mandatory application date of this Standard to 1 January 2015. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2015

Title	Operative for reporting periods beginning on/after
AASB 12 Disclosure of Interests in Other Entities This Standard supersedes disclosure requirements under AASB 127 'Consolidated and Separate Financial Statements' and AASB 131 'Interests in Joint Ventures'. Mandatory application of this Standard was deferred by one year for not-for-profit entities by AASB 2012-10. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2014
AASB 13 Fair Value Measurement This Standard defines fair value, sets out a framework for measuring fair value and requires additional disclosures about fair value measurements. There is no financial impact.	1 Jan 2013

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Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after		
AASB 119	<p>Employee Benefits</p> <p>This Standard supersedes AASB 119 (October 2010), making changes to the recognition, presentation and disclosure requirements.</p> <p>The Authority does not have any defined benefit plans, and therefore the financial impact will be limited to the effect of discounting annual leave and long service leave liabilities that were previously measured at the undiscounted amounts.</p>	1 Jan 2013	AASB 128	<p>Investments in Associates and Joint Ventures</p> <p>This Standard supersedes AASB 128 'Investments in Associates', introducing a number of changes to accounting treatments.</p> <p>Mandatory application of this Standard was deferred by one year for not-for-profit entities by AASB 2012-10. The Authority has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2014
AASB 127	<p>Separate Financial Statements</p> <p>This Standard supersedes AASB 127 'Consolidated and Separate Financial Statements', introducing a number of changes to accounting treatments.</p> <p>Mandatory application of this Standard was deferred by one year for not-for-profit entities by AASB 2012-10. The Authority has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2014	AASB 1053	<p>Application of Tiers of Australian Accounting Standards</p> <p>This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose financial statements. There is no financial impact.</p>	1 Jul 2013
			AASB 1055	<p>Budgetary Reporting</p> <p>This Standard specifies the nature of budgetary disclosures, the circumstances in which they are to be included in the general purpose financial statements of not-for-profit entities within the GGS. The Authority will be required to disclose additional budgetary information and explanations of major variances between actual and budgeted amounts, though there is no financial impact.</p>	1 Jul 2014

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Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after		
AASB 2010-2	Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 1, 2, 3, 5, 7, 8, 101, 102, 107, 108, 110, 111, 112, 116, 117, 119, 121, 123, 124, 127, 128, 131, 133, 134, 136, 137, 138, 140, 141, 1050 & 1052 and Interpretations 2, 4, 5, 15, 17, 127, 129 & 1052] This Standard makes amendments to Australian Accounting Standards and Interpretations, to introduce reduced disclosure requirements for certain types of entities. There is no financial impact.	1 Jul 2013	AASB 2011-2	Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project – Reduced Disclosure Requirements [AASB 101 & 1054] This Standard removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards for reduced disclosure reporting. There is no financial impact.	1 Jul 2013
AASB 2010-7	Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127] This Standard makes consequential amendments to other Australian Accounting Standards and interpretations as a result of issuing AASB 9 in December 2010. AASB 2012-6 amended the mandatory application date of this Standard to 1 January 2015. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2015	AASB 2011-6	Amendments to Australian Accounting Standards – Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation – Reduced Disclosure Requirements [AASB 127, 128 & 131] This Standard extends the relief from consolidation, the equity method and proportionate consolidation by removing the requirement for the consolidated financial statements prepared by the ultimate or any intermediate parent entity to be IFRS compliant, provided that the parent entity, investor or venturer and the ultimate or intermediate parent entity comply with Australian Accounting Standards or Australian Accounting Standards – Reduced Disclosure Requirements. There is no financial impact.	1 Jul 2013

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Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after		
AASB 2011-7	Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17] This Standard gives effect to consequential changes arising from the issuance of AASB 10, AASB 11, AASB 127 'Separate Financial Statements' and AASB 128 'Investments in Associates and Joint Ventures'. For non-for-profit entities it applies to annual reporting period beginning on or after 1 January 2014. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2013	AASB 2011-10	Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Interpretation 14] This Standard makes amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 119 in September 2011. There is no financial impact.	1 Jan 2013
AASB 2011-8	Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132] This Standard replaces the existing definition and fair value guidance in other Australian Accounting Standards and Interpretations as the result of issuing AASB 113 in September 2011. There is no financial impact.	1 Jan 2013	AASB 2011-11	Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements This Standard gives effect to Australian Accounting Standards – Reduced Disclosure Requirements for AASB 119 (September 2011). There is no financial impact.	1 Jul 2013
		AASB 2012-1	Amendments to Australian Accounting Standards – Fair Value Measurement – Reduced Disclosure Requirements [AASB 3, 7, 13, 140 & 141] This Standard establishes and amends reduced disclosure requirements for additional and amended disclosures arising from AASB 13 and the consequential amendments implemented through AASB 2011-8. There is no financial impact.	1 Jul 2013	

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after		
AASB 2012-2	Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities [AASB 7 & 132] This Standard amends the required disclosures in AASB 7 to include information that will enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position. There is no financial impact.	1 Jan 2013	AASB 2012-5	Amendments to Australian Accounting Standards arising from Annual Improvements 2009-11 Cycle [AASB 1, AASB 101, AASB 116, AASB 132 & AASB 134 and Interpretation 2] This Standard makes amendments to Australian Accounting Standards and Interpretations as a consequence of the annual improvements process. There is no financial impact.	1 Jan 2013
AASB 2012-3	Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132] This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria, including clarifying the meaning of 'currently has a legally enforceable right of set-off' and that some gross settlement systems may be considered equivalent to net settlement. There is no financial impact.	1 Jan 2014	AASB 2012-6	Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures [AASB 9, 2009-11, 2010-7, 2011-7 & 2011-8] This Standard amends the mandatory effective date of AASB 9 Financial Instruments to 1 January 2015. Further amendments are also made to consequential amendments arising from AASB 9 that will now apply from 1 January 2015 and to consequential amendments arising out of the Standards that will still apply from 1 January 2013. There is no financial impact.	1 Jan 2013

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after		
AASB 2012-7	Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 7, 12, 101 & 127] The Standard adds to or amends the Australian Accounting Standards to provide further information regarding the differential reporting framework and the two tiers of reporting requirements for preparing general financial statement. There is no financial impact.	1 Jul 2013	AASB 2012-11	Amendments to Australian Accounting Standards – Reduced Disclosure Requirements and Other Amendments [AASB 1, 2, 8, 10, 107, 128, 133, 134 & 2011-4] This Standard makes various editorial corrections to Australian Accounting Standards – Reduced Disclosure Requirements (Tier 2). These corrections ensure that the Standards reflect decisions of the AASB regarding the Tier 2 requirements.	1 Jul 2013
AASB 2012-10	Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Interpretation 12] This Standard makes amendments to AASB 10 and related Standards to revise the transition guidance relevant to the initial application of those Standards, and to clarify the circumstances in which adjustments to an entity’s previous accounting for its involvement with other entities are required and timing of such adjustments. The Standard was issued in December 2012. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2013	This Standard also extends the relief from consolidation and the equity method (in the new Consolidation and Joint Arrangements Standards) to entities complying with Australian Accounting Standards – Reduced Disclosure Requirements. There is no financial impact.		

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

The following Australian Accounting Standards and Interpretations are not applicable to the Authority as they have no impact or do not apply to not-for-profit entities.

Title	Operative for reporting periods beginning on/after
Interpretation 20 Stripping Costs in the Production Phase of a Surface Mine	1 Jan 2013
AASB 2010-10 Further Amendments to Australian Accounting Standards – Removal of Fixed Dates for First-time Adopters [AASB 2009-11 & 2010-7]	1 Jan 2013
AASB 2011-4 Amendments to Australian Accounting Standards to Remove Individual Key Management Personnel Disclosure Requirements [AASB 124]	1 Jul 2013
AASB 2011-12 Amendments to Australian Accounting Standards arising from Interpretation 20 [AASB 1]	1 Jan 2013
AASB 2012-4 Amendments to Australian Accounting Standards – Government Loans [AASB 1]	1 Jan 2013
AASB 2012-9 Amendments to AASB 1048 arising from the Withdrawal of Australian Interpretation 1039	1 Jan 2013
AASB 2013-1 Amendments to AASB 1049 – Relocation of Budgetary Reporting Requirements	1 Jul 2014
AASB 10 Consolidated Financial Statements	1 Jan 2014
AASB 11 Joint Arrangements	1 Jan 2014

