

2017 Annual Report

Zoological Parks Authority



Perth Zoo

SAVING WILDLIFE

**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 a leading visitor destination in Western Australia, welcoming 657,353 visitors in 2016-17. The Zoo has opened every day since it began operating on 17 October 1898.

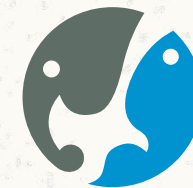
The Zoo's work includes conservation projects, education programs, public awareness campaigns, research and threatened species breeding programs. The revenue from our commercial activities, including admissions, events, catering, the retail shop and seminar and function room hire, all contribute to delivering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

Perth Zoo is the largest non-formal education provider in Western Australia, delivering numerous conservation education programs that have a strong emphasis on sustainability.

We are home to more than 1,400 animals representing 169 different species. This includes local and other Australian species, and exotic species identified regionally and globally as priority species for the Asian, African and South American regions.

Perth Zoo is recognised internationally for its conservation and breeding programs, having a successful track record, in partnership with the Western Australian Department of Parks and Wildlife, (Parks and Wildlife), in breeding native Western Australian animals for release into the wild. In the 2016-17 financial year, a total of 315 animals bred or reared at the Zoo were released to the wild. This brings the total number of animals bred and / or reared at Perth Zoo and released into natural habitat as part of threatened species recovery programs to 3,998 individuals.

Perth Zoo is part of a global network of zoos and aquariums and a member of the [World Association of Zoos and Aquariums](#) and the [Zoo and Aquarium Association Australasia](#). Animal breeding and animal transfers are managed through these networks.



World Association of Zoos
and Aquariums | **WAZA**
United for Conservation®

ZOO
AQUARIUM
ASSOCIATION

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In line with State Government requirements, Perth Zoo's annual report – the Zoological Parks Authority Annual Report 2016-17 – is published in an electronic format. Perth Zoo encourages people to use recycled paper if printing a copy of the report. For the convenience of readers and to minimise download times and print outs, the annual report has been presented in individual chapters, as well as an entire document. The annual report is presented in PDF format. All sections, except the financial statements, are also presented in Word format.

Zoological Parks Authority Annual Report
2016-17

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Front cover: This year, the 200th Perth Zoo born Numbat was released into the wild.
Credit: Alex Cearns.

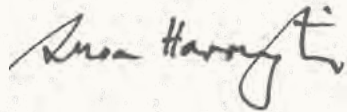
Statement of Compliance

For the Year Ended 30 June 2017

To the Hon Stephen Dawson MLC
Minister for Environment and Disability Services

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 2017.

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



Susan Harrington

A/Chair

Date: 23 August, 2017



Alex Lamond

A/Deputy Chair

Date: 23 August, 2017

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Executive Summary

Chairman's Report

This year I was proud to see Perth Zoo consolidate its reputation as a conservation organisation committed to saving wildlife.

This was clearly evident over the year with \$363,069 raised through Perth Zoo's Wildlife Conservation Action Program (WCA) for projects in the wild. Since 2007, the Zoo has funded almost \$3 million direct to conservation initiatives for threatened animals such as Sumatran Orangutan, Goodfellows Tree Kangaroo, lemur, gibbon, African Painted Dog and Komodo Dragon. It has helped support habitat protection in Sumatra, and with organisations like the Australian Wildlife Conservancy (AWC), has safeguarded vital areas for native Australian species. With other zoos in the region, Perth Zoo also funded a wildlife crime analysis position through TRAFFIC, the international wildlife trade monitoring network to strategically fight wildlife crime.

2016-17 saw Perth Zoo forge a new relationship with Flora and Fauna International to protect one of the last strongholds of the critically endangered White-cheeked Gibbon and its habitat in Vietnam.

This includes employing community rangers and providing community education to reduce threats to its survival. It was also the ten year anniversary of working with Perth-based bear protection organisation, Free the Bears Fund (FTB). In that time, the Zoo has provided more than \$250,000 to the organisation, making Perth Zoo the single largest zoo partner of FTB.

The Zoo celebrated a ten-year partnership anniversary with Frankfurt Zoological Society (FZS) to protect Sumatran Orangutans. This partnership received global media coverage in August, with the wild release of the Zoo's third zoo-born Sumatran Orangutan, Nyaru. In February, Perth Zoo hosted Indonesian field-based staff and a FZS veterinarian to facilitate knowledge exchange.

Perth Zoo's in situ conservation strategy also assists in a multitude of ways from supporting staff exchanges, to hosting and facilitating community events and presentations. It demonstrates the way modern zoos can be strong wildlife partners.



Mr. Brian Easton, Chairman.

Executive Summary

Chairman's Report continued

In 2016-17, Perth Zoo continued its focus on native species conservation. Almost one third of the animals cared for at Perth Zoo are those directly involved in the Native Species Breeding Program. 3,995 native western Australian animals bred at Perth Zoo have now been released to the wild by working with partners like the Parks and Wildlife, AWC, and the university sector. This year, for the first time, zoo-born numbats were released into a fenced sanctuary in December. In April, two of those females produced offspring in the wild. The Zoo also treated 241 injured or sick wild black cockatoos, giving these birds a second chance at life.

Perth Zoo was represented on the global conservation stage by CEO, Susan Hunt, through her role as the President of the World Association of Zoos and Aquaria (WAZA). In this role, she chaired several international forums, including the first global Animal Welfare Symposium in Detroit, Michigan; gave keynote addresses at the Latin American Zoo Association annual meetings and the WAZA annual forum; and hosted a global zoo and aquarium Accreditation Summit in Singapore.

This international work was invaluable and complements Perth Zoo's positioning as a leading world-class zoo. It also expedites animal transactions and participation in breeding programs, and assists in securing commercial return through business partnerships and sponsorships, and builds the Zoo's public profile.

The conservation expertise of the Zoo was further acknowledged by Government with the announcement that Perth Zoo would be amalgamated into the new Department of Biodiversity, Conservation and Attractions, effective 1 July 2017. This represents a great opportunity to collaborate further in conservation science, research, breed-for-release programs and community education.

On behalf of the Zoological Parks Authority Board, I would like to congratulate Zoo management, staff, Docents and supporters on an excellent year. In particular, I wish to commend the Zoo's Chief Executive Officer, Susan Hunt, for her leadership of the Zoo. Ms. Hunt departs Perth Zoo on 30 June 2017 to pursue another senior Government CEO position.

I sincerely thank her for her considerable commitment and advocacy, and wish her all the best for the future.



Brian Easton AO
Chairperson



Western Swamp Tortoise hatchlings were released into the wild.

Executive Summary

Highlights

RELEASED THE
200th
Zoo-bred Numbat
into the wild



PROVIDED
Discovery and Learning programs to
56,000
participants

GENERATED
\$8.87
million
revenue from admissions



WELCOMED
657,353
visitors



TREATED
241
injured and sick
wild Black Cockatoo



The Zoo's veterinary team
undertook an average of

20 clinical cases
per day



RAISED
\$363,069
for species in the wild



Executive Summary

Highlights continued

Service 1: Community Engagement and Awareness in Conservation

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

In 2016-17, Perth Zoo:

- Welcomed 657,353 visitors and generated \$8.87 million in revenue from attendance;
- Maintained extremely high satisfaction levels with Zoo staff receiving a 99% visitor satisfaction level and Docents receiving a 100% score;
- Continued to be ranked as the number one paid attraction spontaneously mentioned by people planning a day out in Perth;
- Launched a new mobile-friendly, optimised website to engage the community and improve communications with visitors and prospective visitors;
- Produced 11,346 editorial media mentions about Perth Zoo, representing the equivalent advertising space rate of \$17,302,540, greatly extending awareness of Zoo activities;
- Achieved 8% growth in Zoo Memberships revenue, achieving a record 22,031 members;
- Hosted 8,230 Eye to Eye animal encounters, greatly increasing participants' knowledge of the species and Perth Zoo's commitment to saving wildlife;
- Expanded the Docent volunteer program to incorporate aspects of animal husbandry, increasing the knowledge base of Docents, which further informed visitor interactions;
- Delivered Discovery and Learning programs to 56,000 participants, including school holiday activities onsite and offsite, facilitating wider community education.



Zoo Crew participants, the next generation of conservationists.



A new mobile friendly website was developed.
Credit: Alex Asbury.

Executive Summary

Highlights continued

Service 2: Wildlife Management, Medicine and Research

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

In 2016-17, Perth Zoo:

- Bred 53 Dibblers, 55 Western Swamp Tortoise and 23 Numbats for the Zoo's breed-for-release program for threatened native species, for Western Australian Government species recovery programs;
- Released 94 critically endangered White-bellied Frogs and 108 vulnerable Orange-bellied Frogs into the wild near Margaret River, in conjunction with Parks and Wildlife. All of the frogs were reared from wild collected eggs to maximise survival rates;
- Produced 24 research communications including referred papers, major articles and conference presentations produced by Zoo staff, students and collaboratively with external researchers;
- Raised \$363,069 through the Zoo's community fundraising program, Wildlife Conservation Action (WCA), to support threatened species in the wild;
- Assessed and treated 241 black cockatoos as part of an ongoing rehabilitation program for these threatened birds. The number of wild cockatoos brought to the Zoo is increasing each year, up from 235 in 2015-16;
- Delivered veterinary education programs in partnership with Murdoch University, conducted 145 veterinary checks on confiscated reptiles on behalf of Parks and Wildlife and Australian Customs Service, and implemented ongoing health care for the Zoo's animals. Throughout the year the Zoo's veterinary team undertook an average of 20 clinical cases per day.



Hundreds of wild black cockatoos were treated at the Zoo hospital.



Rare frogs were released to the wild. Credit: Alex Cearns.

Executive Summary

Financial Overview

In 2016-17, Perth Zoo:

- Achieved attendance of 657,353, a 5% decrease from the highest annual attendance on record of 695,091 in the previous year. The previous year attendance levels benefited from the *Zoorassic Park* exhibition held from March 2016 to the mid July 2016;
- Generated \$8.87 million revenue from admissions, a 7% decrease from the previous year;
- Increased Friends of Perth Zoo membership revenue by 8% over the previous year to \$1,478,396;
- Reached over 22,000 members for the first time during the period and ended the year with nearly 21,000 members;
- Raised \$363,069 through the Zoo's community fundraising program, Wildlife Conservation Action, to support threatened species in the wild. A total of \$375,211 raised previously was allocated to wildlife conservation projects in 2016-17;
- Achieved a 2% increase in revenue from wagon hire over the previous year to \$121,532;
- Experienced declines in commercial revenue including catering dividends, retail shop sales, close encounter experiences, carousel rides and vending commission.

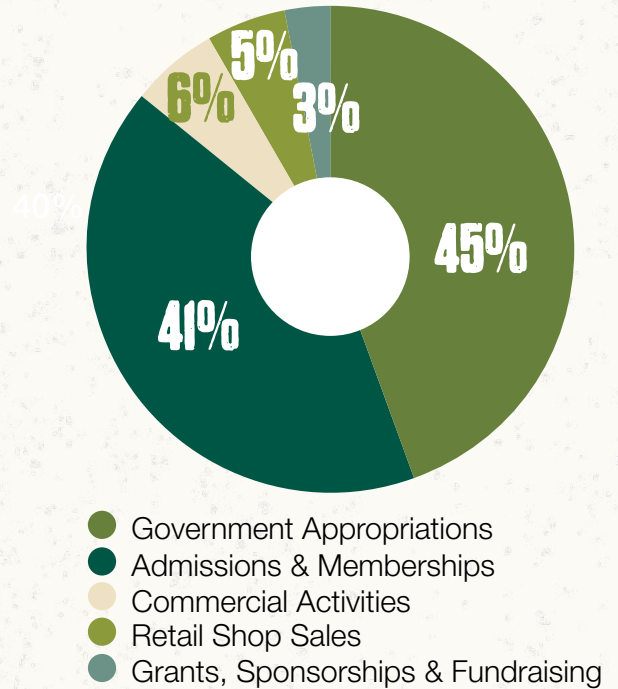
Revenue

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 \$25.6 million was received in 2016-17 and this figure included \$11.5 million (45%) in Government appropriations to fund services.



657,353 people visited Perth Zoo this year.

Sources of Revenue



A total of 657,353 people visited Perth Zoo during the year, contributing gate revenue of \$8.87 million, a decrease of 7% in admissions revenue over the previous year.

Executive Summary

Financial Overview continued

The admission revenue was impacted by visitor numbers being 5.4% lower than last year's record attendance of 695,091 coupled with member visitation increasing from 13% to 15% of total visitor numbers. There was no admission price increase in 2016-17 and the admission yield per visitor decreased by 1.7% over the previous year to \$13.50.

Revenue from membership sales increased by 8% over the previous year to \$1,478,396. The combined total of admissions and membership revenue decreased by \$0.5 million (5%) from the previous year to \$10.4 million.

Catering dividends from the café and functions decreased by 17% over the previous year to \$451,265. This included decreases of 14% from the café and 25% from functions over the previous year. After significant increases in the previous year, other commercial revenue areas also declined in 2016-17 including carousel revenue by 25%, close encounter experiences by 13% and retail shop sales by 5% from the previous year. While the admission number decrease is a contributing factor, management is also reviewing other contributing factors including the general downturn in the economy.

Grants, sponsorships, bequests and fundraising generated \$848,970 in 2016-17. This figure includes bequests of \$102,859 and over \$300,000 from donations and fundraising. The level of corporate sponsorship revenue reduced by 14% during the period to \$424,136 and economic conditions continue to impact the level of corporate support with a decrease of nearly 30% over the past two years. Some of the grants and sponsorships received in 2016-17 were restricted to specific purposes such as wildlife medicine or cross-promotional activities with sponsors. Bequests and unrestricted corporate sponsorships will support future capital development priorities.

Perth Zoo's community fundraising campaign, Wildlife Conservation Action, raised \$363,069 in 2016-17. This included over \$90,000 from the sale of the Zoo's conservation calendar, \$92,143 in donations and \$43,733 from Elephant Art sales, with the balance from a range of commercial and fundraising activities. The funds will be distributed in 2016-17 to projects supporting the conservation of threatened species in the wild. Over \$375,000 previously raised was allocated to wildlife conservation projects in 2016-17.

State Government funding provided 45% of the Zoo's revenue base in 2016-17. 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'.



\$363,069 was raised through the Zoo's community fundraising program.

Executive Summary

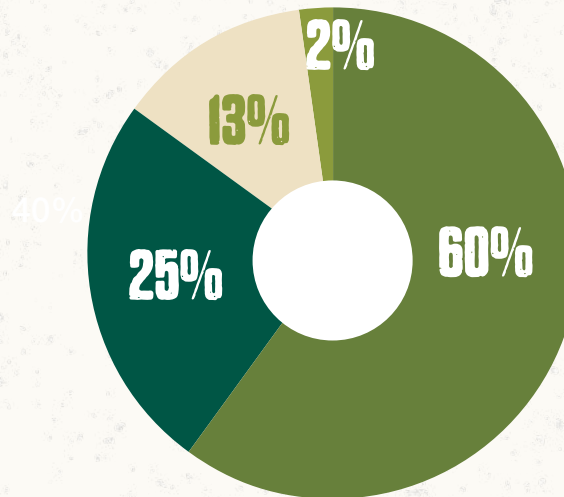
Financial Overview continued

Expenditure

Total operating expenditure for 2016-17 was \$25.4 million, representing a 2.2% decrease over the previous year. Salaries, wages and staffing costs were similar to the previous year and accounted for 60% (\$15.1 million) of total expenditure. This included direct costs of employee salaries and wages, costs of providing for leave liabilities and indirect payroll costs such as superannuation and workers' compensation. Direct salary and wages costs were well contained during the period as savings initiatives linked to the Government's workforce renewal policy were implemented.

Operating and administration costs were lower than the previous year due to a number of factors. These included non-recurring costs in the previous year linked to staging the *Zoorassic Park* exhibition, business reviews to inform strategic planning and upgrades of twoway radio equipment. The expenditure in the current year also included savings measures to offset the decreased revenue from the lower attendance and reduced levels of commercial revenue generation.

Expenditure



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

Depreciation and asset disposals made up 13% of expenses, reflecting the fact that the majority of the Zoo's assets are high value, non-current, depreciable assets. Depreciation costs increased by 8% over the previous year due to the impact of full year depreciation costs of the major new water infrastructure commissioned in the previous year. Maintenance and operating costs represent 15% of expenses and included preventative maintenance programs, energy management initiatives, water management strategies, restorative works, tree pruning, cleaning and waste disposal. The operating costs also include animal operating expenses – including animal food, dietary supplements, veterinary supplies and animal transportation – representing 2% of total expenses.

Administration – which includes grants provided to conservation projects, professional advisory/support services, property insurance and information technology – accounted for 9% of expenditure. The costs of retail shop sales accounted for 2% of total expenses as did advertising and promotion expenditure.

Executive Summary

Financial Overview continued

Assets and Liabilities

Total assets at the end of the period were \$68.6 million including \$11 million in cash resources held for future capital works and other expenditure commitments. Cash resources also include sponsorships, bequests and fundraising that will be spent on future capital developments and wildlife conservation initiatives.

Receivables at the end of year were \$534,196 of which \$301,866 is GST claimable from the tax office. Retail shop inventory increased by 10% from the previous year to \$158,183. Fixed asset acquisitions in 2016-17 were \$2.4 million of which over \$1 million relates to works in progress at year end, with the majority being the first stage of a major upgrade to the African Lion exhibit. Other major additions included water infrastructure and upgrades to animal exhibits including Tasmanian Devil, Lesser Primates and Komodo Dragon. The 2016-17 capital expenditure includes planning in progress for future exhibit upgrades. There were also purchases of computer equipment, replacement electric vehicles along with general plant and equipment.

Total liabilities at the end of the reporting period were \$4.3 million and slightly lower than the previous year. Liabilities include \$2.7 million in provisions relating to annual and long service leave, unearned income of \$1.1 million and payables of \$0.5 million.