Changes in accounting estimate

An estimated supplier payable as at 30 June 2012 relating to an infrastructure asset was discovered as being overstated by \$147,748 when the actual supplier invoices were settled during 2012-13. The value of the asset has been adjusted during the period to reflect the actual amount paid to the supplier.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
6. Employee benefits expense		
Wages and salaries (a)	11,777,568	11,652,414
Superannuation – defined contribution plans (b)	1,094,237	1,073,690
	12,871,805	12,726,104
<p>(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.</p> <p>(b) Defined contribution plans include West State, Gold State, GESBS and other eligible funds.</p> <p>Employment on-costs relating to workers' compensation premiums are included at note 7 'Other employee related expenses'. There was a reduction in the on-costs liability during the period following a revision of the workers' compensation on-cost rate. The employment on-costs liability is included at note 27 'Provisions'.</p>		
7. Other employee related expenses		
Staff training/development	57,802	70,566
Workers' compensation premium	215,056	233,838
Travel	49,304	56,269
Uniforms	72,792	70,976
Other	43,533	49,816
	438,487	481,465
8. Maintenance and operational expenses		
Maintenance of equipment, facilities and grounds	873,463	1,170,516
Electricity, water, gas and fuel	583,953	527,893
Service contractors	312,625	334,126
Minor equipment purchases	197,535	269,496
Cleaning and waste disposal	406,381	435,620
Plant & equipment hire	136,595	127,527
Animal food, veterinary care and transportation	624,752	590,274
	3,135,304	3,455,452

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
9. Depreciation expense		
Buildings and improvements	718,371	731,944
Infrastructure	1,366,666	1,186,195
Plant, equipment and vehicles	338,581	354,222
	<u>2,423,618</u>	<u>2,272,361</u>
10. Administration		
Advertising and promotion	408,086	445,194
Professional services	896,400	987,124
Information technology and communications	446,808	455,674
Grants & subsidies (a)	254,187	271,962
Other	181,069	179,243
	<u>2,186,550</u>	<u>2,339,197</u>
(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 funded from the proceeds of the Authority's fundraising campaign, Wildlife Conservation Action.		
Wildlife conservation	249,196	248,425
Community education	-	10,000
Species management	4,991	6,937
Animal breeding and research	-	6,600
	<u>254,187</u>	<u>271,962</u>

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
11. Retail shop trading		
SALES	1,349,400	1,311,190
Less: Cost of Sales		
Opening Inventory	148,882	164,317
Purchases	651,175	633,120
	800,057	797,437
Closing Inventory	(155,610)	(148,882)
Cost of Goods Sold	644,447	648,555
GROSS TRADING PROFIT	704,953	662,635
Operating Expenses		
Payroll & other staffing	359,189	347,947
Consumables	39,134	29,288
Depreciation	18,786	19,930
Total Operating Expenses	417,109	397,165
Other Income		
Sundry	21	1,083
NET PROFIT	287,865	266,553

Refer also note 2(o) 'Inventories' and note 20 'Inventories'.

Financial Statements

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
12. Net loss on disposal of non-current assets		
During the period, the Authority disposed, traded-in and approved the write-off of a number of fixed assets. The plant and equipment assets consisted of various computing, communications and general equipment which were unserviceable, obsolete, damaged or lost. Design and business case development costs for planned future capital developments previously recorded as works in progress were expensed during the period due to the project being unlikely to proceed in the short term. (Refer note 37 'Supplementary financial information' for details of lost/stolen assets).		
<u>Proceeds from disposal of non-current assets</u>		
Trade-in of Plant and Equipment	273	1,500
Total proceeds from disposal of non-current assets	273	1,500
<u>Costs of disposal of non-current assets</u>		
Plant and Equipment	(4,830)	(3,612)
Works Art	-	(9,621)
Buildings & Improvements	-	(7,455)
Infrastructure	(57,800)	-
Total costs of disposal of non-current assets	(62,630)	(20,688)
Net loss on disposal of non-current assets	(62,357)	(19,188)
13. Grants, sponsorships and fundraising		
Corporate sponsorships	628,489	657,717
Grants	189,363	261,969
Fundraising activities	165,594	122,316
Donations – cash	104,343	118,763
Donations – assets	294,249	618,208
Bequests	475,000	69,287
	1,857,038	1,848,260

Financial Statements

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
14. Commercial activities		
Restaurant	521,570	528,874
Hire of facilities & equipment	424,096	391,488
Tours & tertiary education	181,031	120,755
Children's rides	166,230	162,385
Sale of maps & animal adoptions	79,629	95,181
Car parking	73,629	66,897
Vending commission	77,573	57,533
	1,523,758	1,423,113
15. Interest Revenue	55,964	46,520
Interest earned from banking institution on the Authority's interest bearing account.		
16. Other revenue		
Rental fees	28,885	27,456
Recoups of previous year's expenditure	11,231	28,615
Insurance claims (a)	616,333	277,414
Miscellaneous revenue	68,349	46,550
	724,798	380,035
(a) Figure includes \$600,000 received during the period in final settlement of insurance claim associated with damage to the Australian Wetlands exhibit sustained during Perth's March 2010 severe hail storm.		
17. Gains		
Reversal of impairment – Australian Wetlands exhibit infrastructure	–	200,000
	–	200,000

Financial Statements

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
18. Income from State Government		
Appropriation received during the period:		
Service appropriation (a)	10,739,000	10,385,000
	<u>10,739,000</u>	<u>10,385,000</u>

(a) Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset).
The receivable (holding account) comprises the budgeted depreciation expense for the year and any agreed increase in leave liability during the year.

19. Restricted cash and cash equivalents

Restricted cash and cash equivalents represent cash resources for which the use is restricted, wholly or partially by regulations or other externally imposed requirements. The Authority is the recipient of a number of grants which are restricted in their use according to the terms of the grant. The Authority has also made provision to cover the unfunded additional pay which occurs every 11 years, the next being 2015.

Current

Grant Funds	115,260	25,650
Sponsorship Funds	–	500,000
27th Pay allocation for 2015	400,000	350,000
Total current	<u>515,260</u>	<u>875,650</u>

20. Inventories

Current

Inventories comprise:

Retail Shop Inventory	155,610	148,882
Total Current	<u>155,610</u>	<u>148,882</u>

Refer also note 2(o) 'Inventories' and note 11 'Retail shop trading'.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
21. Receivables		
Current		
Trade Debtors	141,122	284,447
GST Receivable	214,274	458,361
Catering Dividend	37,706	38,917
Vending Commission	20,000	13,200
Workers' Compensation	2,180	11,460
Car Parking	6,024	5,474
Total Current	421,306	811,859

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.

The following is an analysis of amounts owing by other government agencies:

Government agencies	75,696	154,160
Australian Taxation Office	214,274	458,361
	289,970	612,521

Refer note 2(p) 'Receivables' and note 34 'Financial instruments'.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
22. Amounts receivable for services (Holding Account)		
Current	5,515,000	5,370,000
Non-Current	4,174,000	4,564,000
	9,689,000	9,934,000

Represents 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. The current portion of the asset relates to the amounts expected to be drawn down for asset replacement during the next 12 months.

Funds were drawn down from the asset replacement holding account during the period for the following capital works projects:

Water infrastructure management	900,000	1,000,000
Animal exhibits and park facilities	465,000	950,000
Family facilities	1,500,000	–
Computer equipment	70,000	70,000
	2,935,000	2,020,000

23. Other assets

Current		
Prepayments	36,394	136,070
Total Current	36,394	136,070

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
24. Property, plant and equipment, infrastructure		
Land:		
At fair value (a)	880,000	925,000
Buildings and improvements:		
At fair value (a)	14,732,707	12,897,937
Transfers from works in progress	–	49,519
Accumulated depreciation	(18,866)	(190,595)
Total Buildings and improvements	14,713,841	12,756,861
Infrastructure:		
At cost	31,086,401	29,087,026
Transfers from works in progress	1,513,897	611,770
Accumulated depreciation	(10,044,507)	(8,679,539)
Total Infrastructure	22,555,791	21,019,257
Works in progress:		
Infrastructure at cost	1,473,915	2,376,502
Plant & equipment at cost	111,451	–
Total Works in progress	1,585,366	2,376,502
Total Land, buildings and infrastructure	39,734,998	37,077,620
Plant, equipment and vehicles:		
At cost	4,135,769	4,289,167
Accumulated depreciation	(3,309,661)	(3,328,223)
Total Plant, equipment and vehicles	826,108	960,944

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
24. Property, plant and equipment, infrastructure continued		
Works of art:		
At fair value (a)	194,668	194,668
Total Works of art	194,668	194,668
Total Plant & equipment	1,020,776	1,155,612
Total Property, plant and equipment, infrastructure	40,755,774	38,233,232

(a) Land and buildings were revalued as at 1 July 2012 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2013 and recognised at 30 June 2013. In undertaking the revaluation, fair value was determined on the basis of current use of the land and determined by reference to depreciated 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 2013. The cost of acquisitions between the physical inspection every three years is considered to approximate their fair value.

Works of art is recognised in the financial statements at its fair value. Fair value is determined by reference to recent market transactions and the valuation is performed regularly, with the most recent valuation carried out during the year ended 30 June 2009 by Bonhams and Goodman. The cost of acquisitions between revaluation periods is deemed to approximate their fair value.