The Tasmanian Devil exhibit was upgraded.

Operational Structure

Responsible Minister

Hon Stephen Dawson MLC Minister for Environment and Disability Services; (17 March 2017 – 30 June 2017) and Hon Albert Jacob MLA Minister for Environment; Heritage; (1 July 2016 – 16 March 2017).

Governing Body

Zoological Parks Authority. The Chief Executive Officer administers the day-to-day operations of Perth Zoo.

Enabling Legislation

Zoological Parks Authority Act 2001.

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:

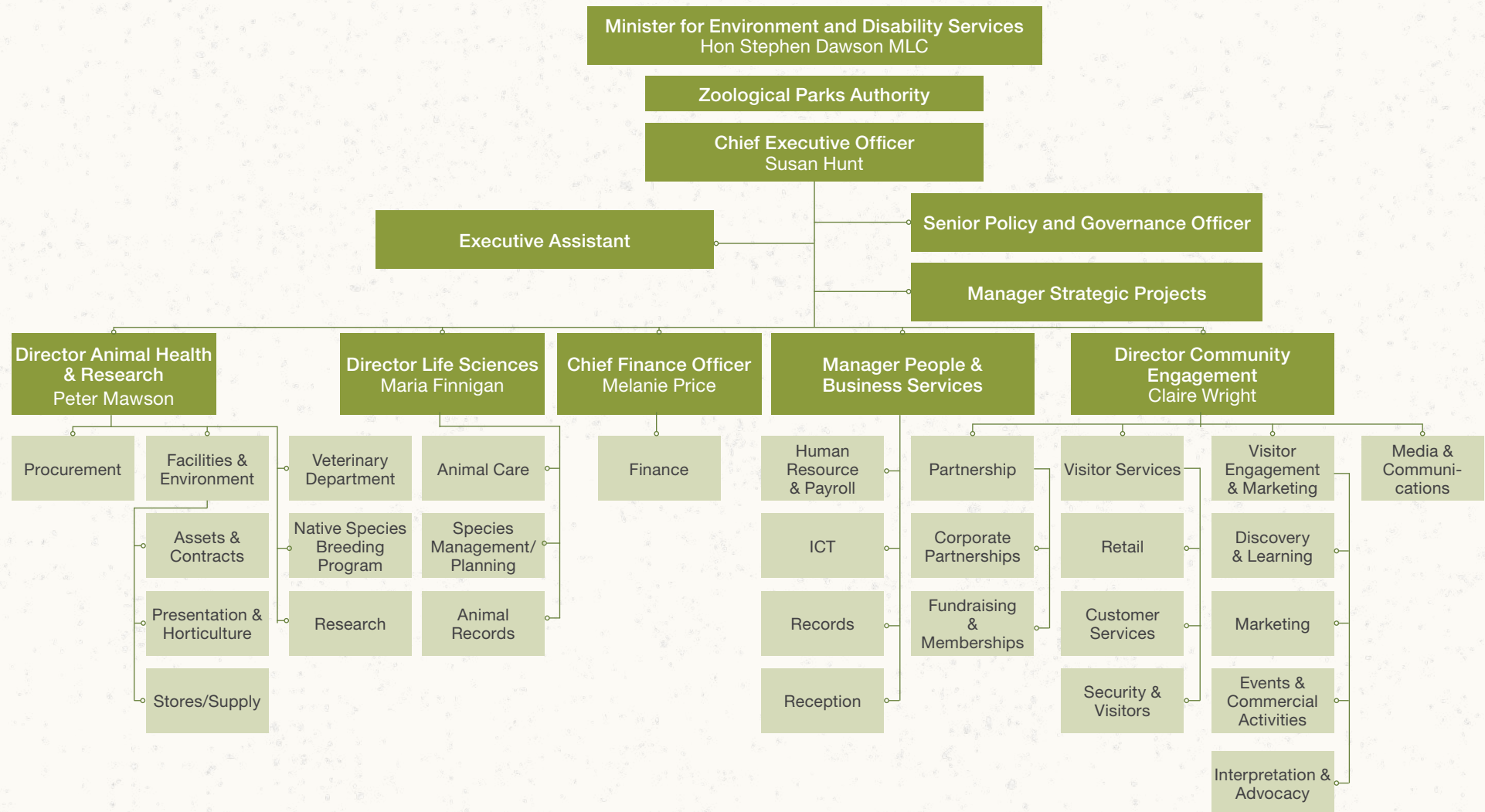
- Maintain engaging animal exhibits, public facilities, gardens, infrastructure and systems to the highest possible standards;
- Provide messages and experiences which inspire visitors to take action to conserve wildlife and build understanding and respect for wildlife;
- Deliver sustainable and ethical 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 so it can continue its conservation work at the Zoo and in the wild;
- 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.



Perth Zoo breeds Numbats for release to the wild. Credit: Alex Cearns.

Operational Structure

Organisational Chart



Operational Structure

Agency Structure

Perth Zoo's objectives and outcomes are delivered through four areas: Life Sciences, Animal Health and Research, Community Engagement, and Corporate Services. These areas are currently managed by the Chief Executive Officer and three directors. The work of these areas is detailed in the Agency Performance Chapter – Report on Operations.

Each director reports to the Chief Executive Officer who is responsible for the day-to-day operations of the Zoo as prescribed in s.24(3) of the *Zoological Parks Authority Act 2001*. Sectional managers and curators make up the third level of management.

The Corporate Executive, comprised of the Chief Executive Officer, the three directors and the Chief Finance Officer, meets fortnightly to consider matters relating to corporate governance of the Zoo, including financial and human resource management, risk management, capital works, environmental management and other key issues.

A Senior Managers' Group, chaired by the Chief Executive Officer and comprised of directors, curators and sectional managers, meets monthly to discuss operational matters and to communicate corporate matters and section activities. Other standing committees include the Occupational Safety and Health Committee, the Disability Access Inclusion Planning Committee and the Executive Risk Management Committee.

Special project groups are established as required to coordinate and oversee specific animal breeding programs or capital works projects.

A Full Staff Day meeting is convened monthly.



Dedicated veterinary team at Perth Zoo. Credit: Alex Cearns.

Operational Structure

Zoological Parks Authority Board

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

The Board met eight times in 2016-17. The number of meetings attended by each member is shown below in parentheses. The Board carried out its responsibilities consistent with the intent of the *Zoological Parks Authority Act 2001*, and in line with the Zoo's Code of Conduct.



Mr. Brian Easton
AO Chairperson (7 out of 8)

Appointed Chair of the Zoological Parks Authority for a three-year term on 1 August 2011, Mr. Easton has had a distinguished career in the Public Service, spanning three decades. He served as CEO at Perth Zoo from 1999–2003, and was Vice President of the Executive Committee of the Australasian Zoos Association during this time. In 2003, Mr. Easton became a Director of Melbourne Zoo. He was appointed Chair of the Conservation Commission of Western Australia on 1 January 2012.

Mr. Easton was re-appointed as Chair of the Zoological Parks Authority on 31 August 2014, for a three-year term. He was appointed by the Minister for Agriculture and Food as Chair of the Animal Welfare Review Panel in 2015, to undertake a review into the administration of the *WA Animal Welfare Act 2002*. In the 2016 Australia Day honours list, Mr. Easton was made an Officer of the Order of Australia for his distinguished service to conservation and the environment, public administration and aged care.



Ms. Susan Harrington
Deputy Chair (8 out of 8)

Before retiring, Ms. Harrington was Western Australian Government Health Department's Medical Entomologist and is a highly experienced biologist and researcher, having worked in a range of ecosystems in Australia, Christmas Island, the Cocos (Keeling) Islands, the Sahara

and the Antarctic. She is the recipient of several community service awards, including the Prime Minister's Centenary Medal for services to the community. Ms. Harrington was re-appointed to the Zoological Parks Authority Board as Deputy Chairperson on 2 December 2016, for a three-year term.



Professor John Edwards
(2 out of 4)

Emeritus Professor Edwards has more than 30 years' experience in veterinary science, education, research and the management of animal health programs in Australia and overseas. Previously Dean of Veterinary and Biomedical Sciences at Murdoch University, he is now a Director of One Health Solutions, working to integrate animal, human and wildlife health activities. During his time as 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 re-appointed to the Zoological Parks Authority Board in December 2013, for a three-year term. Professor Edward's term ended on 2 December 2016.

Operational Structure

Zoological Parks Authority Board continued



Ms. Nicole Moody
(6 out of 8)

Ms. Moody is a communications professional with more than 25 years' experience across the fields of public relations and marketing. Ms. Moody is Managing Director of Hunter Communications, a Perth consultancy that specialises in reputation management, corporate affairs and strategic marketing communications for high profile national and WA brands. She has expertise across a wide range of industries in developing and implementing strategic public relations and marketing campaigns, issues and crisis management, government relations and corporate social responsibility programs. Ms. Moody was re-appointed to the Zoological Parks Authority Board on 29 August 2014, for a three-year term.



Mr. John Knowles
(7 out of 8)

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 served in senior commercial development and financial management positions with the Disability Services Commission, Sir Charles Gairdner Hospital and Princess Margaret Hospital. Mr. Knowles was re-appointed to the Zoological Parks Authority Board on 14 November 2014, for a three-year term.



Mr. Alex Lamond
(7 out of 8)

Mr. Lamond has a formal engineering/science education background with an applied business management focus. He has an MBA from Melbourne Business School and Graduate Diplomas in Applied Finance & Investment and Business (Marketing). Mr. Lamond has had CEO, senior executive and leadership experience in a range of appointments and is currently an Executive Director at ERGT Australia, 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 re-appointed to the Zoological Parks Authority Board on 7 September 2015, for a three-year term.



Dr. Kellie Pendoley
(4 out of 4)

Dr. Pendoley has over 30 years' experience as an environmental practitioner within extractive industries in Western Australia. With extensive knowledge of marine turtle biology and ecology, Dr. Pendoley has designed and implemented marine turtle research and monitoring programs within industrial settings for a range of companies operating in Australia and overseas. Dr. Pendoley's Community Service includes membership on the North West Shelf Flatback Turtle Conservation Program Scientific Panel and the Gorgon project Marine Turtle Expert Panel. Internationally she is the IUCN Marine Turtle Specialist Group – Australasian Regional Vice-Co Chair and sits on the International Dark Sky Association Board. Dr. Pendoley was appointed to the Zoological Parks Authority Board on 2 December 2016, for a three-year term.

Operational Structure

Zoological Parks Authority Board continued



Ms. Nicole McAlinden
(7 out of 8)

Ms. McAlinden is a Senior Environmental Consultant with more than 16 years' experience working across environmental impact assessment and environmental health. In her role as an Environmental Consultant, Ms. McAlinden's focus is the environmental impact of mining, major infrastructure and land development projects, particularly in relation to threatened flora and fauna. In previous roles as Executive Officer to the national enHealth Council and Senior Policy Officer with the Department of Health, Ms. McAlinden gained significant experience and expertise in national environmental health policy development and environmental health risk management. Ms. McAlinden was re-appointed to the Zoological Parks Authority Board on 16 December 2016, for a three-year term.



Mr. Ian Cowie
PSM (8 out of 8)

Mr. Cowie is currently the CEO at the City of Gosnells; one of Western Australia's largest local governments. He has held this position for the past seven years. Prior to joining local government in 2006, Mr. Cowie worked as a State Public Servant for 18 years in a variety of positions in regional development, housing and local government. Mr. Cowie has an Honours degree in Geography from the University of Western Australia, and a Master of Science degree in Economics from the London School of Economics and Political Science. In 2013, Mr. Cowie was announced Leader of the Year in Local Government by IPAA WA; and in 2014, he was awarded the Public Service Medal in the Queen's Birthday Honours for Service to the City of Gosnells. Mr. Cowie was appointed to the Zoological Parks Authority Board on 30 October 2015, 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.

Zoological Parks Authority				
Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2016-17 financial year**^
Chair	Mr. Brian Easton	Annual (paid quarterly)	12 months	\$17,431.31^
Deputy Chair	Ms. Sue Harrington	Per meeting	12 months	\$4,526.73^
Member	Mr. Ian Cowie	NIL	12 months	\$0.00^
Member	Prof. John Edwards	Per meeting	5 months	\$602.25
Member	Mr. John Knowles	NIL	12 months	\$0.00^
Member	Mr. Alex Lamond	Per meeting	12 months	\$2,564.49^
Member	Ms. Nicole McAlinden	Per meeting	12 months	\$1,962.24
Member	Ms. Nicole Moody	Per meeting	12 months	\$1,359.99
Member	Dr. Kellie Pendoley	Per meeting	7 months	\$903.38
Total:				\$29,350.38

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

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2016-17 financial/reporting year (i.e. 12 months, 3 months).

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

Operational Structure

Formal Committees of the Board

In line with Schedule 2, Section 14 (1) of the *Zoological Parks Authority Act 2001*, the Board establishes 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 Research, Finance and Audit committees are reviewed by the Board every three years (or earlier if required). The formal committees of the Board, their role and membership (as at 30 June 2017) are listed below.

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.				
Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2016-17 financial year*^
Chair	Mr. Brian Easton	Annual (paid quarterly)	12 months	See above^
Member	Mr. John Knowles	Per meeting	12 months	See above^
Member	Mr. Alex Lamond	Per meeting	12 months	See above^
Member	Ms. Susan Hunt Chief Executive Officer	NIL	12 months	\$0.00
Member	Ms. Melanie Price Chief Finance Officer	NIL	12 months	\$0.00
Member	Mr. Jonathan Warrington Financial Accountant	NIL	8 months	\$0.00
Member	Ms. Amanda Turner Financial Accountant	NIL	1 month	\$0.00
Total:				\$0.00 (excluding ^)

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

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2016-17 financial/reporting year (i.e. 12 months, 3 months).

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

Operational Structure

Formal Committees of the Board continued

Audit Committee				
Role: To assist the Authority to ensure corporate compliance and the effectiveness and relevance of internal and external audit processes.				
Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2016-17 financial year**^
Chair	Mr. Brian Easton	Annual (paid quarterly)	12 months	See above^
Member	Mr. John Knowles	Per meeting	12 months	See above^
Member	Mr. Ian Cowie	NIL	12 months	\$0.00
Member	Ms. Susan Hunt Chief Executive Officer	NIL	12 months	\$0.00
Member	Ms. Melanie Price Chief Finance Officer	NIL	12 months	\$0.00
Member	Mr. Jonathan Warrington Financial Accountant	NIL	8 months	\$0.00
Total:				\$0.00 (excluding ^)

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

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2016-17 financial/reporting year (i.e. 12 months, 3 months).

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

Operational Structure

Formal Committees of the Board continued

Perth Zoo is bound by the conditions set out in a licence issued pursuant to the Western Australian Animal Welfare Regulations 2003. These state that as a scientific establishment, Perth Zoo must abide by the *Code for the Care and Use of Animals for Scientific Purposes 8th Edition* (the Code) issued by the National Health and Medicine Research Council Australia.

The Code stipulates that research institutions must have an Animal Ethics Committee (AEC) to ensure that all animal care and use of animals that occurs within the Zoo is conducted in compliance with the Code.

The AEC is chaired by Perth Zoo's Chief Executive Officer and comprises membership as specified in the Code, including independent community representatives and Zoo staff.

The AEC oversees all research projects conducted at the organisation, as well as examining research projects for organisations that don't have their own AEC. During the 2016-17 reporting period, the AEC met five times and all meetings were quorate. The AEC considered ten new research proposals and two amended proposals. Projects involved native and exotic species, and related to conservation, husbandry or welfare.

Animal Ethics Committee

Role: To ensure that all scientific research use of animals within the institution is conducted in compliance with the National Health and Medical Research Council's *Australian Code for the Care and Use of Animals for Scientific Purposes 8th edition* (the Code).

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2016-17 financial year*^
Chair	Ms. Susan Hunt Chief Executive Officer	NIL	12 months	\$0.00
Deputy Chair	None	NIL	12 months	\$0.00
Member – Category A	Dr. Simone Vitali Senior Veterinarian	NIL	12 months	\$0.00
Member – Board member – Category B	Ms. Susan Harrington	Per meeting	12 months	See above^
Member – Category B	1 member	NIL	12 months	\$0.00

Operational Structure

Animal Ethics Committee continued

Role: To ensure that all scientific research use of animals within the institution is conducted in compliance with the National Health and Medical Research Council's *Australian Code for the Care and Use of Animals for Scientific Purposes* 8th edition (the Code).

Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2016-17 financial year**^
Member – Category B	Dr. Peter Mawson Director Animal Health and Research	NIL	12 months	\$0.00
Member	Ms. Maria Finnigan Director Life Sciences	NIL	12 months	\$0.00
Member	Ms. Rebecca Thomasson Senior Technical Officer Zoology	NIL	12 months	\$0.00
Member – Category C#	2 members	Per meeting	1 member for 9 months and 1 member for 2 months	\$1,840.00
Member – Category D#	2 members	NIL	12 months	\$0.00
Total:				\$1,840.00 (excluding ^)

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

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2016-17 financial/reporting year (i.e. 12 months, 3 months).

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

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

Operational Structure

Formal Committees of the Board continued

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.				
Position	Name	Type of remuneration*	Period of membership**	Gross/actual remuneration 2016-17 financial year**^
Chair	Ms. Susan Harrington	Per meeting	12 months	See above^
Deputy Chair	Dr. Peter Mawson Director Animal Health and Research	NIL	12 months	\$0.00
Member	Ms. Maria Finnigan Director Life Sciences	NIL	12 months	\$0.00
Member	Ms. Claire Wright Director Community Engagement	NIL	12 months	\$0.00
Member	Dr. Katja Geschke Locum Veterinarian	NIL	12 months	\$0.00
Member	Prof. Andrew Thompson	NIL	2 months	\$0.00
Member	Dr. Julian Partridge	NIL	12 months	\$0.00
Member	Dr. Ric How	NIL	12 months	\$0.00
Member	Dr. Rob Davis	NIL	12 months	\$0.00
Member	Dr. Bill Bateman	NIL	12 months	\$0.00
Member	Dr. Allan Burbidge	NIL	12 months	\$0.00
Member	Dr. Trish Fleming	NIL	8 months	\$0.00
Total:				\$0.00 (excluding ^)

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

** The period of membership column refers to the board or committee member's membership of the respective board or committee during the 2016-17 financial/reporting year (i.e. 12 months, 3 months).

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

Operational Structure

Executive Management Team (as at 30 June 2017)

Ms. Susan Hunt **PSM, BA (Hons), MA (Arts)**

Chief Executive Officer

Susan Hunt has been the Chief Executive Officer since 2004, after joining the Zoo in May 2000, as Director of Business Operations. Ms. Hunt has a background in policy and planning and has worked in social science research, writing and lecturing. Ms. Hunt was elected President of the Council of the World Association of Zoos and Aquariums in 2015, and sits on the board of the Zoo and Aquarium Association (Australasia). She was awarded a Public Service Medal (PSM) in the 2010 Australia Day Honours list for her outstanding contribution to conservation and public service.

Ms. Maria Finnigan

Director Life Sciences

Maria Finnigan joined the Perth Zoo team in December 2007. Ms. Finnigan has extensive experience in ex-situ and insitu 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, Ms. Finnigan is responsible for the Australian fauna, exotic fauna 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 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 in the public sector for 30 years. Prior to coming to the Zoo, Dr. Mawson worked for the Western Australian Department of Parks and Wildlife for 17 years, the last seven of those years as Principal Zoologist. Dr. Mawson is responsible for the Zoo's research program, Native Species Breeding Program, Veterinary Department, Facilities and Environment section, and procurement and capital works. 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 2017) continued

Ms. Melanie Price CPA

Chief Finance Officer

Melanie Price joined Perth Zoo in 1994, and has over 30 years' experience in the Western Australian public sector. Ms. Price has extensive experience in financial management, policy development, system development, business process improvement, strategic planning, risk management and corporate governance. Her responsibilities include financial management, financial analysis, internal controls, systems development, business case preparation, insurance, statutory reporting and financial policy development.

Ms. Claire Wright, Grad Dip Education: Advanced Dip Management

Director Community Engagement

Claire Wright joined Perth Zoo on secondment for a period of six months from August 2008 to February 2009, acting in the position of Director Community Engagement. Ms. Wright re-joined the Zoo in January 2010, to take up the substantive position of Director Community Engagement. Her responsibilities include Discovery and Learning, Visitor Services, commercial operations, Partnerships and Interpretation, media communications and marketing. 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 (PZDA) is an independent incorporated volunteer organisation that has operated continuously for 35 years. The average length of service of PZDA members is 9.2 years. Currently the PZDA has approximately 300 active members who are committed to volunteering a minimum of two days per month. Over and above those days, many Docents give their time in other Zoo areas providing additional support to a variety of operations.



Perth Zoo has approximately 300 active Docent members.

The contributions of the PZDA benefits the local community, region and State through a range of different community conservation activities. At Perth Zoo, Docents provide a valuable visitor services role interacting with visitors to share information about the animals on display, their conservation status and how Perth Zoo saves wildlife. They manage portable “Touch Tables” to engage with visitors, and there is a Docent group trained in reptile handling, enabling visitors to interact with lizards and snakes to broaden the educational experience.

The Docents also support the Zoo’s Discovery and Learning team in their work with school groups, helping to provide lectures and educational activities.

Members of the PZDA provide Zoo tours for various visitors and volunteer at Zoo events.

In this year’s customer research survey, the PZDA membership achieved a 100% visitor satisfaction rating from Perth Zoo visitors for a second year running.

Docent Animal Care Volunteers

With the endorsement of the Perth Zoo Docent Association, the Life Sciences team began a trial in November, to extend Docent duties to assist with animal husbandry activities. The activities are divided into three groups that include nutrition, habitat management and animal watch. The assistance provides invaluable support for Zoo staff and further develops the Docent knowledge base which also adds to Docent-visitor interactions.



Docents assist in various areas of Perth Zoo.

Operational Structure

Partners in Conservation continued

Delivery of Certificate III in Captive Animal Management

The partnership between Perth Zoo and the Taronga Training Institute (TTI), to deliver Certificate III in Captive Animal Management entered its second year in February with a full complement of students (24) starting the course. The teaching blocks are conducted by Cert IV trained TTI staff, and students undertake the practical component of the course through direct placement on the various sections within Perth Zoo's Life Sciences Directorate.



Accredited animal care training courses are offered at Perth Zoo.

Operational Structure

Key Legislation

Legislation and Regulations Administered by the Authority

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

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 also 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. This is primarily for animal fodder production.

Performance Management Framework

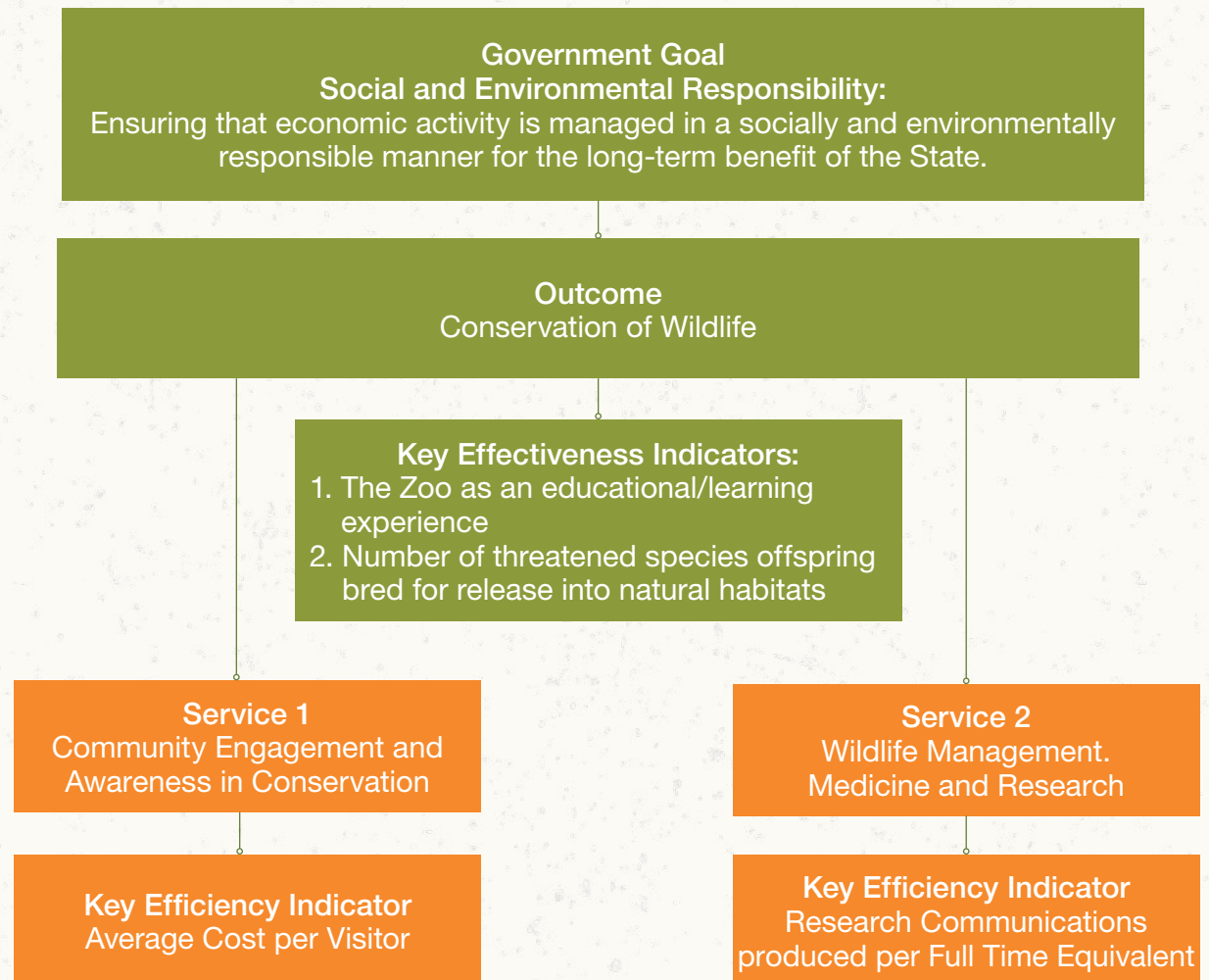
Outcome Based Management Framework

Changes to Outcome Based Management Framework

The Authority's outcome based management structure is reviewed annually and there were no changes made in 2016-17.

Relationship to Government Goals

The following table illustrates the relationship between the Zoo's outcome and services and the Western Australian State Government goal of 'Social and Environmental Responsibility'. The Zoo's key effectiveness indicators measure the extent of impact of service delivery. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.



Performance Management Framework

Outcome Based Management Framework continued

Shared Responsibilities with Other Agencies

During the reporting period, Perth Zoo continued to support the Parks and Wildlife species recovery programs by breeding native animals for release into protected areas in the wild. The Zoo also worked collaboratively on research based husbandry and reproductive initiatives with Parks and Wildlife for threatened species including the Western Ground Parrot and *Geocrinia* frog species. These research based specialist projects were funded by the Zoo using facilities located within the Zoo grounds.

In 2016-17, the Zoo's veterinary department continued its work in conservation medicine, collaborating with Parks and Wildlife, Murdoch University and other organisations, on the investigation of specific wildlife health issues. The rehabilitation program for endangered wild black cockatoos continued, with part-funding of the treatment provided by Parks and Wildlife. Investigations into the role of pesticide exposure in cases of paralysis in Carnaby's Cockatoos progressed, as did investigation into the health and disease implications of the increasing numbers of

Red-tailed Black Cockatoos inhabiting the Swan Coastal Plain.

Perth Zoo veterinary staff continued their participation in the development and implementation of an Oiled Wildlife Response Plan, in collaboration with Murdoch University, Parks and Wildlife and petroleum and gas industry stakeholders.

Perth Zoo continued to provide assessments and treatment of injured and confiscated wildlife. One hundred and forty five animals confiscated by Parks and Wildlife and Australian Customs were examined during the 2016-17 year.



Perth Zoo releasing Western Swamp Tortoise with Parks and Wildlife.

Chief Executive Report



Susan Hunt PSM, Chief Executive Officer.

Thanks to the combined efforts of staff, partners and supporters, the Zoological Parks Authority had a successful 2016-17.

We continued our commercial focus, with a core purpose to save wildlife and this year, the Zoo welcomed 657,353 visitors through the gates, raising \$8.87 million in revenue.

The annual market research reflected firm public support for Perth Zoo, with a very high 'Net Promotor Score'; and the Zoo was once again identified as the number one paid location in Perth. Overall service satisfaction was rated very high with Zoo staff receiving a 99% visitor satisfaction score and Docents 100%. Additionally, 95% of surveyed Zoo visitors confirmed Perth Zoo as extremely good or good value for money.

The Zoo also continued to work effectively with partners, leveraging the limited available expenditure and building our operational effectiveness, as well as bringing our partners on a conservation journey with us. This included working with commercial suppliers to include sales linked contributions to the Zoo's fundraising program, Wildlife Conservation Action (WCA). Partners also joined the Zoo team planting trees, assisting at the Western

Swamp Tortoise breeding facility and helping to deliver education initiatives for children from low socio-economic areas. Overall the partnerships portfolio contributed over 20% of the Zoo's revenue.

The Saving Wildlife brand continued to be enhanced throughout the year and was a part of our key communications in launching a new website with mobile application in December.

In terms of conservation breeding and achievements for exotic species, this past year saw the birth of eleven African Painted Dogs, Southern Cassowary, and two Goodfellows Tree Kangaroos – all endangered wildlife species. A Guinness World Record was set by the matriarch of our Sumatran Orangutan colony, 'Puan', who was confirmed as the oldest Sumatran Orangutan living in a zoo.

Chief Executive Report

Regarding native species, we bred 55 Western Swamp Tortoises, 53 Dibblers, and 23 Numbats for release to the wild, in accordance with our core performance indicators and the commitment to Western Australian threatened species recovery programs. Similarly, we exceeded our performance targets in production of science communications; and Zoo staff remained highly engaged in the planning and management of threatened species. Staff were responsible for hosting or convening 13 regional species management programs and two taxon recovery groups.

Planning and maintenance for our 119 year old site was also a focus this year. We successfully continued the roll-out of a \$11.9 million water management upgrade across the Zoo; completed our five year sustainability action plan and developed a new strategy leading us to 2020; maintenance of various aged areas across the site continued and construction of a new African Lion exhibit commenced which will be home to a breeding pride and enable Perth Zoo to take a more active conservation role for this species.

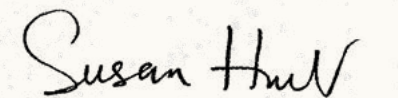
Work is also underway on two major commercial projects: establishing a new Zoo café, function and catering facility and a new Zoo carpark. Both these latter projects are commercially driven to improve service, drive revenue and decrease Zoo dependence on Government funding.

In 2016-17 it was announced that the Zoological Parks Authority would be amalgamated with Parks and Wildlife, Rottnest Island Authority and Botanical Parks and Gardens Authority to form the new Department of Biodiversity, Conservation and Attractions. This provides good opportunities for enhanced synergies in these organisations' combined work in wildlife conservation.

After 17 years at Perth Zoo I leave on 30 June 2017 to take up another Government CEO position. As at 30 June 2017, Perth Zoo is in sound shape commercially and in its contribution to wildlife conservation, through education, science and research, fundraising and visitor experiences.

Public support for the Zoo continues to be very high and we deliver excellent customer service across all of our operations. We have a strong and positive reputation and as such we have developed strong partnerships with many stakeholders.

I would like to thank and acknowledge those stakeholders and of course the dedication of Zoo staff and Docents who are integral to Perth Zoo's achievements. I also sincerely thank the Chairman, Mr. Brian Easton AO and all members of the Zoo Board for their significant support to Perth Zoo.



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

	2016-17 Target ⁽¹⁾ \$000s	2016-17 Actual \$000s	Variation ⁽²⁾ \$000s
Total cost of services	25,320	25,435	115 ^(a)
Net cost of services	9,846	11,359	1,513 ^(b)
Total equity	66,584	64,273	(2,311) ^(c)
Net increase/(decrease) in cash held	(2,006)	722	2,728 ^(d)
Approved salary expense level	12,945	13,253	308 ^(e)

- (1) As specified in the Budget Statements.
- (2) Further explanations are contained in Note 34 'Explanatory statement' to the financial statements.
- (a) Depreciation costs were higher than the target due to the earlier than expected commissioning of the main element of the major water infrastructure project during the previous financial year.
- (b) Due to the impact of the lower than expected revenue during the period.
- (c) Due to a combination of lower than expected revenue and surplus for the period along with lower than expected asset investment expenditure as planning work continued for future capital development projects.
- (d) This is due to lower than originally targeted asset investment expenditure during the period as a result of planned changes to construction schedules.
- (e) While payroll costs reduced from the previous year they were impacted by the lead time for realising savings linked to implementing workforce renewal policy initiatives.

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 and May 2017. 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: "Perth Zoo's exhibits and displays educate visitors about conservation problems facing wildlife"			
Response	2016-17 Target ⁽¹⁾	2016-17 Actual	Variation ⁽²⁾
Agree	95%	94%	(1%)
Neither agree/disagree	4%	4%	–
Disagree	1%	–	(1%)
Don't know	–	2%	2%

(1) As specified in the Budget Statements.

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

Indicator 1.2 Number of threatened offspring bred for release into natural habitats

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

	2016-17 Target ⁽¹⁾	2016-17 Actual	Variation ⁽²⁾
Western Swamp Tortoise	30	55	25 ^(a)
Numbat	12	23	11 ^(b)
Dibbler	50	53	3 ^(c)

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

(1) As specified in the Budget Statements.

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

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

(b) Additional breeding age female Numbats available in the breeding colony at Perth Zoo.

(c) High reproductive output from all breeding females in the colony. There were an additional 21 animals bred at the Zoo and released to the wild with their mothers within a month of birth. The reported figures excludes these animals as their survival beyond 30 days of birth cannot be confirmed.

Outcomes, Services and Performance Information

Service Information

Key Efficiency Indicators

Service 1: Community engagement and awareness in conservation

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

	2016-17 Target ⁽¹⁾	2016-17 Actual	Variation ⁽²⁾
Total visitors admitted to the Zoo	645,000	657,353	12,353 ^(a)
Total cost of services (\$000's)	\$22,484	\$22,617	\$133
Average cost per visitor	\$34.86	\$34.41	(\$0.45) ^(b)

(1) As specified in the Budget Statements.

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

(a) The *Zoorassic Park* exhibition that commenced in March 2016 was extended into the July 2016 school holiday period. The extension of the exhibition, growth in member numbers and favourable weather attracted new and repeat visitation.

(b) The higher than expected visitor numbers resulted in the lower than expected cost per visitor.

Service 2: Wildlife management, medicine and research

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

	2016-17 Target ⁽¹⁾	2016-17 Actual	Variation ⁽²⁾
Number of research communications produced	27.33	30.00	2.67
Total FTEs to produce research communications	20	19.50	(0.50)
Research communications produced per FTE	1.37	1.54	0.17

(1) As specified in the Budget Statements.

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

Directorate Reports

Life Sciences

Overview

The Life Sciences Directorate is responsible for the care of a diverse range of animal species. As at 30 June 2017, Perth Zoo was home to more than 1,400 animals representing 169 species. Management of animals through specific species management plans is undertaken in partnership with other zoos and wildlife agencies as part of regional and global species conservation efforts.

In 2016-17, animal births included four Pygmy Marmosets, twin Black and White Ruffed Lemurs, a Goodfellow's Tree Kangaroo, one Southern Cassowary, two koalas, and 11 African Painted Dogs.