Assets other than land, buildings and improvements and works of art are valued at the cost of acquisition.

Refer also note 2(g) 'Property, plant and equipment, infrastructure'.

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

Reconciliations of carrying amounts of property, plant, equipment and vehicles at the beginning and end of the reporting period are set out in the table below.

2013	Land	Buildings & Improvements	Infrastructure	Works in Progress	Plant, Equipment & Vehicles	Works of Art	Total
	\$	\$	\$	\$	\$	\$	\$
Carrying amount at start of period	925,000	12,756,861	21,019,257	2,376,502	960,944	194,668	38,233,232
Additions	–	123,679	1,354,472	776,641	208,575	–	2,463,367
Revaluation increments/(decrements)	(45,000)	2,590,423	–	–	–	–	2,545,423
Depreciation	–	(718,371)	(1,366,666)	–	(338,581)	–	(2,423,618)
Asset class transfers	–	(38,751)	1,552,648	(1,513,897)	–	–	–
Write-offs	–	–	(3,920)	(53,880)	(4,830)	–	(62,630)
Carrying amount at end of period	880,000	14,713,841	22,555,791	1,585,366	826,108	194,668	40,755,774

2012	Land	Buildings & Improvements	Infrastructure	Works in Progress	Plant, Equipment & Vehicles	Works of Art	Total
	\$	\$	\$	\$	\$	\$	\$
Carrying amount at start of period	915,000	13,259,667	18,475,332	1,101,548	1,055,320	200,790	35,007,657
Additions	–	365,093	2,918,350	1,936,243	263,457	3,500	5,486,643
Revaluation increments/(decrements)	10,000	(178,019)	–	–	–	–	(168,019)
Depreciation	–	(731,944)	(1,186,195)	–	(354,222)	–	(2,272,361)
Asset class transfers	–	49,519	611,770	(661,289)	–	–	–
Impairment losses reversed	–	–	200,000	–	–	–	200,000
Write-offs	–	(7,455)	–	–	(3,611)	(9,622)	(20,688)
Carrying amount at end of period	925,000	12,756,861	21,019,257	2,376,502	960,944	194,668	38,233,232

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

25. Impairment of assets

There were no indications of impairment to property, plant and equipment or infrastructure at 30 June 2013.

The Authority held no goodwill or intangible assets with an indefinite useful life during the reporting period and at the end of the reporting period there were no intangible assets not yet available for use.

Any surplus assets at 30 June 2013 have been classified as non-current assets held for sale or written-off.

	2013 \$	2012 \$
26. Payables		
<u>Current</u>		
Trade Payables (a)	547,089	1,319,355
FBT Payable	9,259	9,382
Accrued salaries and wages	304,474	286,596
<u>Total Current</u>	<u>860,822</u>	<u>1,615,333</u>

(a) Trade payables include \$302,229 (\$1,004,301 in 2012) associated with capital works projects.

Refer also note 2(q) 'Payables' and note 34 'Financial instruments'.

27. Provisions

Current

Employee benefits provision		
Annual leave (a)	1,061,243	1,126,619
Purchased leave (a)	8,846	14,971
Deferred salary scheme (a)	81,939	59,279
Long service leave (b)	589,430	664,561
	<u>1,741,458</u>	<u>1,865,430</u>
Other provisions		
Employment on-costs (c)	31,875	51,343
	<u>1,773,333</u>	<u>1,916,773</u>

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
27. Provisions continued		
Non-Current		
Employee benefits provision		
Long service leave (b)	895,497	698,095
	895,497	698,095
Other provisions		
Employment on-costs (c)	16,394	19,213
	911,891	717,308
	2,685,224	2,634,081
(a) Annual, deferred and purchased leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of the end of the reporting period	1,036,970	1,074,277
More than 12 months after the end of the reporting period	115,058	126,592
	1,152,028	1,200,869
(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of the end of the reporting period	589,430	664,561
More than 12 months after the end of the reporting period	895,497	698,095
	1,484,927	1,362,656

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
27. Provisions continued		
(c) 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. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 7 'Other employee related expenses'.		
<u>Movements in Other Provisions</u>		
Movements in each class of provisions during the financial year, other than employee benefits, are set out below:		
<u>Employment on-costs provision</u>		
Carrying amount at start of period	70,556	64,261
Additional provisions recognised	5,799	43,276
Payments/other sacrifices of economic benefits	(28,086)	(36,981)
Carrying amount at end of the period	48,269	70,556
28. Unearned income		
<u>Current</u>		
Unearned income consists of:		
Perth Zoo Memberships	619,718	589,214
Grants and sponsorships	304,800	824,307
Other	116,187	74,005
Total current	1,040,705	1,487,526
29. Equity		
The 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. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.		
Contributed Equity		
Balance at start of period	26,005,220	25,270,220
Contributions by owners		
Capital appropriation (a)	-	735,000
Balance at end of period	26,005,220	26,005,220

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
29. Equity continued		
(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.		
Reserves		
Asset Revaluation Surplus		
Balance at start of period	6,167,964	6,335,983
Net revaluation increments/(decrements):		
Land	(45,000)	10,000
Buildings and Improvements	2,590,423	(178,019)
Balance at end of period	8,713,387	6,167,964
Accumulated surplus		
Balance at start of period	16,506,229	14,615,171
Result for the Period	3,162,476	1,891,058
Balance at end of period	19,668,705	16,506,229

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
30. Notes to the Statement of Cash Flows		
<u>Reconciliation of cash</u>		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash and cash equivalents	7,400,719	4,276,660
Restricted cash and cash equivalents (refer note 19)	515,260	875,650
	<u>7,915,979</u>	<u>5,152,310</u>
<u>Reconciliation of net cost of services to net cash flows used in operating activities</u>		
Net cost of services	(7,576,524)	(8,493,942)
Non-cash items:		
Donated assets	(294,249)	(618,208)
Depreciation expense (refer note 9)	2,423,618	2,272,361
Loss on disposal of non-current assets (refer note 12)	62,357	19,188
Impairment losses reversed	-	(200,000)
<u>(Increase)/decrease in assets:</u>		
Current inventories	(6,728)	15,435
Current receivables	246,142	(110,104)
<u>Increase/(decrease) in liabilities:</u>		
Current payables	31,483	210,766
Current provisions	(166,100)	11,374
Other current liabilities	(446,821)	790,336
Non-current provisions	217,243	223,661
Net GST receipts/(payments)	129,520	(129,048)
Change in GST in receivables/payables	114,566	(152,971)
Net cash used in operating activities	<u>(5,265,493)</u>	<u>(6,161,152)</u>

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
30. Notes to the Statement of Cash Flows continued		
<u>Non-cash financing and investing activities</u>		
During the reporting period, the Authority acquired donated assets with an aggregate fair value of \$294,249.		
<u>Financing facilities</u>		
At the end of the reporting period, the Authority had no approved borrowing facilities, including those associated with capital works projects.		
31. Commitments		
<u>Capital expenditure commitments</u>		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	759,512	347,321
Later than 1 year and not later than 5 years	-	-
	759,512	347,321
The capital commitments include amounts for:		
Buildings	-	-
Infrastructure	679,812	347,321
Plant and Equipment	79,700	-
	759,512	347,321

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

32. Explanatory statement

Significant variations between estimates and actual results for 2013 and between the actual results for 2012 and 2013 are shown below.

Significant variations are considered to be those greater than \$50,000 and greater than 10%.

(A) Significant variances between estimated and actual results for 2013

Reasons for significant variations between actual revenue and expenditure and the Estimates contained in the Budget Statements are detailed below. 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.

	2013 Actual \$	2013 Estimate \$	Variation \$
Expenses			
(i) <u>Other employee related expenses</u> Due to lower than expected workers' compensation insurance premium during the period. Also due to reduced expenditure in areas such as staff training and travel as part of whole of Government budget savings.	438,487	750,000	(311,513)
(ii) <u>Maintenance & operational expenses</u> The original budget included planned increases to preventative maintenance programs to improve overall asset management of the Authority. Expenditure relating to maintenance and other operational areas was reduced during the period to meet whole of Government budget savings.	3,135,304	3,669,000	(533,696)
(iii) <u>Administration</u> The original budget included \$320,000 for the planned transition to the Office of Shared Services that will no longer be occurring. These funds were redirected during the period for the continued funding of the existing corporate services staff of the Authority. Administration costs were minimised during the period to meet whole of Government budget savings.	2,186,550	2,888,000	(701,450)

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 Actual \$	2013 Estimate \$	Variation \$
32. Explanatory statement continued			
Revenue			
(iv) <u>Grants, sponsorships & fundraising</u>	1,857,038	960,000	897,038
Due to significant bequest of \$475,000 and grant funds being received during the period that were not expected at the time of developing the 2012-13 estimate. Donated assets of nearly \$300,000 relating to the stage II of the Solar project that were originally budgeted to be received in 2011-12 were received in 2012-13.			
(v) <u>Other revenue</u>	724,798	28,000	696,798
The figure includes \$600,000 insurance revenue received in settlement of claims associated with damage sustained during Perth's March 2010 hail storm. Refunds of expenditure from previous years were also received.			
(B) Significant variances between actual results for 2012 and 2013			
Reasons for significant variations between actual revenue and expenditure and the corresponding item of the preceding year are detailed below.			
	2013 Actual \$	2012 Actual \$	Variation \$
Revenue			
(i) <u>Other revenue</u>	724,798	380,035	344,763
Due to insurance revenue received in settlement of claims associated with damage sustained during Perth's March 2010 hail storm. There were also refunds of expenditure from previous years.			
Gains			
(ii) <u>Other gains</u>	-	200,000	(200,000)
During 2011-12, a previously recognised impairment loss for damage to the Australian Wetlands exhibit was reversed following the repair and upgrade of the exhibit.			

Financial Statements

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

33. Schedule of Income and Expenses by Service

INDUSTRY SEGMENTS:

Treasurer's Instruction 1101 requires that information be provided for agreed services of the Authority as printed in the Treasurer's Annual Budget Statements.

	Community engagement and awareness in conservation		Wildlife management, medicine and research		Total	
	2013	2012	2013	2012	2013	2012
	\$	\$	\$	\$	\$	\$
COST OF SERVICES						
Expenses						
Employee benefits expense	11,228,973	10,918,042	1,642,832	1,808,062	12,871,805	12,726,104
Other employee related expenses	380,819	405,398	57,668	76,067	438,487	481,465
Maintenance & operational expenses	3,056,143	3,346,671	79,161	108,781	3,135,304	3,455,452
Depreciation expense	2,405,786	2,251,602	17,832	20,759	2,423,618	2,272,361
Administration	1,835,345	1,860,931	351,205	478,266	2,186,550	2,339,197
Cost of retail shop sales	644,447	648,555	–	–	644,447	648,555
Loss on disposal of non-current assets	61,895	19,011	462	177	62,357	19,188
Total cost of services	19,613,408	19,450,210	2,149,160	2,492,112	21,762,568	21,942,322
Income						
Admissions	7,574,552	7,192,709	–	–	7,574,552	7,192,709
Retail shop sales	1,349,400	1,311,190	–	–	1,349,400	1,311,190
Grants, sponsorships & fundraising	1,017,598	1,347,225	839,440	501,035	1,857,038	1,848,260
Commercial activities	1,427,720	1,347,006	96,038	76,107	1,523,758	1,423,113
Memberships	1,100,534	1,046,553	–	–	1,100,534	1,046,553
Interest revenue	–	–	55,964	46,520	55,964	46,520
Other revenue	721,798	380,035	3,000	–	724,798	380,035
Other gains – reversal of impairment losses	–	200,000	–	–	–	200,000
Total income other than income from State Government	13,191,602	12,824,718	994,442	623,662	14,186,044	13,448,380
NET COST OF SERVICES	6,421,806	6,625,492	1,154,718	1,868,450	7,576,524	8,493,942

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

33. Schedule of Income and Expenses by Service continued

	Community engagement and awareness in conservation		Wildlife management, medicine and research		Total	
	2013 \$	2012 \$	2013 \$	2012 \$	2013 \$	2012 \$
INCOME FROM STATE GOVERNMENT						
Service appropriation	9,458,066	9,064,808	1,280,934	1,320,192	10,739,000	10,385,000
Total Income from State Government	9,458,066	9,064,808	1,280,934	1,320,192	10,739,000	10,385,000
Surplus/(deficit) for the period	3,036,260	2,439,316	126,216	(548,258)	3,162,476	1,891,058

SEGMENT DESCRIPTIONS:

Community engagement and awareness in conservation

Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs and publications, interpretation and information services that educate and encourage the community in conservation. Perth Zoo maximises visits to the Zoo by providing a quality and unique 'value-for-money' attraction in ecologically themed botanic gardens. The Zoo's commercial activities are also underpinned by conservation messages.

Wildlife management, medicine and research

The conservation value of wildlife will be optimised by effective management, high standards of animal welfare and animal husbandry, captive breeding, support for wildlife conservation, breeding for re-introduction and provision of research opportunities.

GEOGRAPHICAL SEGMENTS:

The Zoological Parks Authority operates within one geographical segment (Western Australian public sector).

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

34. Financial Instruments

(a) Financial risk management objectives and policies

Financial instruments held by the Authority are cash and cash equivalents, restricted cash and cash equivalents, loans and receivables, payables and finance leases. The Authority has limited exposure to financial risks. The Authority's overall risk management program focuses on managing the risks identified below:

Credit risk

Credit risk arises when there is the possibility of the Authority's receivables defaulting on their contractual obligations resulting in financial loss to the Authority.

The maximum exposure to credit risk at the end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment as shown in the table at note 34(c) 'Financial instruments disclosures' and note 21 'Receivables'.

Credit risk associated with the Authority's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the Authority trades only with recognised, creditworthy third parties. Amounts owing by Government agencies are guaranteed and therefore no credit risk exists in respect of those amounts.

The Authority has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Authority's exposure to bad debts is minimal. At the end of the reporting period there were no significant concentrations of credit risk.

The collectability of receivables is reviewed on an ongoing basis by individual assessment of the debts outstanding. The type of recovery action is determined by management and is based on individual assessment of debts. Consideration is given to factors such as debt amount, nature of debt and past history of debtor.

Allowance for impairment of financial assets is calculated based on objective evidence such as past experience, and current and expected changes in client credit ratings. For financial assets that are either past due or impaired, refer to note 34(c) 'Financial instruments disclosures'.

Liquidity risk

Liquidity risk arises when the Authority is unable to meet its financial obligations as they fall due.

The Authority is exposed to liquidity risk through its trading in the normal course of business.

The Authority has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

The market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Authority's income or the value of its holdings of financial instruments. The Authority does not trade in foreign currency and is not materially exposed to other price risks. Other than as detailed in the interest rate sensitivity analysis table at note 34(c), the Authority is not exposed to interest rate risk because the majority of cash and cash equivalents and restricted cash are non-interest bearing and it has no borrowings.

The interest rate sensitivity is determined by reference to recent trends in interest rate movements and economic forecasts by the Reserve Bank of Australia.

Financial Statements

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

34. Financial Instruments continued

(b) Categories of 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:

	2013 \$	2012 \$
Financial assets		
Cash and cash equivalents	7,400,719	4,276,660
Restricted cash and cash equivalents	515,260	875,650
Receivables (i)	207,032	353,498
Amounts receivable for services	9,689,000	9,934,000
Financial liabilities		
Payables	860,822	1,615,333

(i) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

34. Financial Instruments continued

(c) Financial Instrument Disclosures

Credit risk

The following table details the Authority's maximum exposure to credit risk and the ageing analysis of financial assets. The Authority's maximum exposure to credit risk at the end of the reporting period is the carrying amount of the financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Authority.

The Authority does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

	Aged analysis of financial assets							Impaired financial assets \$
	Carrying Amount \$	Not past due and not impaired \$	Past due but not impaired					
			Up to 1 Month \$	1-3 Months \$	3 Months to 1 Year \$	1-5 Years \$	More than 5 Years \$	
Financial Assets								
2013								
Cash and cash equivalents	7,400,719	7,400,719	-	-	-	-	-	-
Restricted cash and cash equivalents	515,260	515,260	-	-	-	-	-	-
Receivables (i)	207,032	167,134	37,713	2,185	-	-	-	-
Amounts receivable for services	9,689,000	9,689,000	-	-	-	-	-	-
	17,812,011	17,772,113	37,713	2,185	-	-	-	-
2012								
Cash and cash equivalents	4,276,660	4,276,660	-	-	-	-	-	-
Restricted cash and cash equivalents	875,650	875,650	-	-	-	-	-	-
Receivables (i)	353,498	292,127	3,334	24,684	32,071	1,282	-	-
Amounts receivable for services	9,934,000	9,934,000	-	-	-	-	-	-
	15,439,808	15,378,437	3,334	24,684	32,071	1,282	-	-

(i) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

34. Financial Instruments continued

(c) Financial Instrument Disclosures

Liquidity risk and interest rate exposure

The following table details the Authority's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amount of each item.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

	Weighted Average Effective Interest Rate %	Carrying Amount \$	Interest rate exposure			Nominal Amount \$	Maturity dates					
			Fixed Interest Rate \$	Variable Interest Rate \$	Non- Interest Bearing \$		Up to 1 Month \$	1 – 3 Months \$	3 Months to 1 Year \$	1-5 Years \$	More than 5 Years \$	
2013												
Financial Assets												
Cash and cash equivalents	3.40	7,400,719	–	1,558,292	5,842,427	7,400,719	7,400,719	–	–	–	–	–
Restricted cash and cash equivalents		515,260	–	115,260	400,000	515,260	515,260	–	–	–	–	–
Receivables (i)		207,032	–	–	207,032	207,032	207,032	–	–	–	–	–
Amounts receivable for services		9,689,000	–	–	9,689,000	9,689,000	–	–	5,515,000	4,174,000	–	–
		17,812,011	–	1,673,552	16,138,459	17,812,011	8,123,011	–	5,515,000	4,174,000	–	–
Financial Liabilities												
Payables		860,822	–	–	860,822	860,822	855,390	5,432	–	–	–	–
		860,822	–	–	860,822	860,822	855,390	5,432	–	–	–	–

(i) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

34. Financial Instruments continued

(c) Financial Instrument Disclosures

Liquidity risk and interest rate exposure

The following table details the Authority's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amount of each item.