Animals were also transferred in and out of the Zoo as part of local, regional and global species management programs. Significant moves and introductions during the year included the arrival of a Binturong pair from Singapore Zoo; a female Asian Small-clawed Otter from National Zoo and Aquarium to pair with a male otter to be transferred in from Auckland Zoo; nine Bolivian Squirrel Monkeys from Wellington Zoo; a new breeding female giraffe from Taronga Western Plains Zoo; and a rehabilitated female mainland Quokka from Parks and Wildlife.

Transfers out included a female Sumatran Orangutan to the Oklahoma Zoo in the United States; White-cheeked Gibbons to Toledo Zoo and Melbourne Zoo; and a Southern Cassowary to Queensland.



An African Painted Dog puppy being given their first vet check.
Credit: Alex Cearns.



Female giraffe, Kitoto arrives after travelling from Taronga Zoo, Sydney.
Credit: Alex Asbury.

Directorate Reports

Life Sciences continued



Breeding success for Goodfellow's Tree Kangaroo. Credit: Alex Asbury.



Sumatran Orangutan, Nyaru takes his first steps into the wild of the Sumatran jungle.

Outcomes Species Management

As of June 30 2017, 46 species at Perth Zoo were part of formal species management programs at a global, regional or state level. Thirteen of these programs are coordinated by Perth Zoo staff, including the regional programs for Radiated Tortoise, African Painted Dog, Ring-tailed Lemur, Javan Gibbon, Numbat, Dibbler and Quokka, and the State-level program for Western Australian Little Penguin. We further contributed to regional species management by hosting the Chimpanzee program, an Australian Species Management Program (ASMP) Committee member and two Taxon Advisory Group (TAG) Co-Convenors (for the Amphibian and Carnivore / Small Exotics TAGs).

Perth Zoo contributes to species management programs in various ways, ranging from involvement in regional and global breeding programs, to holding animals for educational purposes and caring for post-reproductive animals to free up spaces at breeding institutions for key priority species, such as Tasmanian Devils.

Exotic Fauna

The Sumatran Orangutan remained a priority species for Perth Zoo in 2016-17, with the third zoo-born orangutan, Nyaru, transferred to Sumatra, Indonesia for release to the wild. Since 2006, Perth Zoo has partnered with the Frankfurt Zoological Society (FZS) and the Indonesian Government to reintroduce Sumatran Orangutans into the protected Bukit Tigapuluh ecosystem.

Following his release, Nyaru was monitored by Perth Zoo and FZS staff. He was seen to travel and eat from the forest and was provided with supplementary food when needed. He also came into contact with a number of young orangutans previously released in the area, including adult males. Unfortunately, eight weeks after release, Nyaru had an altercation and was injured by a larger male whose interest in a nearby female caused him to be protective and territorial. The Perth Zoo and FZS teams determined Nyaru's injuries required treatment; consequently he has been recuperating at the Perth Zoo funded Open Orangutan Sanctuary to further develop his forest skills before being re-released.

Directorate Reports

Life Sciences continued

Maintaining viable populations requires maintaining genetic diversity in zoo animals, and Perth Zoo manages many of its primate species in cooperation with regional and global zoo partners to achieve this. One such species is the critically endangered White-cheeked Gibbon. Perth Zoo is considered a world expert in gibbon care, coordinating the pairing and breeding of the 19 White-cheeked Gibbons that live in the Australasian region. In 2016-17, a female that had been born at Perth Zoo was transferred to the breeding program in North America, and a male from North America was matched with another Perth Zoo born female before the pair were sent to Melbourne Zoo. The establishment of these new pairs provides the opportunity to increase the regional genetics for the species and safeguard against extinction of this rare ape.

Another example involved the international transaction of 23 year old female Sumatran Orangutan, Negara to Oklahoma Zoo in October. Based on genetics, Negara was recommended for participation in the American breeding program to ensure the genetic and demographic health of this critically endangered species.

To support Negara's adjustment to a new home, the Assistant Curator from Oklahoma Zoo travelled to Western Australia to work alongside the Perth Zoo primate team and escort the female ape on her journey to America.

Breeding of smaller primates was achieved this year. In September, Ring-tailed Lemur, Zanaka, gave birth to twins, and in late October, Black and White Ruffed Lemur female, Tave also bore twins. With both females being experienced mothers, their offspring have thrived and when mature, will become important participants in the regional breeding programs.

Participation in regional programs enables continued sustainability of the Zoo animal collection. Recently, nine female Bolivian Squirrel Monkeys were transferred in from Wellington Zoo. The females will soon be seen on display in the Amazonia Precinct, and the intention is to slowly introduce them to cohabitation with the South American Coati. A mixed exhibit not only increases the environment available to both of the species, it also provides a living example of biodiversity in the Amazon forest.



Ring-tailed Lemur twins were born in October. Credit: Alex Cearns.

Habitat in the Amazon basin is disappearing at an alarming rate and the ability of the Zoo to create awareness around this conservation issue is a key driver for holding these species. Male Bolivian Squirrel Monkey are being sought from Europe or North America to establish a new breeding group.

In early November a new species was added to the Zoo with the transfer of a male and female Binturong from Singapore Zoo. Despite being classed as carnivores, the Binturong eat mostly fruits and are arboreal in their behaviour. They are one of only two carnivores that have a prehensile tail.

Directorate Reports

Life Sciences continued

Naturally occurring in South and South-east Asia, the Binturong are classed as vulnerable with their population declining due to habitat reduction and being seen as a food source. They are also commonly held as pets, due to their placid nature. The new pair at the Zoo have settled into their new environment in the Asian Rainforest Precinct where it is hoped they will breed. A group of Small-clawed Asian Otters is also sharing the exhibit with the Binturong.



Listed as vulnerable, the Binturong was a new species addition to the Zoo.

In the African Savannah Precinct a number of arrivals and exhibit upgrades were initiated. December saw the arrival of a six year old female giraffe named Kitoto. Giraffe are managed as a regional program and months of planning between the Perth and Taronga Zoo teams resulted in the successful road transfer of this young female – a journey of 4,200km. Kitoto provides the opportunity to re-establish the Perth Zoo breeding herd. Her arrival was strategically planned knowing that the ageing female in the herd was nearing the end of her lifespan.

In late April, 11 pups were born to first-time African Painted Dog parents, mother, Kisuri and father, Hasani. Zoo staff closely monitored development using CCTV equipment installed in the birthing den. With less than 6,000 individuals remaining in the wild, zoo breeding programs like this one are vital to the species' survival.

In February, a major upgrade to the Lion Exhibit commenced. Once complete, the exhibit will be double the size, providing capacity to hold a breeding pride. While the expansion is under construction, the existing exhibit remains operational and houses the Zoo's remaining lioness, Shinyanga.

Despite being social creatures, lions can become solitary in the wild with the demise of their pride. Shinyanga's behaviour is being monitored closely by staff to ensure optimum welfare for this aged lioness.

The welfare of our aged animals is paramount. One of the longest-lived exotic species at the Zoo is Asian Elephant, Tricia, who turned 60 in late January. Tricia is now the third oldest elephant in the Australasian region, and the staff who care for her ensure her daily routine is structured to incorporate any therapeutic treatments she requires for her ageing body.



Tricia turned 60 making her one of the oldest elephants cared for by a zoo.
Credit: Alex Cearns.

Directorate Reports

Life Sciences continued

With an aged animal collection, the Zoo experienced some deaths in 2016-17. These included:

- Female Sumatran Tiger, Setia. Euthanased after being diagnosed with an invasive abdominal cancer, the cancer was discovered during a routine examination and was beyond treatment;
- Female Giraffe, Marama. Euthanased in June after suffering from debilitating osteoarthritis, at 25 years and 5 months of age, Marama was the second oldest giraffe in the region.

Australian Fauna

The recovery program led by Parks and Wildlife for the critically endangered Western Ground Parrot remains a prioritised program for Perth Zoo. This year, significant breeding behaviours were seen, adding to the body of knowledge about this cryptic species. Sadly, one female died due to egg binding, and the other female showed signs of nesting but failed to produce chicks. The Zoo continues to work with Parks and Wildlife to determine further options for the captive program.

Another species worked on collaboratively with Parks and Wildlife is the Little Penguin. In 2014, Perth Zoo established a formal relationship with the Department to further the conservation of Western Australian provenance Little Penguin. Together with the Parks and Wildlife facility on Penguin Island and Caversham Wildlife Park, Perth Zoo aims to support a sustainable and managed insurance population of WA provenance birds. This year, Perth Zoo transferred five penguins to Caversham to help create the managed insurance program. Keepers from Caversham visited Perth Zoo prior to the transfer, to increase their knowledge and learn best practice husbandry for this species.

Following the reproductive success of the previous year, an eight month old female Southern Cassowary was transacted in October to Symbio Wildlife Park in New South Wales as part of the regional breeding program. Perth Zoo's adult birds were paired again this season resulting in a successful laying. One egg was successfully incubated by the male and hatched in early February. The males of this species are responsible for incubating the eggs and raising the chicks and our male continues to show strong paternal skills.



Perth Zoo is part of a formal species management program for the Western Australian Little Penguin. Credit: Alex Cearns.

Other breeding successes included the second Goodfellow's Tree Kangaroo joey to be born in recent years, who emerged from his mother's pouch in March. The species is a globally managed program. To emulate the natural life cycle of the species a young male, Mian was separated from his mother once weaned and will be transferred to Bristol Zoo in the United Kingdom for breeding in the next few months.

A male koala joey born in early 2016, and now independent from his mother, was transferred to Currumbin Wildlife Sanctuary in June.

Directorate Reports

Life Sciences continued

At the same time, staff confirmed that both breeding female koalas are currently carrying pouch young, with the older of the young beginning to emerge.

In February, a hand-reared female quokka from the mainland population joined the Perth Zoo animal collection. Mainland quokka are reported to have genetic differences from the Rottnest Island population, and loss of these genetics due to feral predator impact, road strike and bushfire is a significant concern. The opportunity to observe this female will enable staff to identify any dietary or husbandry differences that may be specific to mainland quokkas, information that will be vital if future species recovery efforts are required.



Perth Zoo welcomed Pebble-mimic Dragons.

A pouch check in September of female Short-beaked Echidna Chindi confirmed that she and male Nyingarn had successfully produced another puggle. Both Chindi and Nyingarn are Zoo-born echidnas and were successful in producing the first offspring born to zoo-born echidnas in 2015 – a world first. Echidna are notoriously hard to breed. Zoos continue to build and share knowledge of echidna reproduction to increase breeding success.

In late November, three new female Tasmanian Devils were transferred in from Trowunna Wildlife Park, Tasmania. The devils are post-reproductive and are being held by Perth Zoo to assist with freeing up space in the regional program for breeding animals.

Other new additions to the Zoo include a male and female Pebble-mimic Dragon, which were amongst animals confiscated in January by Parks and Wildlife. Displaying these animals at the Zoo imparts critical messages about the illegal trade of reptiles and other wildlife.



Breeding success for Short-beaked Echidna. Credit: Alex Asbury.



The Southern cassowary breeding program continued. Credit: Alex Cearns.

Directorate Reports

Animal Health and Research



The veterinary team treated an average of 20 patients a day.



Pulang the Sumatran Orangutan was treated for a nasal issue.

Overview

The Animal Health and Research Directorate includes the Zoo's veterinary department, Native Species Breeding Program and research programs.

In 2016-17, the directorate continued to deliver progressive health programs for the Zoo's animals and for wildlife brought into the Zoo for assessment and treatment.

A total of 24 scientific communications, including refereed papers, book chapters, major articles, conference presentations, completed theses and lectures forming part of accredited university courses, were produced by Zoo staff and students, and collaboratively with external researchers.

Outcomes Veterinary Department

The veterinary department is responsible for reactive and preventative health care for the Zoo's animals; 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 veterinary team delivers a preventative health care program through vaccinations, nutrition reviews, physical examinations and disease screenings.

In 2016-17, the veterinary team investigated and treated an average of 20 clinical cases a day. Some prominent clinical cases and initiatives for the year included:

- Nasal fungal infection in a Sumatran Orangutan: an orangutan with intermittent nose bleeding was found to have an intranasal mass. After a CT scan at Murdoch University Veterinary Hospital to determine the extent and location of the mass, it was surgically removed by an Ear Nose and Throat specialist and diagnosed as a fungal infection.
- Fused eggs in a Western Swamp Tortoise: a tortoise was anaesthetised for removal of an unusual "double" egg; two eggs that had fused together and become too big to lay. The eggs were removed via the cloaca after being manually collapsed.

Directorate Reports

Animal Health and Research continued



Perth Zoo vets treats an injured black cockatoo.

- Feather implanting in a black cockatoo: a wild black cockatoo's flight feathers had been burnt away when it contacted a power line. Veterinarians used feathers from a deceased cockatoo to replace the burnt feathers. The technique, known as "imping", is commonly used in falconry, but it is the first time it has been used by Perth Zoo veterinarians.

In 2016-17, the number of injured and sick wild black cockatoos brought to the Zoo for assessment and treatment increased to 241, compared to 235 the previous year. Of these, 102 underwent or remained in rehabilitation in preparation for release back into the wild, 41 were dead on arrival and 98 either died or were euthanased due to having a poor prognosis.

Zoo veterinarians conducted 145 veterinary checks of confiscated reptiles on behalf of Parks and Wildlife and the Australian Customs Service during the reporting period. Most of the confiscated animals were snakes and lizards.

Veterinarians continue to support Australasian regional zoo animal health initiatives. The Zoo's Senior Veterinarian, Dr. Simone Vitali, continued as convenor of the Veterinarian Special Advisory Group (Vet SAG) to the Zoo and Aquarium Association Australasia, and as a member of the Zoo Animal Health Reference Group, an Australian Government initiative. Activities of these groups in the last year include revision and updating of the Zoo Biosecurity Manual, and working with Australia's Department of Agriculture and Water Resources to finalise the updated Import Conditions for Zoo Primates.

Perth Zoo veterinarians continued teaching Murdoch University undergraduate veterinary students. The majority of final year students undertake a two-day Wildlife and Exotic Pet Medicine Core Clinical Rotation at Perth Zoo. The Veterinary Department also conducts 'Advanced Topics in Wildlife, Zoological and Conservation Medicine', one of six official streams available for final year Murdoch University students.

In 2016-17, the Veterinary Department continued work on black cockatoo health research, surveillance of wild animal health through post-mortem reporting with Wildlife Health Australia, and pursuing a strategy for oiled wildlife preparedness in collaboration with Murdoch University, Parks and Wildlife, and petroleum and gas industry stakeholders. Veterinarians also collaborated on wildlife health issues within WA through the WA Wildlife Health Reference Group, which includes members from Perth Zoo, Department of Agriculture and Food Western Australia, Parks and Wildlife, Murdoch University, and the Department of Fisheries. This group aims to facilitate wildlife health initiatives, in order to better coordinate the flow of information and to facilitate appropriate and effective responses to wildlife disease events.

Directorate Reports

Animal Health and Research continued

Research

Perth Zoo's Research Committee comprises senior Zoo staff and representatives of research organisations and universities. The Committee is chaired by Zoological Parks Authority Board member, Ms. Susan Harrington.

In 2016-17, the Committee oversaw 26 research projects, including two Doctorate of Veterinary Medical Science projects, six PhD projects (with one completion during the year), one Master of Science (by Research), two Master of Science (by coursework), one Master of Philosophy and three Honours projects, three staff projects and eight other research projects conducted in collaboration with researchers from six Australian university researchers and two state government departments. The projects reflect a continued focus on higher level studies (MSc and PhD) where there is a greater likelihood of significant conservation findings from the research. Research projects were undertaken by students and researchers from the University of Western Australia, Edith Cowan University, Curtin University, Murdoch University, the University of Queensland, Macquarie University and James Cook University.

Native Species Breeding Program

In collaboration with Parks and Wildlife, Perth Zoo's Native Species Breeding Program breeds threatened Western Australian species for release into protected areas, as part of State Government species recovery plans. In 2016-17:

- Eleven Western Swamp Tortoise were released to Moore River Nature Reserve in August 2016, and as part of an experimental assisted colonisation program 12 animals were released into each of two sites on the south coast (East Augusta Nature Reserve and D'Entrecasteaux National Park) to help address declining habitat quality due to changing climate and reduced rainfall within the species natural range;
- Five Numbats were released into Dryandra Woodland, west of Narrogin, in December 2016. This was the third year Numbats were released back into the original source population at Dryandra. A further 14 Numbats were released into the fenced enclosure at the Australian Wildlife Conservancy's Mt Gibson Sanctuary in December 2016;
- At total of 59 Dibblers were released onto Gunton Island in the Recherche Archipelago. This included 31 captive bred animals and four wild born animals released in October 2016, and three wild caught adult females that were surplus to the breeding colony's requirements and so were released along with their 21 pouch young in June 2017;
- An additional 53 Dibblers, 55 Western Swamp Tortoises and 23 Numbats were successfully bred for future release.

Rare frogs were given a head start in life, reared at the Zoo before being released near Margaret River. Credit: Alex Cearns.



Directorate Reports

Animal Health and Research continued

Work continued on the rear and breed-for-release program for the threatened White-bellied Frog (*Geocrinia alba*) and Orange-bellied Frog (*Geocrinia vitellina*). Ninety-four White-bellied Frogs successfully reared at the Zoo from wild-collected egg nests were released at two sites near Margaret River in September 2016. One hundred and eight Orange-bellied Frogs (*Geocrinia vitellina*) were also reared from wild collected egg nests and released at three sites near Margaret River in September 2016.

Staff working within the Native Species Breeding Program are the regional species coordinators for the Western Swamp Tortoise, Numbat and Dibbler.

The Native Species Breeding Program successfully hand-reared a very young wild juvenile Numbat found abandoned near Frankland River. This young male will be considered for inclusion in the breeding program once a study of the genetics of the various south-west Numbat populations is completed.



59 Dibblers were released to the wild.

Directorate Reports

Community Engagement

Overview

The Community Engagement Directorate includes discovery and learning (education), events, partnerships, media and communications, interpretation, marketing and visitor services. The directorate aims to engage and inspire the community to create connections with nature and to encourage participation in wildlife conservation.