Interest rate exposures and maturity analysis of financial assets and financial liabilities

	Interest rate exposure					Maturity dates					
	Weighted Average Effective Interest Rate %	Carrying Amount \$	Fixed Interest Rate \$	Variable Interest Rate \$	Non- Interest Bearing \$	Nominal Amount \$	Up to 1 Month \$	1 – 3 Months \$	3 Months to 1 Year \$	1-5 Years \$	More than 5 Years \$
2012											
Financial Assets											
Cash and cash equivalents	4.74	4,276,660	–	1,112,129	3,164,531	4,276,660	4,276,660	–	–	–	–
Restricted cash and cash equivalents		875,650	–	500,000	375,650	875,650	875,650	–	–	–	–
Receivables (i)		353,498	–	–	353,498	353,498	353,498	–	–	–	–
Amounts receivable for services		9,934,000	–	–	9,934,000	9,934,000	–	900,000	4,470,000	4,564,000	–
		15,439,808	–	1,612,129	13,827,679	15,439,808	5,505,808	900,000	4,470,000	4,564,000	–
Financial Liabilities											
Payables		1,615,333	–	–	1,615,333	1,615,333	1,572,662	42,596	75	–	–
		1,615,333	–	–	1,615,333	1,615,333	1,572,662	42,596	75	–	–

(i) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

34. Financial Instruments continued

(c) Financial Instrument Disclosures

Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Authority's financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

The interest rate sensitivity is determined by reference to recent trends in interest rate movements and economic and market forecasts by the Reserve Bank of Australia.

	Carrying Amount \$	-100 basis points		+100 basis points	
		Surplus \$	Equity \$	Surplus \$	Equity \$
2013					
<u>Financial Assets</u>					
Cash and cash equivalents	1,673,552	(16,736)	(16,736)	16,736	16,736
		(16,736)	(16,736)	16,736	16,736
Total Increase/(Decrease)		(16,736)	(16,736)	16,736	16,736

	Carrying Amount \$	-100 basis points		+100 basis points	
		Surplus \$	Equity \$	Surplus \$	Equity \$
2012					
<u>Financial Assets</u>					
Cash and cash equivalents	1,612,129	(16,121)	(16,121)	16,121	16,121
		(16,121)	(16,121)	16,121	16,121
Total Increase/(Decrease)		(16,121)	(16,121)	16,121	16,121

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013	2012
35. Remuneration of members of the accountable authority and senior officers		
<u>Remuneration of members of the accountable authority</u>		
The number of members of the accountable authority, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:		
\$0 – \$10,000	8	8
\$10,001 – \$20,000	2	2
Base remuneration and superannuation	\$41,174	\$38,093
Annual leave and long service leave accruals	–	–
Other benefits	–	–
The total remuneration of the members of the accountable authority	\$41,174	\$38,093

The total remunerations 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.

Remuneration of senior officers

Senior officers includes the Chief Executive Officer and four Director positions that form the Authority's Corporate Executive.

The figures include current employees and officers that terminated employment during the period.

The number of senior officers, other than senior officers reported as members of the accountable authority, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$70,001 – \$80,000	1	1
\$80,001 – \$90,000	1	–
\$100,001 – \$110,000	–	1
\$130,001 – \$140,000	1	–
\$140,001 – \$150,000	1	–
\$150,001 – \$160,000	–	2
\$160,001 – \$170,000	–	1
\$170,001 – \$180,000	1	–
\$260,001 – \$270,000	1	1

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Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2013 continued

	2013 \$	2012 \$
35. Remuneration of members of the accountable authority and senior officers continued		
Base remuneration and superannuation	824,695	839,836
Annual leave and long service leave accruals	23,276	48,260
Other benefits	43,900	42,058
The total remuneration of senior officers	891,871	930,154

The total remuneration 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.

36. Remuneration of auditor

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

Auditing the accounts, financial statements and performance indicators	50,500	48,500
	50,500	48,500

37. Supplementary financial information

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

(a) Write-offs

Assets written off	62,357	19,188
Damaged/obsolete retail shop stock	2,104	2,812
Bad debts	2,356	1,754
Debt waiver	242	-
Cashier shortages	684	1,522
	67,743	25,276

38. Events occurring after the end of the reporting period

Nil

Key Performance Indicators

Zoological Parks Authority

Certification of Key Performance Indicators for the Year Ended 30 June 2013

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 financial year ended 30 June 2013.



Brian Easton

Chairperson

10 September 2013



Pam Garnett

Deputy Chairperson

10 September 2013

Key Performance Indicators

Purpose

The agency's purpose is to inspire action for wildlife conservation.

Vision

A world where diversity of species and habitats is secure.

Community Service Charter

To provide educational, accessible, family friendly, quality experiences for the Western Australian community.

Funding Objectives

Funding for the year was received in accordance with the following **Outcome** and **Services**.

Outcome 1:

Conservation of wildlife

Service 1:

Community Engagement and Awareness in Conservation

Service description: Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs and publications, interpretation and information services that educate and encourage the community in conservation. Perth Zoo maximises visits to the Zoo by providing a quality and unique 'value for money' attraction in ecologically themed botanic gardens. The Zoo's commercial activities are also underpinned by conservation messages.

Service 2:

Wildlife Management, Medicine and Research

Service description: The conservation of wildlife will be optimised by effective species management, high standards of animal welfare and animal husbandry, captive breeding, support for wildlife conservation, breeding for re-introduction and provision of research opportunities.

Key Performance Indicators

Effectiveness and Efficiency Indicators

Outcome 1:

Conservation of wildlife

This outcome is measured by surveying our customers to gauge the extent to which the Zoo communicates its conservation message. The following indicators are designed to measure the extent to which Perth Zoo has been able to positively influence people's attitudes towards the conservation of wildlife and the environment.

	2010	2011	2012	2013
Population*	635,136	611,793	640,642	665,242
Desired Sample	500	500	500	500
Achieved Sample	507	513	505	511
Sampling Error	±4.5%	±4.3%	±4.3%	±4.3%

*Population is based on annual visitors to Perth Zoo

Effectiveness Indicators

To obtain information in relation to effectiveness indicator 1.1, Painted Dog Research was commissioned by Perth Zoo to conduct customer research in April 2013. Intercept surveys were conducted with randomly selected Zoo patrons over 16 years of age. Details of the survey sampling are as follows:

1.1. The Zoo as an educational/learning experience

“Perth Zoo’s exhibits and displays educate visitors about conservation problems facing wildlife”	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
Agree	94%	94%	95%	92%	95%
Neither agree/disagree	3%	4%	4%	7%	4%
Disagree	2%	1%	1%	1%	1%
Don't know	1%	1%	–	–	–

Note to this Indicator

The level of agreement continues to be high for this indicator and demonstrates Perth Zoo's effectiveness in the delivery of wildlife conservation messages to the community. These conservation messages are delivered to Zoo visitors through keeper talks, guided tours, special visitor experiences and creative signage. Naturalistic exhibit designs complemented by themed gardens provide excellent opportunities to engage and educate visitors. Education programs aimed at students, schools and the general community also support this indicator.

The Zoo's website, publications and social media also focus on wildlife conservation and assist in delivering conservation messages to the general public and Zoo visitors. A new branding and marketing strategy is being introduced and this may reduce the percentage of neutral responses to this indicator.

Key Performance Indicators

Effectiveness Indicators continued

1.2. Number of offspring produced by threatened animals for re-introduction

Perth Zoo breeds threatened native Australian species for release into natural habitat as part of species recovery programs managed by the Department of Parks and Wildlife through Recovery Teams.

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
Western Swamp Tortoise	33	47	36	23	30
Numbat	9	14	19	16	12
Dibbler	65	94	88	69	50

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

Note to this Indicator

The very dry weather during October 2012 is the likely cause of fewer fertile Western Swamp Tortoise eggs being laid and a higher number of fertile eggs failing to develop or hatch.

Good breeding success continued with Numbats and Dibblers with both species exceeding the target set by the Recovery Teams.

Key Performance Indicators

Efficiency Indicators

Service 1: Community Engagement and Awareness in Conservation

1.3. Cost of Services per Visitor

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

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
Total visitors admitted to the Zoo	635,136	611,793	640,642	665,242	625,000
Total cost of services (\$000's)	\$18,348	\$19,217	\$19,450	\$19,613	\$20,373
Average cost per visitor	\$28.89	\$31.41	\$30.36	\$29.48	\$32.60

Note to this Indicator

The combination of record visitor numbers to the Zoo and whole of Government budget savings resulted in the average cost per visitor reducing in 2012-13 to \$29.48. While there have been staff salary award rate increases, overall costs were well managed during the period.

Increased visitor activities and the introduction of new special visitor experiences coupled with extended periods of fine and mild weather had a significant impact on general visitor attendance. Increased visitation was also experienced as a result of the Easter break falling outside the school holiday period in 2013. The introduction in December 2012 of on-line admission ticket sales via the Perth Zoo website is likely to have contributed to the increased admissions as admission tickets are popular gift purchases.

The record attendance level of 665,242 (previously 640,642 achieved in 2011-12) was 3.8% higher than the previous year. This was despite redevelopment works at the front entry that required a temporary visitor entrance during the busy summer season. The membership program continues to assist with attracting repeat visitation and a special WA Day promotion in June attracted a record 7,516 visitors.

Key Performance Indicators

Efficiency Indicators continued

Service 2: Wildlife Management, Medicine and Research

1.4. 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. 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.

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
Number of research communications produced	29	27	22	24.33	19.33
Total FTEs to produce research communications	18.97	20.11	20.67	20.43	21.43
Research communications produced per FTE	1.51	1.36	1.06	1.19	0.90

Note to this Indicator

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

The higher than expected communications produced was the result of research activities in the Zoo's frog program and Perth Zoo's support of a Post-Doctoral position with the University of Queensland. The Authority continues to seek additional grant funding opportunities to assist with this indicator.

Other Financial Disclosures

Pricing Policies of Services Provided

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. The Zoological Parks Authority has discretion over pricing for other goods and services rendered. A CPI increase in Perth Zoo admission prices from 1 July 2012 was approved as part of the 2012-13 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 and bequests. The Zoo undertook \$2.7 million worth of capital works in 2012-13. Details of the major completed works and works in progress are outlined as follows.

Completed Capital Projects

Front Entry

As part of the Family Facilities – Visitor Amenities project, an upgrade of Perth Zoo's front entry precinct was completed in 2012-13. The upgrade involved construction of a new shade structure designed to complement the adjacent solar pergola structure. The project also included redevelopment of the landscaping with an Australian native theme, improvements to visitor flow and refurbishment of the main cashier booth.

In 2012-13, \$836,074 was spent of the total \$1.5 million provided by the State Government for the Family Facilities – Visitor Amenities project. The balance of the funds is being directed to upgrading Perth Zoo's playground along with upgrades to parenting and toilet facilities. These works are scheduled for completion in 2013-14.

Solar Energy

Following Perth Zoo's success in 2009-10 in securing grant funding through the Commonwealth Government-funded Perth Solar City Program, stage two of the Zoo's solar installation was completed in August 2012. Stage two of the project involved the construction of a 'solar pergola' adjacent to Perth Zoo's front entrance in 2011-12 covered with 452 solar panels. The connection and commissioning of these solar panels was completed in early 2012-13 and the new structure formally unveiled.

In 2012-13, \$160,159 was spent, bringing total project expenditure to \$1,511,033. Perth Zoo's \$1.5 million commitment was met using \$1.1 million from State Government capital works funding and \$411,033 from internally-generated funds. The total project value was \$2,851,451 including \$1.2 million in Commonwealth grant funding and \$140,148 in donated assets from the supplier.

Other Financial Disclosures

Completed Capital Projects continued

Baboon Exhibit

The baboon exhibit upgrade, which achieved practical completion in 2011-12, was completed in 2012-13 with the finalisation of financial commitments. Perth Zoo's Hamadryas Baboon exhibit was built in the late 1980s around a moat system. The moat design restricted the surface area available for the animals and also contributed to difficulties with water management and the opportunity for external exhibit maintenance. Construction was completed in December 2011 to expand the animal night quarters and the exhibit to accommodate a group of up to eight adult baboons. Final commitments of \$18,223 were settled in 2012-13 bringing total project expenditure to \$1,008,456. This was 3.75% above the project budget of \$972,000 due to some minor variations to the design of the animal night quarters and project prolongation costs.

Australian Wetlands

While practical completion of the project was achieved in 2011-12, the final invoices for this project were settled in 2012-13. The project scope included upgrades of the netting infrastructure, boardwalk, filtration system and penguin pool. A total of \$556,925 was spent on the project in 2012-13 bringing the total project expenditure to \$2,444,541 which was in line with the project budget of \$2.4 million. This project was funded from a combination of insurance proceeds relating to repair of storm damage to the exhibit sustained in the March 2010 hail storm, State Government capital appropriations and corporate sponsorships.

Other

Other capital projects completed in 2012-13 included various exhibit and facility upgrades. A total of \$198,311 was spent on projects including exhibits to display Komodo Dragons, Alligators and Madagascar Boa. Minor upgrades to other exhibits and facilities and the installation of new drinking fountains were also completed in 2012-13.

A total of \$70,757 was spent on the purchase of computer equipment using State Government capital works funding.

Capital Works in Progress

Playground

Forming part of the Family Facilities – Visitor Amenities project, an upgrade of Perth Zoo's playground commenced in 2012-13. The project involves upgrading existing features and the installation of additional aspects with a focus on fun and exploration for children of all abilities. The playground upgrade is aimed at toddlers and the very young, incorporating sensory opportunities for children with special needs. New features will include musical play experiences, storytelling spaces, climbing and exploring opportunities and equipment suitable for those with mobility disability.

In 2012-13, \$117,673 was spent of the total project budget of \$450,000. This budget includes State Government capital works funding of \$335,000 and a \$115,000 sponsorship from VarietyWA. Work is due for completion in 2013-14.

Other Financial Disclosures

Capital Works in Progress continued

A total of \$1.5 million was provided by the State Government in 2012-13 for the Family Facilities – Visitor Amenities project. These funds were directed to completing the front entry upgrade in 2012-13 (\$836,074). The balance of the funds are being directed towards upgrading Perth Zoo's playground (\$335,000) and the upgrade of parenting and toilet facilities (\$328,926) which will begin in 2013-14 with expected completion in 2013-14.

Sumatran Orangutan Exhibit

Redesign work was finalised in 2012-13 for the visitor viewing aspect of this project including a new boardwalk for visitors and new interactive interpretation. This final aspect of the orangutan exhibit project progressed to tender in 2012-13 with tenders to be evaluated in early 2013-14.

A total of \$355,769 was spent on the project in 2012-13 bringing the total project expenditure to \$1.8 million, funded from State Government's capital contribution for the project. Construction work for the visitor viewing aspect is scheduled for completion in 2013-14. The current total project budget is \$3.8 million.

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 through the replacement of old infrastructure and the development of innovative water capture, storage, filtration, re-use and reticulation systems to support the Zoo's water needs into the future.

A detailed project definition plan was completed and approved in 2012-13 and this project will progress to tender in 2013-14 to commence construction of the various elements of the project. The initial focus of the project is on the delivery of replacement infrastructure to support the Zoo's long term water management requirements. A total of \$182,706 was spent in 2012-13 bringing the total project expenditure to \$429,765.

Other

Other work in progress or projects with commitments to be settled in 2013-14 include the refurbishment of Perth Zoo's historic carousel, air-conditioning of offices, and upgrades to aged sewer infrastructure. Expenditure on these projects was \$126,999 in 2012-13.

Other Financial Disclosures

Employment and Industrial Relations

Staff Profile

Perth Zoo employed 241 people in 2012-13 representing an average of 164 full time equivalents (FTE) over the year. The high head count to FTE ratio reflects the Zoo's continuing commitment to flexible work practices incorporating part time staff and use of different staffing arrangements to meet relief and seasonal demands for the Zoo's visitor services and education programs. The use of casual staffing pools provides employment opportunities for students studying in relevant fields to gain experience in their chosen careers and professions. Staff employed under external grant funds also affect the annual FTE level.

Employee Profile	2012-13	2011-12
Permanent Full Time	107	115
Permanent Part Time	37	37
Fixed Term Full Time	18	17
Fixed Term Part Time	18	12
Casual	57	63
Trainee	2	1
Cadets	2	1
Total head count	241	246
Full time equivalent (FTE)	164	166

In 2012-13, 18 recruitment processes were completed resulting in 34 new appointments. Of these, 10 were permanent appointments and three were fixed-term appointments. The permanent appointments included four contract staff offered permanency following a merit-based selection process, and one promotional opportunity for a staff member who secured the appointment through a competitive merit selection process.