In 2016-17, the directorate consolidated and built upon established products including Boo at the Zoo, A to Zoo and Zoo Crew. One new product, a human exercise program named Exercise for Elephants was launched to help raise funds for elephant conservation.

The Zoo continued to provide off site opportunities to engage audiences in the conservation work including activities at Elizabeth Quay, Gosnells City Council, Ocean Keys Shopping Centre and Belmont Forum.

A new mobile optimised website was launched.

Zoo Memberships revenue increased by eight percent over the previous years and the Zoo achieved a record 22,031 members.

Strong media and promotional presence assisted in creating awareness of the Zoo's conservation role. Annual market research indicated 92% of visitors believed the Zoo encouraged people to be more conscious about conservation of the environment.

Outcomes Visitation

After record breaking visitor attendance in 2015-16, driven by the *Zoorassic Park* exhibition, visitation this year has, as expected, returned to normal levels. Visitor attendance of 657,353 was two percent above the target of 645,000 and was supported by increased visitation by members. Member visitation as percentage of total attendance increased from 13% in 2015-16 to 15% in 2016-17.



A-maze-ing Animal Wonderland held in the school holidays.

Visitor attendance tracked well against budget for the first half of the financial year, but then suffered from multiple wet weather weekends and poor weather forecasts for key events, including Tricia the Asian Elephant's 60th Birthday Celebrations and Teddy Bears Picnic. The year ended well with attendances of over 50,000 in June 2017.

Visitor Attendance						
2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
611,793	640,642	665,242	627,991	642,352	695,091	657,353

Directorate Reports

Community Engagement continued

A quarterly series of visitation campaigns focused around school holiday periods were implemented to highlight that the Zoo always has something new to see. Campaigns included Going Potty at Perth Zoo, Summer Party Fun and A-maze-ing Animal Wonderland. Market Research results indicate that these campaigns were not large enough to gain traction in the general population, however may be linked to an increase in repeat visitation by Zoo members.

Market Research

During April, market research company *Painted Dog* was commissioned to conduct on-site interviews and online surveys to assess the Zoo against performance indicators and operational objectives. Results indicated that almost one in four of the general Perth population has visited Perth Zoo in the last 12 months, and the Zoo continues to be the highest spontaneously mentioned paid location to consider when planning a day out in Perth. The findings also indicated that Zoo visitors and the general community continue to have a strong belief in Perth Zoo's role in educating people about animals, conservation and animal welfare.

Visitor satisfaction remains high. Our Net Promotor Score maintained its strength at +64. Benchmarked against recent Net Promotor scores for Zoo/Animal attractions in the USA of +53, our score is pleasing. Ninety five per cent of visitors participating in interviews at the Zoo said Perth Zoo represents excellent or quite good value for money (96% in 2016).

Of note, no negative responses were recorded for questions targeting satisfaction with volunteers, staff, grounds, gardens, entry process and availability of rest stops. While parking continues to be an issue for visitors, the level of satisfaction increased this year from 59% in 2016 to 75% in 2017.

Key findings of the market research were:



Directorate Reports

Community Engagement continued

Media and Communications

The Zoo's media and communications unit focused on achieving positive media coverage of Perth Zoo's animals, its brand and activities. In-house communication channels include; *News Paws*, Perth Zoo's official Members' magazine, the Perth Zoo website and social media channels. The unit also provides issues management support for the Executive, corporate and internal communications.

In 2016-17, 11,346 editorial media mentions were generated about Perth Zoo, representing the equivalent advertising space rate of \$17,302,540. This included TV, print and radio coverage, and some online articles but not all, due to difficulties in tracking these items.

Major media stories during the year included:

- Birth of the first Goodfellow's Tree Kangaroo joey born at the Zoo in 36 years;
- Perth Zoo Sumatran Orangutan awarded a Guinness World Record for being the oldest zoo orangutan in the world;
- The release of a Perth Zoo-born orangutan into the Bukit Tigapuluh eco-system, Sumatra;
- Galapagos Tortoise, Cerro's 50th Birthday;
- Giraffe arrival from Taronga Zoo;

- Asian Elephant, Tricia's 60th Birthday;
- The passing of the Zoo's remaining male African Lion;
- Exercise for Elephants program;
- Release of the 200th zoo-bred Numbat into the wild;
- Injured wild cockatoo receiving feather implants.

In-house created content published on the Zoo's website and social media channels was used by traditional media outlets in Australia and overseas, greatly extending the awareness of Perth Zoo. This year relationships were established with key online content editors including Channel Seven's Digital Editor and Scitech's online content creator for their new science focussed digital magazine, *Particle*.

The Zoo's social media channels continued to grow in fan-base and influence. Visitors are increasingly using Facebook as the first port-of-call for many general enquiries and to provide feedback. The media and communications team maintained a 90% response rate and an average response time of less than 50 minutes for enquiries.



Multiple media crews were hosted throughout the year.
Credit: Alex Asbury.

Directorate Reports

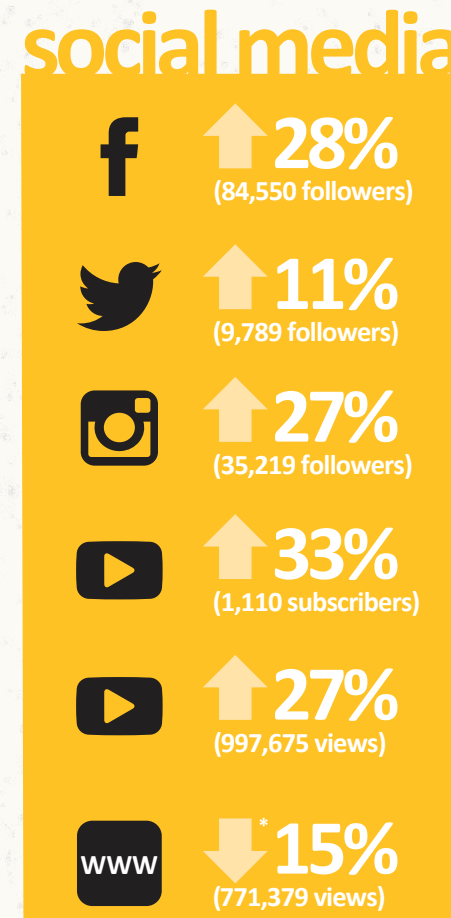
Community Engagement continued

Visits and Views for Perth Zoo Website and YouTube Channel

	Facebook	Twitter	Instagram	YouTube	YouTube
As at 30 June 2017	84,550 followers	9,789 followers	35,219 followers	1,110 subscribers	997,675 views
As at 30 June 2016	65,697 followers	8,758 followers	27,606 followers	833 subscribers	781,618 views
As at 30 June 2015	45,782 followers	7,528 followers		618 subscribers	610,179 views
As at 30 June 2014	34,715 followers	6,059 followers		466 subscribers	468,133 views
As at 30 June 2013	24,987 followers	4,297 followers		285 subscribers	198,353 views

	Website
2016-17	771,379 visits
2015-16	904,769 visits
2014-15	767,207 visits
2013-14	443,762 visits
2012-13	492,756 visits

Followers and Subscribers for Perth Zoo Social Media



*Decrease may in part be due to data not being captured during the transition to a new Zoo website.

Directorate Reports

Community Engagement continued

Events

The 2016-17 Perth Zoo Events season included:

- Dream Night at Perth Zoo: Free of charge evening for ill children and immediate family members from Princess Margaret Hospital, Ronald McDonald House and Variety WA;
- Boo at the Zoo: Halloween themed event sold out with 4,400 guests;
- Breakfast with the Elephants: All 14 breakfasts sold out;
- Streets Happy Zoo Year: New Year's Eve concert was attended by 3,930 visitors;
- Teddy Bears' Picnic: 4,800 visitors;
- Tricia the Elephants 60th birthday: was weather effected but attracted 3,427 party goers.

A new Exercise for Elephants program was trialled that involved participants partaking in a facilitated morning exercise session on the Zoo's main lawn, followed by a chance to meet the Zoo's elephants and their keepers. The program was very well subscribed, with 60 participants. Fifty percent of program profits were directed to conservation projects.

Perth Zoo co-hosted a number of events with partner NGOs such as Free the Bears, Painted Dogs Conservation, Save the Rhinos, Friends of Western Swamp Tortoise, The Orangutan Project, Jane Goodall Association and Project Numbat.

10,987 patrons attended Corporate Picnics/ Family Fun Days held at Perth Zoo during the reporting period. This included The Variety Perth Zoo Christmas Party, Children's Leukaemia & Cancer Research Foundation Family Night Out.

Over 8,230 visitors participated in one of Perth Zoo's Eye to Eye Experiences.



Visitors celebrating Tricia's birthday. Credit: Alex Asbury.



Families enjoyed a Happy Zoo Year



Boo at the Zoo continued to be a popular Perth family Halloween event.

Directorate Reports

Community Engagement continued

Discovery and Learning

The Zoo delivered a range of learning experiences to engage people of all ages in conservation during the reporting period. This included education programs linked to the Australian Curriculum for students from kindergarten to year 12.

Last year there was an increase of students participating in facilitated sessions compared to a self-guided visit. This trend has continued, with 65% taking a facilitated session.

The Zoo's community education programs continue to be well received. The A to Zoo program for children aged two to five years increased with 1,106 children enrolled across four terms. Demand in relation to Zoo Crew increased to 874 participants, up from 800 in 2015-16; as did Wild Vets, with 155 participants compared to 129 in 2015-16.

A suite of Zoo-themed theatrical performances originally developed for large school groups proved popular for out-of-school care groups during school holiday visits.

Tronox continued to fund a program with science, technology, engineering, arts and mathematics (STEAM) as its basis. Thirty five participating regional schools sent classes to attend the program.

The Old Bear Caves precinct received an interpretation update highlighting the evolution of zoos. New interpretation was installed in Bukit Station, the Elephant Amphitheatre and the Bull Elephant viewing bay. Bukit Station now focuses on Asian Elephant messaging, including the threats facing elephants in the wild and conservation actions supported by Perth Zoo.



New interpretation focussed on elephant conservation.



Participation in A to Zoo increased this year.

Directorate Reports

Community Engagement continued

Visitor Services and Feedback

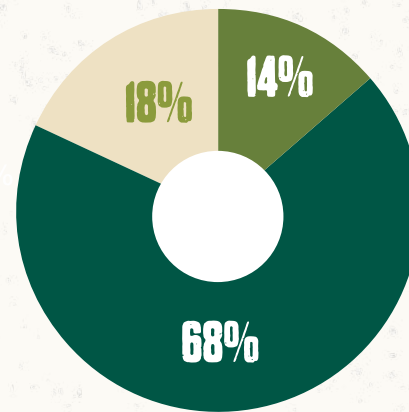
Perth Zoo actively canvasses visitors for feedback via a range of channels including face to face, email, letters, by telephone, via a comment card or through the Zoo's website and social media options. This provides the Zoo with valuable insight into what visitors think and feel about the Zoo and helps create an improved visitor experience that exceeds expectations and encourages repeat visitation.

In 2016-17, the Zoo received a total of 951 comments. This included general feedback, 127 appreciation and 94 complaints.

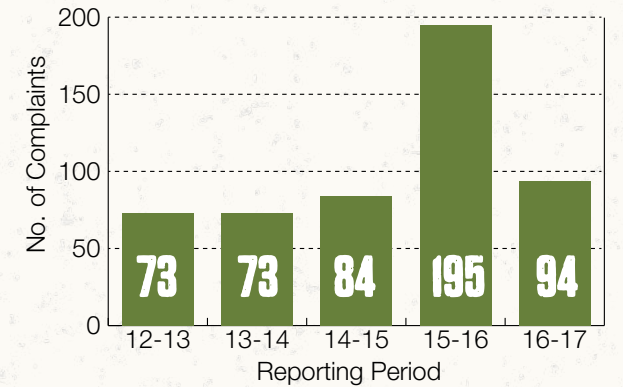
Feedback is analysed and sorted into the categories of complaints, comments and appreciations. These are then categorised according to concerns regarding the animal collection, customer interactions, visitor facilities and gardens, the range and availability of commercial services such as close encounter experiences, promotions and events hosted at the Zoo, the cafe, animal visibility, education products and services provided by the Perth Zoo Docent Association.

Feedback (excluding social media commentary) is collated into a consolidated report that is distributed monthly to all Managers and Corporate Executive. This assists with forward planning, maintenance programs, minor works and service improvements. Actions resulting from customer feedback included:

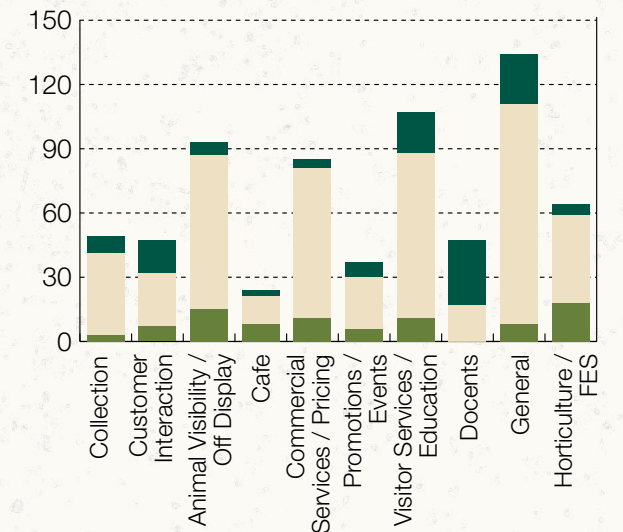
1. Painted the metal service hatches around the site with a heat resistant marine paint;
2. Updated site signage;
3. Reviewed the membership offer and cards;
4. Upgraded Camp Ndutu for children's birthday parties;



● Complaint
● Comment
● Appreciation



■ Complaint
 ■ Comment
 ■ Appreciation



Directorate Reports

Community Engagement continued

5. Re-implemented the complimentary shuttle service during Lion exhibit upgrade;
6. Updated the facilities cleaning schedule to ensure coverage coincides with peak visitation hours;
7. Refurbished the Universal Access Toilet, function room and Main Lawn toilets;
8. Reviewed and upgraded visitor maps;
9. Reviewed and updated customer comment card;
10. Trialled alternative parking options during peak visitation periods;
11. Modified barriers at the Rhino and Hyena viewing bays;
12. Upgraded the paths in the rainforest area;
13. Addressed flooding spots on the Savannah pathways.

Some comments of appreciation for 2016-17 are included below:

“Great Zoo especially the orangutan exhibit, we have never seen anything like this, also loved the nocturnal house.”

“Information centre was brilliant, staff assisted us and made route suggestions so we could see everything, we thought it was great.”

“Nice people answering our questions and helping us find things. We liked it very much and will come again next time we visit Perth. You are very lucky to have such a nice zoo in the city so close.”



Barriers at rhinos were modified due to visitor feedback.

Directorate Reports

Community Engagement continued

Partnerships

Partnerships continues to make a strong contribution to the overall commercial activities of Perth Zoo. Revenue generation through sponsorships, bequests, commercial contracts, Zoo Friend memberships and donations contributed over 20% of Zoo revenue.

Despite challenging market conditions and economic climate the Partnerships team maintained the corporate partnerships portfolio during 2016-17. Perth Zoo acknowledges the support of the following sponsors and partners.

This year saw the successful renegotiation and new acquisition of a number of corporate partnerships.



Directorate Reports

Community Engagement continued

New Partners



Sponsored supply of digital advertising at Perth International Airport



Sponsored services towards Perth Zoo website development and support



Sponsored support towards creative advertising services

Renewed Partners



Bronze sponsorship



Support of conservation calendar



Support of conservation calendar



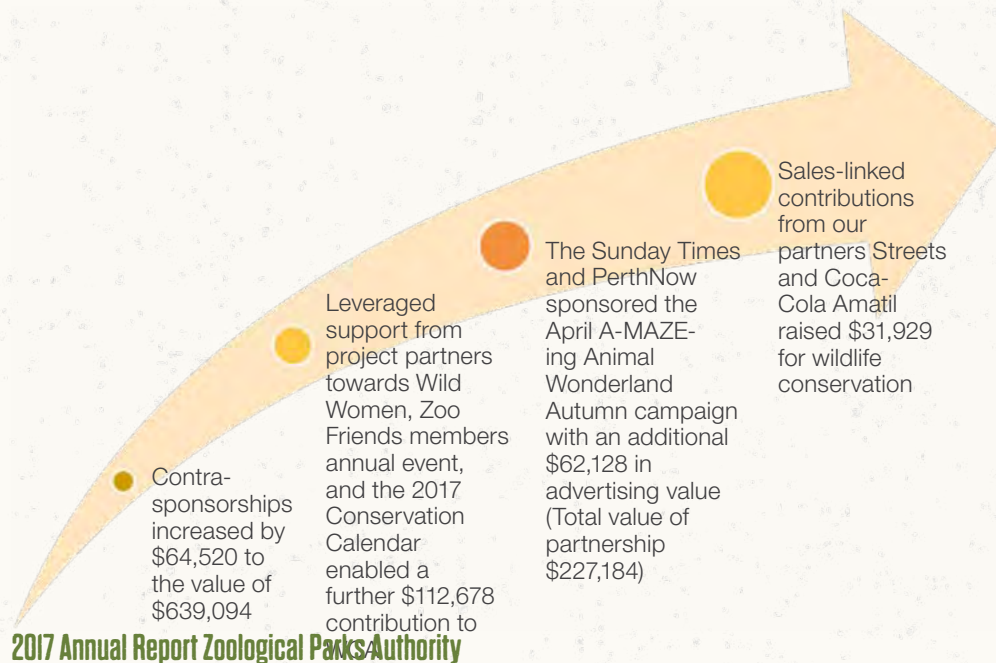
Corporate membership



Corporate membership



Corporate membership



Overall during 2016-17 the Partnerships portfolio contributed over 20% of the Zoo's revenue.