Staff members, new and current, continued to be provided with options for flexible working arrangements where operationally possible. A total of 24 staff have capacity to log on and work from home, providing opportunities to balance work with other responsibilities. The table below indicates the level of take-up of other flexible options.

Type of Flexible Working Arrangement	Permanent	Contract	Proportion of Total Staff*
Working Part time	37	18	30.5%
Flexible Start/Finish times	58	8	36.6%
Purchased Leave Arrangements	12	0	6.6%

*Total Staff = 180 (excludes casual staff)

Seventeen staff elected to leave the Zoo in 2012-13 (representing a 9.4% staff turnover) compared to 11 staff in 2011-12 (6% staff turnover). Staff left for a number of reasons including retirement and family care commitments. The majority left to take up new and/or promotional positions within the private and public sector.

The Zoo continued to work hard to attract and retain a diverse workforce. Workforce representation across Indigenous, culturally diverse and disability target areas increased but decreased in youth target areas. There was a continued strong focus on implementing initiatives in the Zoo's Reconciliation Action Plan. The Zoo's commitment to women in leadership also continued with a number of women supported to attend various leadership forums and workshops. Cultural awareness training, Indigenous recruitment and staff professional development will be a focus in 2013-14.

Other Financial Disclosures

Employment and Industrial Relations continued

Workforce Diversity	Target 2012-13 %	Achieved 2012-13 %	Achieved 2011-12 %
Women in management Tier 1	100	100	100
Women in management Tier 2&3	55	53	55
Indigenous Australians	2	1.6	0.8
People with disabilities	6.6	7.4	5.7
People from culturally diverse backgrounds	8	10.4	7.7
Youth (15 to 24 years)	13.4	9.1	12.1

Industrial Relations

During the year, Perth Zoo keepers and veterinary nurses were transferred from the Zoological Gardens Employees Award to the Government Officers Salaried Conditions (GOSAC) Award as salaried officers.

This move reflects the change in their roles consistent with the change in the role of zoos. Whilst still primarily responsible for the direct care of animals, animal keeping and veterinary nursing have become complex multi-faceted positions with varied responsibilities including local and global species management programs, and conservation-based research and education.

The remaining operations staff in horticulture, facilities and environmental services will be transferred from the Zoological Parks Authority Operations Agreement to the Government Services (Misc) General Agreement in 2013-14.

A breakdown of the staff profile by applicable industrial agreement follows:

	Permanent	Contract	Casual	Proportion of Total Staff %
Government Officers	119	38	57	88.8
Zoo Operations	22	2	0	9.9
Building & Engineering Trades	3	0	0	1.3
Total	144	40	57	100%

Workforce Planning and Staff Development

The Zoo's Workforce Plan identifies current and future workforce needs over the next two years. The Plan incorporates strategies that respond to sector-wide workforce issues and the Zoo's commitment to equal opportunity. Central to this Plan are the priorities to attract and retain appropriately skilled staff, to offer ongoing developmental opportunities and to identify our emerging leaders for succession planning.

The Zoo continued to promote a workplace which encourages staff learning and development. Staff received support for attendance at workshops and seminars, for conference presentations, study assistance, and professional development assistance for in-situ conservation, conference attendance and volunteer work.

Other Financial Disclosures

Employment and Industrial Relations continued

The Zoo also continued to provide support for formal programs including Indigenous cadetships, government traineeships, Certificate III in Captive Animals, public sector leadership programs and women's development programs. In addition, 64 people were provided with [work experience](#) opportunities in the reporting period.

In 2012-13, Perth Zoo provided 1,672 hours of formal training to staff at a cost of \$40,200. The increase in formal training hours and decrease in cost was due to a focus on essential technical training and a need to reach the Government savings target identified in the last quarter of the year. The formal training hours do not include informal on-the-job learning. There was an estimated 582 hours of further informal on-the-job training however the extent of this training is largely unrecorded.

Training Focus	Staff Number	Outcome for the Business
Misconduct and Ethics	7	Greater understanding and capacity to manage ethics and integrity and identify misconduct
Leadership Development	7	Increased capacity to meet the operational objectives of the organisation
Occupational Safety & Health	53	Improved ability to manage risk and provide a safe workplace for staff and visitors
Personal and Managerial Development	32	Improved understanding and ability to proactively manage in times of change, conflict and stress
Technical Training	80	Learning new techniques and keeping technical expertise up to date to ensure best practice

Employee Profile	2012-13	2011-12
Total formal training hours provided to staff	1672	1618
Average hours per FTE	9.30	9.75
Total training Costs	\$40,200	\$70,045
Average training investment per FTE	\$223	\$422
No. of staff receiving study assistance	11	2
No. of staff receiving professional development assistance	7	2
No. of staff who undertook Cert III in Captive Animals	7	6
No. of staff attending conferences	2	4
No. of staff participating in public sector leadership programmes	3	3
No. of Indigenous cadetships	2	1
No. of school-based traineeships	0	1
No. of government traineeships	2	0

Governance Disclosures

Indemnity Insurance Premium

Perth Zoo takes out 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 \$6,094 to the annual premium in 2012-13 with Board Members and senior management making a small contribution.

Other Legal Requirements

Electoral Act 1907

In accordance with section 175ZE of the Electoral Act 1907, the Authority reports that it incurred the following expenditure during the financial year in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations.

Expenditure with Advertising Agencies The Brand Agency	\$59,761
Expenditure with Market Research Organisations Painted Dog Research Pty Ltd	\$50,600
Expenditure with Polling Organisations	Nil
Expenditure with Direct Mail Organisations Disco Direct Mailing Service EZIMAIL Toll Transport	\$37,125
Expenditure with Media Advertising Organisations Mitchell and Partners Australia Pty Ltd Adstream Australia Pty Ltd Australian Associated Press Facebook Ireland Limited The Sunday Times West Australian Newspapers	\$177,086
Total Expenditure	\$324,572

Other Legal Requirements

Disability Access and Inclusion Plan Outcomes

(Disability Services Act 1993, S29 and Schedule 3 of the Disability Services Regulations 2004)

Outcome 1: People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority.

- Information relating to Zoo events, including details on how to purchase tickets by phone or internet, was made available on the Zoo's website.
- The Zoo introduced on-line admission ticket sales via its website.
- Perth Zoo continued to provide free-of-charge carer/companion admission. Free day admission was provided to 2,414 carers of people with a disability in 2012-13.
- Ten ACROD parking bays for Zoo visitors including two ACROD bus bays were maintained.
- Wheelchair access was provided at major concert events.
- Perth Zoo supported visits from various groups including the Community Guardianship Program Volunteers Day with the provision of 50 free admission tickets.

Outcome 2: People with disabilities have the same opportunities as other people to access the buildings and other facilities of a public authority.

- Disability Access Audits of the viewing areas of four exhibits – lion, cheetah, alligator and baboon – were conducted to assist with planning to improve accessibility.
 - The accessibility of new exhibits when travelling around the Zoo in an electric scooter were assessed. Areas assessed included the Komodo Dragon exhibit, the Madagascar Tree Boa exhibit and the African Savannah pathways.
 - The Zoo increased its fleet of electric scooters for visitors with mobility impairment with the addition of a heavy duty 'Active Prowler' providing access to hilly sections of the Zoo. In 2012-13, 2,376 visitors took advantage of the electric scooters available for hire.
 - Five new wheelchairs were purchased to replace superseded models and maintain the Zoo fleet of ten wheelchairs. Walking canes are also available for use if required.
 - Affordable Zebra Car tours for the elderly, frail visitors or parents with small children were provided for 3,203 visitors, up from 3,120 visitors last year.
- Consideration of access/inclusion issues including non-mobility disability is a formal part of Perth Zoo's project management framework and must be included in capital works projects. The DAIP checklist was/is being applied to the following projects:
 - Orangutan Visitor Experience Project
 - Playground Upgrade
 - Front Entrance Upgrade
 - The front entrance upgrade included the removal of queue barriers, increasing accessibility for wheelchairs, scooters, mobility aids and double prams.
 - The requirement to demonstrate an 'awareness of and commitment to compliance to the principles of the Disability Act' is included in all tender documentation for Zoo projects.
 - The Zoo provides a free accessibility map catering for a range of disabilities. The map identifies audiovisual, tactile/interactive, olfactory/sensory facilities, as well as tranquil rest areas, keeper talks, automated doors, steep hills and ACROD parking.

Other Legal Requirements

Disability Access and Inclusion Plan Outcomes continued

Outcome 3: People with disabilities receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.