Directorate Reports

Community Engagement continued

Zoo Friends Memberships

Zoo Friends Membership numbers peaked in April 2017 at 22,031, our highest ever. This was a significant achievement following on from the record breaking numbers set in the 2015-16 financial year due to *Zoorassic Park* exhibition.

Zoo Friends Memberships achieved \$1.48 million in revenue, an eight percent increase over the previous year.

In April, a Zoo Friends Members survey was distributed to ascertain information relating to the motivations and satisfaction of our current members. The survey was sent to 8,000 households and had a ten percent response rate, which is above industry standard.

Key results were:

Top 4 motivations for becoming a member

1. Young children
2. To come often
3. Allow shorter visits to the Zoo
4. Value for money

Top 4 benefits of being a member

1. Unlimited entry
2. 10% discount at the cafe
3. Priority entry
4. Free reciprocal entry to other zoos

Fundraising and Donations

Consistent with the online fundraising strategy, a new social media video campaign was launched in May to raise awareness of key ambassador animals. The campaign also had a 'donate now' element prompting viewers to donate. To date we have seen an 81% increase in online donations.



www.perthzoo.com.au/numbat



www.perthzoo.com.au/orangutan



www.perthzoo.com.au/tiger

Directorate Reports

Community Engagement continued

There was a strong focus in 2016-17 on sharing our conservation story through our WildArt products. The Ele Art product that is part of the elephant behavioural enrichment program, increased revenue by 38%, contributing over \$43,000 to Perth Zoo's WCA Fund.

A partnership was also developed with Brookfield and Dexus to host external WildArt exhibitions at the centrally located offices of Woodside, Kings Square, Colin's Street and Brookfield Place. Four static exhibitions yielded the Zoo in excess of \$8,000, and exposed our key fundraising products to over 10,000 people.



WildArt fundraising exhibitions were displayed in Perth's CBD.

Conservation Partnerships

The Wildlife Conservation Action (WCA) grants program distributed \$395,211 to support in situ conservation projects in WA and globally, through supporting:



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



Partnership to Deliver Certificate III Captive Animals at Perth Zoo

The partnership between Perth Zoo and the Taronga Training Institute was extended for a second year. The Certificate III Course in Captive Animal Management contributed \$22,000 to Perth Zoo.

Directorate Reports

Corporate Services

Overview

This area delivers corporate services to Perth Zoo. It includes information technology, facilities management and environmental services, finance, capital project management, records management, governance and risk management, human resources management and procurement services. In 2016-17, a restructure resulted in these services being redistributed across the agency with key managers reporting to the Director of Animal Health and Research and the Chief Executive Officer.



Raja the Komodo Dragon enjoys his upgraded exhibit. Credit: Alex Asbury.

Outcomes Business Systems

During the year the section supported Zoo operations and delivered the following priority projects:

- Completed the implementation of a cloud based monitoring application for phone system (Telephone Information Management System – TIMS);
- Completed an expansion of WiFi footprint across the Zoo;
- Completed server upgrade of operating systems software Microsoft Server 2012R2
- Introduced a broader use of mobile devices (tablets) outside offices with a Mobile Device Management system;
- Completed an upgrade of the 'Security Commander' and Perth Zoo's Customer Management System.

Facilities and Environmental Services

New Structure Implementation

In July, the Facilities and Environmental services area was restructured into two teams.

- 1) The Presentation and Horticulture team has responsibility of the front of house

maintenance operations at the Zoo. This includes the horticultural and grounds maintenance, cleaning of facilities, waste, recycling, pest control and other duties to ensure the presentation of the Zoo meets visitor expectations.

- 2) The Assets and Contracts team has responsibility for the maintenance of the built environment, plant equipment and the host of contracted and specialised services that support the day to day operations at the Zoo.



Work commenced on a new lion exhibit and visitor education precinct.

Directorate Reports

Corporate Services continued

Presentation and Horticulture

Landscape restoration works of garden areas were completed following the main contract works for the Integrated Water Management Project and after the *Zoorassic Park* display. Landscaping upgrades were also completed in conjunction with exhibit upgrades to the following exhibits:

- Radiated Tortoise
- African Crested Porcupine
- Cotton Top Tamarin
- Binturong
- Galapagos Tortoise
- Pygmy Marmoset
- Meerkats
- Landscaped “floating” islands installed on the Main Lake.

The team also has responsibility for the production and harvesting of fresh fodder for the Zoo. Fodder is grown on a number of Zoo-operated sites, via agreements with Local Government Authorities and from donations from local residents with suitable plants.

Major works and renewal of service contracts included the following:

- Draining and desludging of the Australian Wetlands exhibit waterbody including improvements to access of the water outlet under the boardwalk for maintenance, and new public seating installed;
- Renovation works to improve presentation to the Information Centre and Main Lawn amenities buildings were completed;
- The annual review for the supply of Arboriculture Services and the supply of Pest Control Services was completed and these contracts were further extended in-line with the original procurement;
- The contract for the provision of Cleaning Services to the Zoo was put to market in February with the new contract scheduled to commence in late July 2017;
- With the release of the Common Use Agreement for the provision of waste collection and recycling, a new, whole-of-Zoo contract was let for this service with anticipated savings of approximately \$10,000 per annum (or 8%) projected.



The Horticulture team continued to focus on maintaining the botanic collection of the Zoo.

Directorate Reports

Corporate Services continued

Assets and Contracts

The Assets and Contracts team delivered maintenance services across a broad range of Zoo assets and in 2016-17 more than 3,300 preventative and reactive maintenance work orders were completed across the Perth Zoo and Byford sites.



The netting of the Australian Wetlands was repaired.

Major works included the following projects:

- Major repair works to the roof netting of the Australian Wetlands exhibit;
- The building and commissioning of a new sewer transfer station;
- Fencing upgrades to the giraffe and rhinoceros exhibits;
- Installation of double walled, diesel and unleaded fuel tanks with electric pumps;
- Building Assessment and Asset Condition reports for the Nocturnal House and the Native Species Breeding programmes suite of buildings;
- Structural assessment and interventions were undertaken to a number of timber pole structures across the Zoo including the White Cheeked Gibbon exhibit and throughout the African Savannah;
- Electricity upgrades to the Komodo Dragon and giraffe exhibits;
- Dangerous Animal Enclosure inspections were completed in line with the inspection schedule.



Upgrades to the 119 year old site continued.

Directorate Reports

Corporate Services continued


Sustainability

In 2016-17 the Perth Zoo Sustainability Policy was revised and approved. To implement this policy, the Perth Zoo Sustainability Strategy 'Vision 2020' was developed and sets out a range of objectives which will be pursued as we approach 2020.

PERTH ZOO SUSTAINABILITY STRATEGY VISION 2020




The solar array generated 290,000kWh of electricity.



CARBON

Reducing greenhouse gas emissions wherever possible then purchasing offsets.

TARGETS
100% carbon neutral site
100% carbon neutral vehicle fleet



ENERGY

Making buildings and exhibits energy efficient and maximising the use of renewable energy.


TARGETS
10% reduction in natural gas use
10% reduction in total site electricity use



WASTE

Minimising waste to landfill. Maximising reuse and recycling across all waste streams.

TARGETS
20% reduction in waste to landfill
50% reduction in copy paper use



WATER

Using water efficiently in buildings & gardens. Ensuring ground water and surrounding river systems are protected from contamination.

TARGETS
10% reduction potable water use
10% reduction in ground water use



GOODS & SERVICES

Sourcing ethical and environmentally responsible materials and service providers to do business with.

TARGETS
100% ethically sourced goods
20% reduction in non-recyclable plastic bags



ECOSYSTEMS

Conserving our environment through planning and management of land use, air quality and harmful substances.

TARGETS
100% environmentally friendly products for cleaning, horticulture and water management



GOVERNANCE

Demonstrating best practice in the areas of sustainability and environmental management including risk, compliance, reporting, standards and accreditation.

TARGETS
 Introduce an internationally recognised framework for environmental management and sustainability



CULTURE

Actively engaging staff, visitors and the community to educate, collaborate and create a culture of sustainability. Sharing our central focus: Saving Wildlife.

TARGETS
 Maintain **90%** visitor survey rating on environmental criteria¹
 Maintain **90%** staff survey rating on sustainability criteria²

All targets use 2015/16 as baseline year, and operate in 2016/17 – 2020/21 period.

¹Perth Zoo annual Quantitative Research conducted by external market research based on "Visitor agreement that Perth Zoo encourages people to be more conscious about conservation of the environment."

² Regular staff engagement survey based on "staff approval that Perth Zoo demonstrates a commitment to being environmentally sustainable."

Directorate Reports

Corporate Services continued


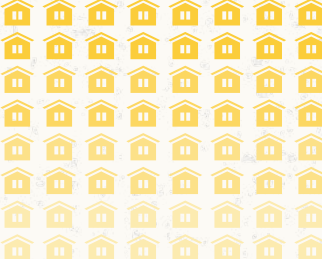
At a project level, the Perth Zoo:


- Continued its water quality monitoring program across its numerous water bodies. Conducted by a dedicated group of student graduate volunteers, the results of the program are reported to staff and inform water management practices;
- Initiated the installation of waterless urinals as part of a program of upgrades to toilet facilities and in line with our water conservation commitment;
- Sought greater energy savings through a lighting replacement program and the replacement of water pumps across the site with variable speed drive pumps;
- Continued the roll-out of the Integrated Water Management Plan including the successful integration of the new water ring main with existing infrastructure.


RECYCLED 
200 TONNES
 OF MATERIALS
 WHICH IS **50%**
 OF THE WASTE
 PRODUCED ONSITE
 (minus the organic waste stream)

5 DRINK
 BOTTLE
 REFILL
 STATIONS 
35,000L
 CLEAN DRINKING WATER
 ENOUGH TO FILL
58,000
 PLASTIC DRINK BOTTLES

2017 SUSTAINABILITY ACHIEVEMENTS

290,000 kWh
SOLAR
GENERATED
ELECTRICITY 

 ENOUGH TO POWER OVER
40 AUSTRALIAN HOMES
 FOR A YEAR
(assuming typical households consumption of 20kWh/days)

REDUCED USE OF POTABLE WATER
 BY OVER 
650,000 LITRES


 Our Creature Compost project helped divert over
1,500 CUBIC METRES
 OF ORGANIC WASTE AWAY FROM LANDFILL WHILE PROVIDING A WAY TO RECYCLE VALUABLE CARBON AND NUTRIENTS.

Directorate Reports

Corporate Services continued

People Services

The People Services section provides strategic workforce advice and support and client-focused human resource services. This includes:

- Payroll;
- Employee relations;
- Change and reform;
- Consultancy advice for human resource legislation, policy and procedures;
- Recruitment, appointment, learning and development;
- Workforce planning, data analysis and reporting and;
- Management of occupational safety and health.

Significant work was undertaken in 2016-17 to continue to identify and implement savings measures in line with the WA Government Workforce Renewal Policy.

Finance

The Finance section provides strategic advice, service and support around financial management, budget management, financial analysis, corporate governance, statutory and management reporting.

Reviews were undertaken to delegated authorities for procurement and expenditure in response to internal structural reforms and Government procurement reforms. Other work included support for capital works planning initiatives, review of the strategic asset plan, annual update of the Financial Management Manual and revised policies and procedures to support best practice financial management.

Procurement

In support of ongoing goods and services procurement reforms and new reporting requirements for contracts, the following occurred:

- A review and update of the contract register to ensure compliance with new Treasurer's Instruction 820 that came into effect in September 2016;
- A detailed review of internal procurement documentation including policies, procedures and forms;
- Development of a new Purchasing Procedures Manual to reflect updated internal policies and procedures and current government policy.



New contracts were awarded for:

- Large format plan printing;
- Medical and corporate health services;
- Sculpture design;
- Collection and supply of live termites for the Numbat breeding colony and
- New Lion exhibit interpretive wall.

Significant Issues Impacting the Agency

Current and Emerging Issues and Trends

Now 119-years-old, the Zoo faces continuing long-term capital requirements. Overseen by the Zoological Parks Authority Board, capital works planning continues consistent with the Zoo's Strategic Asset Plan and Master Plan. Event booking trends indicate that aged function areas are affecting bookings and commercial revenue.

With various developments taking place in South Perth and continued growth in the surrounding urban areas, availability of parking continues to be an area of visitor concern.

Perth Zoo's annual market research has indicated strong support for the Zoo's work in conservation, animal welfare and as a family friendly venue. A visit is also viewed as good value for money, with Perth Zoo being the cheapest of all major Australian zoos.



The expansion of the African Lion exhibit will be finalised.

Significant Issues Impacting the Agency

Looking Ahead – Initiatives in 2017-18

- The Zoo's strategic direction will continue to focus on wildlife conservation and on building community awareness;
- Increasing revenue generation through multiple avenues including sponsorship, ticket pricing and the implementation of conservation campaigns that drive awareness and visitation;
- Establishment of a commercial contract for the development of a new Zoo café, function and catering facility;
- Undertaking a feasibility study for the development of a Zoo carpark that would alleviate local parking pressures;
- Planning for exhibit and facility upgrades throughout the Zoo, including the South-west aviaries and tiger exhibits is a priority in 2017-18;
- The Zoo will continue breeding programs for threatened species and plans for a new breeding area for threatened Western Australian mammals will be progressed;
- The expansion of a new African Lion exhibit will be finalised, enabling Perth Zoo to house a breeding pride of lions and play a greater role in the conservation of this species;
- The 2016-17 Digital Roadmap Strategy will be implemented in phases to upgrade the Zoo's online platforms, customer experience and e-commerce capabilities;
- From 1 July, 2017, while the Zoological Parks Authority will continue as a separate legal entity, it will along with Parks and Wildlife, Rottnest Island Authority and Botanic Gardens and Parks Authority be amalgamating to form the new Department of Biodiversity, Conservation and Attractions (DBCA);
- The creation of the DBCA will result in structural organisational change with CEO duties of the Zoological Parks Authority delegated to the Director General of the DBCA;
- Facilitating a smooth transition into the DBCA and identifying efficiencies and opportunities to consolidate conservation science and engage the community to deliver on the conservation, protection and enhancement of natural and cultural heritage in Western Australia's parks and reserves will be a priority.



Planning for an upgrade to the tiger exhibit is a priority. Credit: Alex Asbury.

Auditors Opinion



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

ZOOLOGICAL PARKS AUTHORITY

Report on the Financial Statements

Opinion

I have audited the financial statements of the Zoological Parks Authority which comprise the Statement of Financial Position as at 30 June 2017, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Zoological Parks Authority for the year ended 30 June 2017 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for Opinion

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

Responsibility of the Board for the Financial Statements

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

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

Auditor's Responsibility for the Audit of the Financial Statements

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

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

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

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

Report on Controls

Opinion

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

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

In my opinion, in all material respects, the controls exercised by the Zoological Parks Authority are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2017.

The Board's Responsibilities

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

Auditors Opinion

Auditor General's Responsibilities

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

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

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

Limitations of Controls

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

Report on the Key Performance Indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Zoological Parks Authority for the year ended 30 June 2017. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Zoological Parks Authority are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2017.

The Board's Responsibility for the Key Performance Indicators

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

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

Auditor General's Responsibility

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

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

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

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Zoological Parks Authority for the year ended 30 June 2017 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.

DON CUNNINGHAME
ACTING DEPUTY AUDITOR GENERAL
Delegate of the Auditor General for Western Australia
Perth, Western Australia
23 August 2017

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

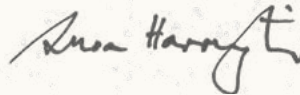
CERTIFICATION OF FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

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 2017 and the financial position as at 30 June 2017.

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



Melanie Price
Chief Finance Officer
Date: 23 August 2017



Susan Harrington
A/Chair
Date: 23 August 2017



Alex Lamond
A/Deputy Chair
Date: 23 August 2017

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2017

	NOTE	Actual 2017 \$	Actual 2016 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	14,586,997	14,675,927
Other employee related expenses	8	546,874	431,925
Maintenance & operational expenses	9	3,801,821	4,415,571
Depreciation expense	10	3,214,929	2,970,536
Administration	11	2,665,262	2,854,708
Cost of retail shop sales	13	597,628	634,075
Loss on disposal of non-current assets	14	21,757	31,429
Total cost of services		25,435,268	26,014,171
Income			
Revenue			
Admissions		8,872,063	9,542,986
Retail shop sales	13	1,344,141	1,410,376
Grants, sponsorships & fundraising	15	848,970	902,650
Commercial activities	16	1,389,257	1,651,427
Memberships		1,478,396	1,365,439
Interest revenue	17	50,752	56,916
Other revenue	18	93,104	144,297
Total Revenue		14,076,683	15,074,091
Total income other than income from State Government		14,076,683	15,074,091

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2017 (continued)

	NOTE	Actual 2017 \$	Actual 2016 \$
NET COST OF SERVICES		11,358,585	10,940,080
Income from State Government	19		
Service appropriation		11,543,000	11,639,000
Total Income from State Government		11,543,000	11,639,000
SURPLUS FOR THE PERIOD		184,415	698,920
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus	31	156,435	430,586
Total other comprehensive income		156,435	430,586
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		340,850	1,129,506

Refer to note 35 '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 2017

	NOTE	Actual 2017 \$	Actual 2016 \$
ASSETS			
Current Assets			
Cash and cash equivalents	32	11,030,212	10,378,128
Restricted cash and cash equivalents	20,32	–	–
Inventories	21	158,183	143,258
Receivables	22	534,196	832,081
Amounts receivable for services	23	1,020,000	1,620,000
Other current assets	24	85,386	97,580
Total Current Assets		12,827,977	13,071,047
Non-Current Assets			
Land, buildings and infrastructure	25	49,900,835	50,471,577
Plant and equipment	25	1,347,449	1,449,555
Amounts receivable for services	23	4,314,000	2,534,000
Restricted cash and cash equivalents	20,32	140,000	70,000
Other non-current assets	24	72,920	–
Total Non-Current Assets		55,775,204	54,525,132
TOTAL ASSETS		68,603,181	67,596,179

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2017 (continued)

	NOTE	Actual 2017 \$	Actual 2016 \$
LIABILITIES			
Current Liabilities			
Payables	28	495,087	551,361
Provisions	29	2,044,606	1,960,172
Unearned income	30	1,124,482	1,292,643
Total Current Liabilities		3,664,175	3,804,176
Non-Current Liabilities			
Provisions	29	665,748	594,595
Total Non-Current Liabilities		665,748	594,595
TOTAL LIABILITIES		4,329,923	4,398,771
NET ASSETS		64,273,258	63,197,408
EQUITY			
	31		
Contributed equity		29,680,220	28,945,220
Reserves		10,507,219	10,350,784
Accumulated surplus		24,085,819	23,901,404
TOTAL EQUITY		64,273,258	63,197,408

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 2017

	NOTE	Contributed Equity \$	Reserves \$	Accumulated Surplus \$	Total Equity \$
Balance at 1 July 2015	31	28,210,220	9,920,198	23,202,484	61,332,902
Surplus/(deficit)		–	–	698,920	698,920
Other comprehensive income		–	430,586	–	430,586
Total comprehensive income for the period		–	430,586	698,920	1,129,506
Transactions with owners in their capacity as owners:					
Capital appropriation		735,000	–	–	735,000
Total		735,000	–	–	735,000
Balance at 30 June 2016		28,945,220	10,350,784	23,901,404	63,197,408
Balance at 1 July 2016		28,945,220	10,350,784	23,901,404	63,197,408
Surplus/(deficit)		–	–	184,415	184,415
Other comprehensive income		–	156,435	–	156,435
Total comprehensive income for the period		–	156,435	184,415	340,850
Transactions with owners in their capacity as owners:					
Capital appropriation		735,000	–	–	735,000
Total		735,000	–	–	735,000
Balance at 30 June 2017		29,680,220	10,507,219	24,085,819	64,273,258

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 2017

	NOTE	Actual 2017 \$	Actual 2016 \$
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		8,743,000	8,799,000
Capital appropriation		735,000	735,000
Holding account drawdowns		1,620,000	4,000,000
Net cash provided by State Government		11,098,000	13,534,000
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(14,463,301)	(14,997,871)
Supplies and services		(7,158,119)	(7,841,560)
GST payments on purchases		(918,134)	(1,729,896)
Other payments		(519,430)	(436,395)
Receipts			
Sale of goods and services		13,845,826	15,053,299
Interest received		53,011	56,810
GST receipts from ATO		583,457	885,583
GST receipts on sales		545,067	629,253
Other receipts		93,104	144,297
Net cash used in operating activities	32	(7,938,519)	(8,236,480)

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2017 (continued)

	NOTE	Actual 2017 \$	Actual 2016 \$
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(2,438,984)	(9,877,919)
Receipts			
Proceeds from sale of non-current physical assets		1,587	3,689
Net cash used in investing activities		(2,437,397)	(9,874,230)
Net increase/(decrease) in cash and cash equivalents		722,084	(4,576,710)
Cash and cash equivalents at the beginning of the period		10,448,128	15,024,838
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	32	11,170,212	10,448,128

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 2017

1. Australian Accounting Standards

General

The Authority's financial statements for the year ended 30 June 2017 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 any other Australian Accounting Standards that have been issued or amended (but not operative) by the Authority for the annual reporting period ended 30 June 2017.

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 2006* 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. There are no other related bodies.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

Purpose

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

Services

The Authority provides the following services:

Service 1: Community Engagement and Awareness in Conservation

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

Service 2: Wildlife Management, Medicine and Research

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

(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.

(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 19 '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.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

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 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

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.

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 stated 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 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 land use is restricted. Fair value for existing use buildings 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 basis, the accumulated depreciation is restated proportionately with the change in the gross carrying amount of the asset. Fair value for restricted use land is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land).

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

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

Refer to note 25 '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 on a class of assets basis.

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.

(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.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from 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 27 'Impairment of assets' for the outcome of impairment reviews and testing.

(i) 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

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.

(j) 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.

(k) Accrued salaries

Accrued salaries (refer note 28 '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.

(l) 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 19 'Income from State Government' and note 23 'Amounts receivable for services'.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

(m) 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 21 'Inventories'.

(n) 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(i) 'Financial Instruments' and note 22 'Receivables'.

(o) Payables

Payables are recognised 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(i) 'Financial Instruments' and note 28 'Payables'.

(p) Borrowings

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

(q) 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 29 'Provisions'.

(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

Annual leave is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate 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 to 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.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

Long service leave

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

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.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

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(r) '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 29 'Provisions'.

(r) Superannuation expense

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

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

Assets or services received free of charge or for nominal cost that the Authority would otherwise purchase if not donated, are recognised as income at the fair value of the assets or services where they can be reliably measured. 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.

(t) Comparative figures

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

(u) 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 35 '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 2017 (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 reporting period.

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, or adopted, for annual reporting periods beginning on or after 1 July 2016 that impacted on the Authority.

AASB 1057

Application of Australian Accounting Standards

This Standard lists the application paragraphs for each other Standard (and Interpretation), grouped where they are the same. There is no financial impact.

AASB 2014-4

Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]

The adoption of this Standard has no financial impact for the Authority as depreciation and amortisation is not determined by reference to revenue generation, but by reference to consumption of future economic benefits.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

AASB 2015-1

Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012-2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 & 140]

These amendments arise from the issuance of International Financial Reporting Standard Annual Improvements to IFRSs 2012-2014 Cycle in September 2014, and editorial corrections. The Authority has determined that the application of the Standard has no financial impact.

AASB 2015-2

Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 & 1049]

This Standard amends AASB 101 to provide clarification regarding the disclosure requirements in AASB 101. Specifically, the Standard proposes narrow-focus amendments to address some of the concerns expressed about existing presentation and disclosure requirements and to ensure entities are able to use judgement when applying a Standard in determining what information to disclose in their financial statements. There is no financial impact.

AASB 2015-6

Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]

The amendments extend the scope of AASB 124 to include application by not-for-profit public sector entities. Implementation guidance is included to assist application of the Standard by not-for-profit public sector entities. There is no financial impact.

AASB 2015-10

Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 & 128

The Standard defers the mandatory effective date (application date) of AASB 10 & 128 that were originally made in AASB 2014-10 so that the amendments are required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2016. There is no financial impact.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (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' or by an exemption from TI 1101. Where applicable, the Authority plans to apply the following Australian Accounting Standards from their application date.

Title	Operative for reporting periods beginning on/after
<p>AASB 9 Financial Instruments</p> <p>This Standard supersedes AASB 139 Financial Instruments: Recognition and Measurement, introducing a number of changes to accounting treatments.</p> <p>The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6, AASB 2013-9 and AASB 2014-1 Amendments to Australian Accounting Standards. The Authority has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018
<p>AASB 15 Revenue from Contracts with Customers</p> <p>This Standard establishes the principles that the Authority shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer.</p> <p>The Authority's income is principally derived from appropriations which will be measured under AASB 1058 Income of Not-for-Profit Entities and will be unaffected by this change. However, the Authority has not yet determined the potential impact of the Standard on 'User charges and fees' and 'Sales' revenues. In broad terms, it is anticipated that the terms and conditions attached to these revenues will defer revenue recognition until the Authority has discharged its performance obligations.</p>	1 Jan 2019

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

Title		Operative for reporting periods beginning on/after
AASB 16	<p>Leases</p> <p>This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. The Authority has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2019
AASB 1058	<p>Income of Not-for-Profit Entities</p> <p>This Standard clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, more closely reflecting the economic reality of NFP entity transactions that are not contracts with customers. Timing of income recognition is dependent on whether such a transaction gives rise to a liability, or a performance obligation (a promise to transfer a good or service), or, an obligation to acquire an asset.</p> <p>The Authority has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2019
AASB 2010-7	<p>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]</p> <p>This Standard makes consequential amendments to other Australian Accounting Standards and interpretations as a result of issuing AASB 9 in December 2010.</p> <p>The mandatory application date of this standard has been amended by AASB 2012-6 and AASB 2014-1 to 1 January 2018.</p> <p>The Authority has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018
AASB 2014-1	<p>Amendments to Australian Accounting Standards</p> <p>Part E of this Standard makes amendments to AASB 9 and consequential amendments to other Standards. It has not yet been assessed by the Authority to determine the application or potential impact of the Standard.</p>	1 Jan 2018

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

Title		Operative for reporting periods beginning on/after
AASB 2014-5	Amendments to Australian Accounting Standards arising from AASB 15 This Standard gives effect to the consequential amendments to Australian Accounting Standards (including interpretations) arising from the issuance of AASB 15. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2018
AASB 2014-7	Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) This Standard gives effect to the consequential amendments to Australian Accounting Standards (including interpretations) arising from the issuance of AASB 9 (December 2014). The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2018
AASB 2015-8	Amendments to Australian Accounting Standards – Effective Date of AASB 15 The Standard amends the mandatory effective date (application date) of AASB 15 Revenue from Contracts with Customers so that AASB 15 is required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2017. For Not-for-Profit entities, the mandatory effective date has subsequently been amended to 1 January 2019 by AASB 2016-7. The Authority has not yet determined the application or the potential impact of AASB 15.	1 Jan 2019
AASB 2016-2	Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107 This Standard amends AASB 107 Statement of Cash Flows (August 2015) to require disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. There is no financial impact.	1 Jan 2017
AASB 2016-3	Amendments to Australian Accounting Standards – Clarifications to AASB 15 This Standard clarifies identifying performance obligations, principal versus agent considerations, timing of recognising revenue from granting a licence, and, provides further transitional provisions to AASB 15. The Authority has not yet determined the application or the potential impact.	1 Jan 2018

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

Title		Operative for reporting periods beginning on/after
AASB 2016-4	<p data-bbox="479 563 1839 624">Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities</p> <p data-bbox="479 651 1839 778">This Standard clarifies that the recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement. The Authority has not yet determined the application or the potential impact.</p>	1 Jan 2017
AASB 2016-7	<p data-bbox="479 807 1839 836">Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities</p> <p data-bbox="479 863 1839 991">This Standard amends the mandatory effective date (application date) of AASB 15 and defers the consequential amendments that were originally set out in AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15 for not-for-profit entities to annual reporting periods beginning on or after 1 January 2019 instead of 1 January 2018. There is no financial impact.</p>	1 Jan 2017
AASB 2016-8	<p data-bbox="479 1019 1839 1048">Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities</p> <p data-bbox="479 1070 1839 1166">This Standard inserts Australian requirements and authoritative implementation guidance for not-for-profit entities into AASB 9 and AASB 15. This guidance assists not-for-profit entities in applying those Standards to particular transactions and other events. There is no financial impact.</p>	1 Jan 2019
AASB 2017-2	<p data-bbox="479 1195 1839 1224">Amendments to Australian Accounting Standards – Further Annual Improvements 2014-2016 Cycle</p> <p data-bbox="479 1246 1839 1337">This Standard clarifies the scope of AASB 12 by specifying that the disclosure requirements apply to an entity's interests in other entities that are classified as held for sale, held for distribution to owners in their capacity as owners or discontinued operations in accordance with AASB 5. There is no financial impact.</p>	1 Jan 2017

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
6. Employee benefits expense		
Wages and salaries (a)	13,298,403	13,390,690
Superannuation – defined contribution plans (b)	1,288,594	1,285,237
	14,586,997	14,675,927

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.

(b) Defined contribution plans include West State, Gold State, GESBS and other eligible funds.

Employment on-costs relating to workers' compensation insurance are included at note 8 'Other employee related expenses'.

The employment on-costs liability is included at note 29 'Provisions'.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

7. Compensation of Key Management Personnel

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

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

	2017	2016
<i>Compensation of members of the accountable authority</i>		
Compensation Band		
\$10,001 – \$20,000	1	1
\$0 – \$10,000	8	8
Short term employee benefits	\$26,804	\$28,578
Post employment benefits	\$2,546	\$2,722
Total compensation of members of the accountable authority	\$29,350	\$31,300

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

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

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

7. Compensation of Key Management Personnel (continued)

Compensation of senior officers other than senior officers reported as members of the accountable authority.

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

	2017	2016
Compensation Band		
\$290,001 – \$300,000	–	1
\$270,001 – \$280,000	1	1
\$190,001 – \$200,000	–	1
\$180,001 – \$190,000	1	–
\$170,001 – \$180,000	1	1
\$160,001 – \$170,000	1	–
\$150,001 – \$160,000	–	1
\$140,001 – \$150,000	1	–
Short term employee benefits	\$839,850	\$735,166
Post employment benefits	\$97,462	\$109,044
Other long term benefits	\$11,758	\$14,027
Termination benefits	\$-	\$234,315
Total compensation of senior officers	\$949,070	\$1,092,552

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

No senior officers are members of the Pension Scheme.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
8. Other employee related expenses		
Workers' compensation premium	295,003	159,432
Staff training/development	56,873	66,259
Uniforms	46,513	50,479
Travel	40,081	29,772
Other	108,404	125,983
	546,874	431,925
9. Maintenance and operational expenses		
Maintenance of equipment, facilities and grounds	1,132,286	1,069,146
Service contractors	875,723	1,176,546
Animal food, veterinary care and transportation	615,958	632,777
Cleaning and waste disposal	427,872	470,221
Electricity, water, gas and fuel	411,827	412,507
Minor equipment purchases	211,315	288,825
Plant & equipment hire	126,840	365,549
	3,801,821	4,415,571

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
10. Depreciation expense		
Buildings and improvements	928,155	932,547
Infrastructure	1,965,053	1,738,213
Plant, equipment and vehicles	321,721	299,776
	3,214,929	2,970,536
11. Administration		
Professional services	1,102,092	1,191,418
Information technology and communications	668,457	698,680
Advertising and promotion	319,286	415,828
Grants & subsidies (a)	387,211	379,124
Other	188,216	169,658
	2,665,262	2,854,708
<p>(a) Grants and subsidies are paid to external organisations to support wildlife conservation, species management, community education, animal breeding, research initiatives and projects. The major contributions relate to wildlife conservation projects and these are mainly funded from the proceeds of the Authority's fundraising campaign, Wildlife Conservation Action.</p>		
Wildlife conservation	385,211	369,482
Species management	–	7,642
Animal breeding and research	2,000	2,000
	387,211	379,124

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

12. Related Party Transactions

The Authority is a wholly owned and controlled entity of the State of Western Australia. In conducting its activities, the Authority is required to pay various taxes and levies based on the standard terms and conditions that apply to all tax and levy payers to the State and entities related to the State.

Related parties of the Authority include:

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

The Authority had no material related party transaction with Ministers/members of the accountable authority/senior officers or their close family members or their controlled (or jointly controlled) entities for disclosure.

All other transactions (including general citizen type transactions) between the Authority and Ministers/members of the accountable authority/senior officers or their close family members or their controlled (or jointly controlled) entities are not material for disclosure.

The Authority transacts with a number of WA State Government authorities, agencies and trading enterprises. Transactions with these entities include sales and purchases of goods, services, property and other assets; use of utilities; vehicle licensing; other government fees and charges. Total annual transactions with these entities, in excess of \$50,000 include:

	2017 \$
Material transactions with government related entities	
Receipts	
Department of Treasury	
– service appropriations	11,543,000
– drawdown from Holding Account	1,620,000
– capital appropriations	735,000
Education Sector entities	310,276
Insurance Commission and Riskcover Fund (insurance claims)	124,603

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

2017
\$

12. Related Party Transactions (continued)

Payments

Department of Finance	
– capital works	941,522
– internet services	9,486
Insurance Commission and Riskcover Fund (insurance premium and services)	526,919
Water Corporation (sewerage and consumption)	130,195
Main Roads Western Australia (employee secondment)	81,257
Office of the Auditor General (external audit services)	78,700

Material transactions with other related parties

Payments

Government Employees' Superannuation Board (includes employee contributions of \$556,910 and employer superannuation contributions)	1,836,484
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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
13. Retail shop trading profit		
Sales	1,344,141	1,410,376
Less: Cost of Sales		
Opening Inventory	143,258	155,728
Purchases	612,553	621,605
	755,811	777,333
Closing Inventory	(158,183)	(143,258)
Cost of Goods Sold	597,628	634,075
Gross Trading Profit	746,513	776,301
Operating Expenses		
Payroll & other staffing	437,022	400,447
Consumables	42,836	33,378
Depreciation	22,345	23,072
Total Operating Expenses	502,203	456,897
Other Income		
Sundry	156	86
Net Trading Profit	244,466	319,490

Refer also note 2(m) 'Inventories' and note 21 'Inventories'.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

14. Net loss on disposal of non-current assets

During the period, the Authority disposed and approved the write-off of a number of fixed assets. The plant and equipment assets consisted of various computing, communications and general equipment which were unserviceable, obsolete or damaged.

The building and infrastructure disposals were linked to demolition works for animal exhibit upgrades.

(Refer note 38 'Supplementary financial information' for further details).

	2017 \$	2016 \$
<u>Net proceeds from disposal of non-current assets</u>		
Plant, equipment and vehicles	1,587	3,689
<u>Carrying amount of non-current assets disposed</u>		
Plant, equipment and vehicles	(2,749)	(31,686)
Works of Art	–	(600)
Buildings and improvements	(14,451)	(2,832)
Infrastructure	(6,144)	–
Net loss on disposal of non-current assets	(21,757)	(31,429)

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
15. Grants, sponsorships and fundraising		
Corporate sponsorships	424,136	495,954
Grants	22,000	22,036
Fundraising activities	207,832	190,605
Donations – cash	92,143	93,798
Bequests	102,859	100,257
	848,970	902,650
16. Commercial activities		
Restaurant	451,265	544,998
Hire of facilities & equipment	325,163	390,786
Tours & tertiary education	216,287	232,176
Car parking	184,883	187,866
Children's rides	103,988	136,112
Vending commission	71,412	85,018
Commercial product sales	36,259	74,471
	1,389,257	1,651,427
17. Interest revenue		
	50,752	56,916

Interest earned from banking institution on the Authority's interest bearing account.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
18. Other revenue		
Rental fees	42,847	39,453
Recoups of previous year's expenditure	3,090	11,601
Insurance claims	3,331	–
Miscellaneous revenue	43,836	93,243
	93,104	144,297

19. Income from State Government

Appropriation received during the period:		
Service appropriation (a)	11,543,000	11,639,000
	11,543,000	11,639,000

(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 liabilities during the year.