- Access to information about Perth Zoo services is available by various mechanisms (in person, telephone, publications, internet and email).
- A prominent link is included on the Zoo's website homepage leading to comprehensive accessibility information for website users on both the technical aspects of using the site and also general information about accessible aspects of a visit to Perth Zoo.
- Plain English is used in public documentation published by Perth Zoo.
- Services offered online and on the Zoo's 24-hour recorded telephone information line were maintained.
- The Zoo's website features increased audio, video and interactive components as well as being compliant for use by people who use text-readers or other technologies. It meets WCAG 2.0 Level A website accessibility requirements.

Outcome 4: People with disabilities receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.

- On-the-ground volunteers and trained staff provide special tours and mobility assistance to people with special needs. Groups that visited in 2012-13 included Spina Bifida and Hydrocephalus Association, five Rotary camps with participants with varying degrees of disability, and the Community Guardianship Program.

Outcome 5: People with disabilities have the same opportunities as other people to make complaints to a public authority.

- Perth Zoo offers a range of mechanisms for making a complaint. These mechanisms, including in-person, by telephone, email, internet and comment cards, are available to all members of the community.

Outcome 6: People with disabilities have the same opportunities as other people to participate in any public consultation by a public authority.

- Market research was conducted with awareness of DAIP outcomes. Random collection protocols statistically ensured inclusion of those with a disability but in a way that was unbiased towards or against those with a disability.

Other Legal Requirements

Compliance with Public Sector Standards and Ethical Codes

Public Sector Management Act 1994 Section 31 (1)

Public Sector Standards: No breaches were lodged in 2012-13.

WA Code of Ethics: No claims were lodged in 2012-13.

Perth Zoo Code of Conduct: Two suspected breaches of conduct were reported during the year, up from one last year. Following investigation, the claims were substantiated and appropriate action was taken.

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 important part of the face to face induction program for new staff. Responsibilities are included on all 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. Yearly staff performance appraisals also include an area for assessment against the Code of Conduct.

The Zoo's Workforce Development Plan also prioritises this area for continual attention in 2013-14.

Other Legal Requirements

Record Keeping Plan

Perth Zoo has an updated record keeping plan which was approved by the State Records Office in September 2010. The plan outlines the record keeping program for the agency and which records are to be created and 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 plan is evaluated not less than once every five years.

Perth Zoo's record keeping plan was reviewed and approved by the State Records Commission in 2010. The Zoo's record keeping systems are updated as necessary and are evaluated for efficiency and effectiveness not less than once every five years.

2. The organisation conducts a record keeping training program.

Information sessions on record keeping are developed and delivered to existing and new employees. Throughout the year, existing staff are given the opportunity to attend record keeping training and information sessions. One-on-one information sessions are regularly undertaken with employees and ongoing training and support in records management is provided as required. An Information Management newsletter is distributed to all Zoo staff on a bi-monthly basis. In 2012-13, record keeping and TRIM training was delivered in line with Perth Zoo's Records Management Training Plan 2012-13. This included:

- TRIM training – Individual training delivered to TRIM users.
- Record Keeping Awareness Raising – Information/training sessions delivered at sectional staff meetings. These were tailored to individual section needs.

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

An annual review is conducted of Perth Zoo's record keeping training program to ensure it is efficient and effective.

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

A record keeping induction program is provided for all new Zoo employees as part of Perth Zoo's induction program. The record keeping induction advises new staff of their roles and responsibilities to ensure compliance with the Record Keeping Plan. Relevant Zoo staff are also provided with further one-on-one awareness and TRIM training.

Government Policy Requirements

Occupational Safety, Health and Injury Management

Perth Zoo management is committed to providing and maintaining a safe and healthy environment for staff, contractors, volunteers and visitors, and to the continuous improvement of injury prevention and injury management programs. In the event of a work-related injury, the Zoo provides claims management and rehabilitation assistance to support injured employees through their period of illness or injury and, where possible, their safe return to work.

Activities at the Zoo are required to conform to relevant State and Federal legislation and Australian Standards. The Zoo provides staff with guidance and training in safe work practices. Staff are required to comply with the Zoo's occupational safety and health (OSH) policies, procedures and guidelines, and to conduct themselves in a safe manner, not placing themselves or others at risk. To ensure this, OSH is covered in all staff induction training, which includes contractors working on site. Health and safety is the responsibility of each individual staff member. Those who supervise and have direct responsibility for staff or contractors are required to raise awareness of health and safety and ensure relevant requirements are clear and understood.

All staff members and contractors working on the Zoo premises are required to conduct activities in a manner that ensures the safety, health and welfare of themselves and others.

Perth Zoo places an emphasis on ensuring that all staff are fully aware of the need to be safety aware within a Zoo environment. This is promoted on a regular basis by senior management and through the Zoo's Standard Operating Procedures. These procedures, developed across the Zoo, provide staff with written instructions to ensure the safe use of equipment and ensure staff safety when working with animals.

Perth Zoo is committed to consulting with staff on OSH issues and supports an active OSH Committee, enabling staff to contribute to decisions that may affect their health, safety and welfare at work. As part of Corporate Executive's commitment to OSH, the Director of Corporate Development is a member of the OSH Committee and provides updates to the executive following each bi-monthly OSH meeting.

Formal mechanisms for consulting with staff on OSH matters include:

- regular team meetings with OSH agenda items
- OSH representation on all capital works projects
- online hazard reporting system
- bi-monthly OSH Committee meetings
- access to trained, elected OSH representatives
- monthly rotational OSH inspections of the work site
- procedures for Provisional Improvement Notices
- open access to grievance procedures on the Zoo intranet and staff briefings

Perth Zoo ensures compliance with the injury management requirements of the Workers' Compensation and Injury Management Act 1981 through an approach to injury management that combines expert assistance from external providers and the development of effective return to work plans with the support of supervisors and human resource staff at the Zoo.

Government Policy Requirements

Occupational Safety, Health and Injury Management continued

As part of this approach, the Zoo:

- promotes the expectation that it is normal practice to return to work as soon as practicable in to appropriately modified duties;
- encourages early intervention in injury management; and
- ensures there is early and accurate medical assessment and management of each case of injury, work related or not.

An assessment of the Zoo's Occupational Safety and Health Management system was completed in 2010-11 by external auditors (IFAP) using the Worksafe Plan framework, compliant with the Australian Standard AS4801:2000. The agreed actions resulting from the assessment have been completed including the implementation in 2011-12 of an on-line Occupational Safety and Health intranet portal. This portal links the Zoo's entire safety management system in one place for ease of navigation and understanding.

The number of workers' compensation claims lodged during the year decreased from 20 in 2011-12 to 15 in 2012-13. Of these, ten claims involved time off work and one claim resulted in significant lost time.

The Zoo's performance in 2012-13 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 are shown in the table below.

Measure	Actual Results		Results against Target	
	2010-11	2012-13	Target	Comment on result
Number of fatalities	0	0	Zero (0)	Achieved
Lost time injury and/or disease incidence rate	3.63%	6.09%	Zero (0) or 10% reduction on previous 3 years	Review in 2013-14 to determine appropriate action
Lost time injury and/or disease severity rate	16.67%	0	Zero (0) or 10% improvement on previous 3 years	Achieved
Percentage of injured workers returned to work:			Actual percentage result to be stated	
(i) within 13 weeks	100%	100%	Greater than or equal to 80%	Achieved
(ii) within 26 weeks	100%	100%	Greater than or equal to 80%	Achieved
Percentage of managers trained in occupational safety, health and injury management responsibilities	70%	76%	Greater than or equal to 80%	Further manager training scheduled in 2013-14

Perth Zoo's commitment to occupational safety and health, and injury management is further demonstrated in its Workforce Development Plan 2012-15 and promotion of healthy living.

Government Policy Requirements

Occupational Safety, Health and Injury Management continued

Occupational safety and health initiatives in 2012-13:

- Provided regular reports to the OSH Committee for reviewing hazards and incidents reported by staff on the on-line system.
- Implemented the Chemwatch system to improve access to compliant Material Safety Data Sheets. Training provided to system administrators and users.
- Implemented a new procedure linking the Archibus work order system to Perth Zoo site inspections for better alignment and reporting mechanisms.
- Trained one new safety representative for the Zoo OSH Committee.
- Continued the employee assistance program providing confidential counselling services – 32 sessions delivered to staff by the service provider.
- Provided targeted training including first aid training, back care, zoonosis awareness sessions, suicide prevention and mental health awareness for managers, injury management and fire extinguisher training.
- Conducted four emergency drills involving all staff.
- Undertook a Business Continuity Plan scenario with senior managers and Corporate Executive to review the effectiveness of the disaster recovery plan for continual improvement.
- Continued to provide annual flu vaccinations.
- Made available on-site weekly pilates and massage sessions for staff to access at their own cost.