20. 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 has also made provision to cover the unfunded additional pay which occurs every 11 years, the next being in 2026-27.

<u>Non-current</u>		
27th Pay allocation 2026-27	140,000	70,000
Total Non-current	140,000	70,000

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
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21. Inventories

<u>Current</u>		
Inventories comprise:		
Retail shop inventory	158,183	143,258
Total Current	158,183	143,258

Refer also note 2(m) 'Inventories' and note 13 'Retail shop trading'.

22. Receivables

<u>Current</u>		
Trade debtors	118,617	214,568
GST receivable	301,866	525,047
Catering dividend	57,503	30,965
Vending commission	18,496	20,629
Car parking	15,565	16,558
Workers' compensation	22,149	24,314
Total Current	534,196	832,081

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	34,168	76,528
Australian Taxation Office	301,866	525,047
	336,034	601,575

Refer note 2(n) 'Receivables' and note 36 'Financial instruments'.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
23. Amounts receivable for services (Holding Account)		
Current	1,020,000	1,620,000
Non-current	4,314,000	2,534,000
	5,334,000	4,154,000

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	600,000	2,980,000
Animal exhibits and park facilities	920,000	870,000
Computer equipment	100,000	150,000
	1,620,000	4,000,000

24. Other assets

<u>Current</u>		
Prepayments	85,386	97,580
Total Current	85,386	97,580
<u>Non-current</u>		
Prepayments	72,920	-
Total Non-current	72,920	-

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
25. Property, plant and equipment, infrastructure		
Land:		
At fair value (a)	975,000	945,000
Buildings and improvements:		
At fair value (a)	15,118,516	14,999,282
Transfers from works in progress	11,957	493,265
Accumulated depreciation	(35,229)	(15,672)
Total Buildings and improvements	15,095,244	15,476,875
Infrastructure:		
At cost	49,381,838	46,613,804
Transfers from works in progress	45,732	2,101,329
Accumulated depreciation	(16,756,496)	(14,803,797)
Total Infrastructure	32,671,074	33,911,336
Works in progress:		
Buildings at fair value (a)	284,382	11,957
Infrastructure at cost	875,135	126,409
Total Works in progress	1,159,517	138,366
Total Land, buildings and infrastructure	49,900,835	50,471,577

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
25. Property, plant and equipment, infrastructure (continued)		
Plant, equipment and vehicles:		
At cost	4,580,929	4,485,570
Accumulated depreciation	(3,535,230)	(3,362,415)
Total Plant, equipment and vehicles	1,045,699	1,123,155
Works of art:		
At fair value (a)	301,750	326,400
Total Works of art	301,750	326,400
Total Plant & equipment	1,347,449	1,449,555
Total Property, plant and equipment, infrastructure	51,248,284	51,921,132

(a) Land and buildings were revalued as at 1 July 2016 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2017 and recognised at 30 June 2017. 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 2016. The cost of acquisitions between the physical inspection every three years is considered to approximate their fair value.

Works of art are recognised in the financial statements at 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 2017 by Galerie Dusseldorf. 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.

Information on fair value measurements is provided at note 26.

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 2017 (continued)

25. Property, plant and equipment, infrastructure (continued)

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

2017	Land \$	Buildings & Improvements \$	Infrastructure \$	Works in Progress \$	Plant, Equipment & Vehicles \$	Works of Art \$	Total \$
Carrying amount at start of period	945,000	15,476,875	33,911,336	138,366	1,123,155	326,400	51,921,132
Additions	–	397,933	685,203	1,078,840	247,014	–	2,408,990
Revaluation increments/ (decrements)	30,000	151,085	–	–	–	(24,650)	156,435
Depreciation	–	(928,155)	(1,965,053)	–	(321,721)	–	(3,214,929)
Asset class transfers	–	11,957	45,732	(57,689)	–	–	–
Disposals/write-offs	–	(14,451)	(6,144)	–	(2,749)	–	(23,344)
Carrying amount at end of period	975,000	15,095,244	32,671,074	1,159,517	1,045,699	301,750	51,248,284

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

25. Property, plant and equipment, infrastructure (continued)

2016	Land \$	Buildings & Improvements \$	Infrastructure \$	Works in Progress \$	Plant, Equipment & Vehicles \$	Works of Art \$	Total \$
Carrying amount at start of period	945,000	14,930,272	25,106,290	2,594,594	1,002,433	327,000	44,905,589
Additions	–	491,506	8,646,921	–	452,184	–	9,590,611
Revaluation increments/ (decrements)	–	430,586	–	–	–	–	430,586
Depreciation	–	(932,547)	(1,738,213)	–	(299,776)	–	(2,970,536)
Asset class transfers	–	559,890	1,896,338	(2,456,228)	–	–	–
Disposals/write-offs	–	(2,832)	–	–	(31,686)	(600)	(35,118)
Carrying amount at end of period	945,000	15,476,875	33,911,336	138,366	1,123,155	326,400	51,921,132

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

26. Fair Value Measurements

Assets measured at fair value:	Level 1	Level 2	Level 3	Fair Value
2017	\$	\$	\$	At end of period \$
Land (Note 25)	–	–	975,000	975,000
Buildings (Note 25)	–	–	15,095,244	15,095,244
Works of art (Note 25)	–	301,750	–	301,750
	–	301,750	16,070,244	16,371,994

Assets measured at fair value:	Level 1	Level 2	Level 3	Fair Value
2016	\$	\$	\$	At end of period \$
Land (Note 25)	–	–	945,000	945,000
Buildings (Note 25)	–	–	15,476,875	15,476,875
Works of art (Note 25)	–	326,400	–	326,400
	–	326,400	16,421,875	16,748,275

There were no transfers between Levels 1, 2 or 3 during the current and the previous periods.

Level 1 “quoted prices (unadjusted) in active markets for identical assets.”

Level 2 “significant inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly.”

Level 3 “significant inputs for the asset that are not based on observable market data (unobservable inputs) or are subject to significant adjustment.”

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

26. Fair Value Measurements (continued)

Fair value measurement using significant unobservable inputs (Level 3)

2017	Land \$	Buildings \$
Fair Value at start of period	945,000	15,476,875
Additions	–	409,890
Revaluation increments/(decrements) recognised in Other Comprehensive Income	30,000	151,085
Disposals	–	(14,451)
Depreciation expense	–	(928,155)
Fair Value at end of period	975,000	15,095,244

2016	Land \$	Buildings \$
Fair Value at start of period	945,000	14,930,272
Additions	–	1,051,396
Revaluation increments/(decrements) recognised in Other Comprehensive Income	–	430,586
Disposals	–	(2,832)
Depreciation expense	–	(932,547)
Fair Value at end of period	945,000	15,476,875

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

26. Fair Value Measurements (continued)

Valuation processes

There were no changes in valuation techniques during the period.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as non-current assets held for sale as Treasurer's Instructions require valuations of land and buildings to be categorised within Level 3 where the valuations will utilise significant Level 3 inputs on a recurring basis.

Land (Level 3 fair values)

Fair value of restricted use land is based on current use valuations determined by the Western Australian Land Information Authority (Valuation Services). Highly restricted land is valued on a deprival basis and replacement is judged by values in the wider general area. The portion of the Authority's land in this category is valued at \$365,000 (\$365,000 in 2016). Land with low restriction is based on the hypothetical land value less an adjustment for time factors and conversion into the freehold arena of land tenure. The portion of the Authority's land in this category is valued at \$610,000 (\$580,000 in 2016).

Buildings and improvements (Level 3 fair values)

Fair value for existing use specialised buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Depreciated replacement cost is the current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired economic benefit, or obsolescence, and optimisation (where applicable) of the asset. Current replacement cost of such assets held by the Authority is determined by reference to the gross project size specifications, cost of substitute assets of comparable utility and historical cost, adjusted by relevant indices.

Works of art (Level 2 fair values)

Fair value of works of art are determined using current market buying values.

Basis of Valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and their disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held for Zoological purposes and the Authority's enabling legislation.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

27. Impairment of assets

There were no indications of impairment to property, plant and equipment or infrastructure at 30 June 2017.

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

Any surplus assets at 30 June 2017 have either been classified as non-current assets held for sale or written-off.

	2017 \$	2016 \$
28. Payables		
<u>Current</u>		
Trade payables (a)	316,679	364,234
PAYG tax payable	115,138	172,386
FBT payable	8,971	8,252
Accrued salaries and wages	54,299	6,489
Total Current	495,087	551,361

(a) Trade payables include \$78,625 (\$104,344 in 2016) associated with capital works projects.

Refer also note 2(o) 'Payables' and note 36 'Financial instruments'.

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
29. Provisions		
<u>Current</u>		
Employee benefits provision		
Annual leave (a)	1,070,158	1,017,286
Purchased leave (a)	26,813	28,153
Long service leave (b)	907,365	892,609
	2,004,336	1,938,048
Other provisions		
Employment on-costs (c)	40,270	22,124
	2,044,606	1,960,172
<u>Non-Current</u>		
Employee benefits provision		
Long service leave (b)	652,636	587,884
	652,636	587,884
Other provisions		
Employment on-costs (c)	13,112	6,711
	665,748	594,595
Total current & non-current provisions	2,710,354	2,554,767

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
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29. Provisions (continued)

(a) Annual 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	995,570	958,285
More than 12 months after the end of the reporting period	101,401	87,154
	1,096,971	1,045,439

(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	375,594	383,822
More than 12 months after the end of the reporting period	1,184,407	1,096,671
	1,560,001	1,480,493

(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 8 'Other employee related expenses'.

Movements in other provisions

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	28,835	29,608
Additional/(reversals of) provisions recognised	(5,453)	17,792
Payments/other sacrifices of economic benefits	30,000	(18,565)
Carrying amount at end of period	53,382	28,835

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
30. Unearned income		
<u>Current</u>		
Unearned income consists of:		
Perth Zoo Memberships	824,751	847,469
Admission Tickets	115,812	203,113
Grants and sponsorships	105,805	172,099
Other	78,114	69,962
Total current	1,124,482	1,292,643

31. Equity

The Western Australian Government holds the equity interest in the Authority on behalf of the community. Equity represents the residual interest in the net assets of the Authority. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity		
Balance at start of period	28,945,220	28,210,220
Contributions by owners		
Capital appropriation (a)	735,000	735,000
Balance at end of period	29,680,220	28,945,220

(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.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
31. Equity (continued)		
Reserves		
<u>Asset revaluation surplus</u>		
Balance at start of period	10,350,784	9,920,198
Net revaluation increments/(decrements):		
Land	30,000	–
Buildings and Improvements	151,085	430,586
Works of art	(24,650)	–
Balance at end of period	10,507,219	10,350,784
<u>Accumulated surplus</u>		
Balance at start of period	23,901,404	23,202,484
Result for the Period	184,415	698,920
Balance at end of period	24,085,819	23,901,404

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
32. 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	11,030,212	10,378,128
Restricted cash and cash equivalents (refer note 20)	140,000	70,000
	11,170,212	10,448,128
<u>Reconciliation of net cost of services to net cash flows used in operating activities</u>		
Net cost of services	(11,358,585)	(10,940,080)
Non-cash items:		
Depreciation expense (refer note 10)	3,214,929	2,970,536
Loss on disposal of non-current assets (refer note 14)	21,757	31,429
<u>(Increase)/decrease in assets:</u>		
Current inventories	(14,925)	12,470
Current receivables	86,898	(52,513)
Other non-current assets	(72,920)	-

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
32. Notes to the Statement of Cash Flows (continued)		
<u>Increase/(decrease) in liabilities:</u>		
Current payables	(26,280)	(253,293)
Current provisions	84,434	(14,681)
Other current liabilities	(168,161)	267,316
Non-current provisions	71,153	(53,813)
Net GST receipts/(payments)	210,390	(215,060)
Change in GST in receivables/payables	12,791	11,209
Net cash used in operating activities	(7,938,519)	(8,236,480)

Non-cash financing and investing activities

The Authority had no non-cash financing and investing activities during the reporting period.

Financing facilities

At the end of the reporting period, the Authority had no approved borrowing facilities, including those associated with capital works projects.

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
33. Commitments		
Capital expenditure commitments		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows and the figures are inclusive of GST:		
Within 1 year	1,156,177	280,614
	1,156,177	280,614
The capital commitments include amounts for:		
Buildings	345,760	4,059
Infrastructure	801,559	276,555
Plant and Equipment	8,858	–
	1,156,177	280,614

34. Explanatory statement

All variances between estimates (original budget) and actual results for 2017, and between the actual results for 2017 and 2016 are shown below.

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

- 5% and \$505,000 for the Statements of Comprehensive Income and Cash Flows; and,
- 5% and \$1,350,000 for the Statement of Financial Position.

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

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

Statement of Comprehensive Income

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
COST OF SERVICES						
Expenses						
Employee benefits expense		14,586,997	14,219,000	14,675,927	367,997	(88,930)
Other employee related expenses		546,874	585,000	431,925	(38,126)	114,949
Maintenance & operational expenses	A	3,801,821	4,098,300	4,415,571	(296,479)	(613,750)
Depreciation expense		3,214,929	2,800,000	2,970,536	414,929	244,393
Administration		2,665,262	2,880,700	2,854,708	(215,438)	(189,446)
Cost of retail shop sales		597,628	717,000	634,075	(119,372)	(36,447)
Loss on disposal of non-current assets		21,757	20,000	31,429	1,757	(9,672)
Total cost of services		25,435,268	25,320,000	26,014,171	115,268	(578,903)

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
Income						
Revenue						
Admissions	1 , B	8,872,063	9,507,000	9,542,986	(634,937)	(670,923)
Retail shop sales		1,344,141	1,452,000	1,410,376	(107,859)	(66,235)
Grants, sponsorships & fundraising		848,970	1,013,000	902,650	(164,030)	(53,680)
Commercial activities	2	1,389,257	1,998,000	1,651,427	(608,743)	(262,170)
Memberships		1,478,396	1,400,000	1,365,439	78,396	112,957
Interest revenue		50,752	65,000	56,916	(14,248)	(6,164)
Other revenue		93,104	39,000	144,297	54,104	(51,193)
Total Revenue		14,076,683	15,474,000	15,074,091	(1,397,317)	(997,408)
Total income other than income from State Government		14,076,683	15,474,000	15,074,091	(1,397,317)	(997,408)
NET COST OF SERVICES		11,358,585	9,846,000	10,940,080	1,512,585	418,505

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
Income from State Government						
Service appropriation		11,543,000	11,451,000	11,639,000	92,000	(96,000)
Total Income from State Government		11,543,000	11,451,000	11,639,000	92,000	(96,000)
SURPLUS FOR THE PERIOD						
		184,415	1,605,000	698,920	(1,420,585)	(514,505)
OTHER COMPREHENSIVE INCOME						
Changes in asset revaluation surplus		156,435	320,000	430,586	(163,565)	(274,151)
Total other comprehensive income		156,435	320,000	430,586	(163,565)	(274,151)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD						
		340,850	1,925,000	1,129,506	(1,584,150)	(788,656)

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34. Explanatory Statement (continued)

Major Estimate and Actual (2017) Variance Narratives

- 1) Admissions revenue was \$634,937 (7%) lower than the estimate as a result of changed budget assumptions following the development of the original budget. Reductions to the cost of services were achieved to offset the lower admissions revenue and planned strategies for revenue growth were progressed during the reporting period. Higher than expected membership revenue partially offset the lower admissions revenue.
- 2) Commercial revenue was \$608,743 (30%) below the original estimate. Commercial revenue growth levels were impacted by some changed budget assumptions after developing the original budget. A slowing in the economy also impacted the ability to develop and implement initiatives within original timeframes. Reductions to the cost of services were achieved to offset the lower than expected levels of commercial revenue.

Major Actual (2017) and Comparative (2016) Variance Narratives

- A) Maintenance and operational expenditure decreased by \$613,750 (14%) as the comparative year included non-recurring costs for some events and activities. These included a special dinosaur exhibition for which costs were offset by additional revenue.
- B) Admissions revenue decreased by \$670,923 (7%) from the previous year. This was a result of a 5% decrease in admission numbers with a total of 657,353 visitors during the reporting period. The previous reporting period included a special dinosaur exhibit coupled with fine and mild weather resulting in record annual visitor numbers of 695,091. Higher than expected membership numbers has contributed to offsetting the admissions revenue shortfall with membership revenue increasing by 8% over the comparative year.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

Statement of Financial Position

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
ASSETS						
Current Assets						
Cash and cash equivalents		11,030,212	10,772,000	10,378,128	258,212	652,084
Restricted cash and cash equivalents		–	140,000	–	(140,000)	–
Inventories		158,183	156,000	143,258	2,183	14,925
Receivables		534,196	584,000	832,081	(49,804)	(297,885)
Amounts receivable for services		1,020,000	1,020,000	1,620,000	–	(600,000)
Other current assets		85,386	99,000	97,580	(13,614)	(12,194)
Total Current Assets		12,827,977	12,771,000	13,071,047	56,977	(243,070)
Non-Current Assets						
Land, buildings and infrastructure		49,900,835	53,046,000	50,471,577	(3,145,165)	(570,742)
Plant and equipment		1,347,449	884,000	1,449,555	463,449	(102,106)
Amounts receivable for services	C	4,314,000	4,314,000	2,534,000	–	1,780,000
Restricted cash and cash equivalents		140,000	–	70,000	140,000	70,000
Other non-current assets		72,920	–	–	72,920	72,920
Total Non-Current Assets		55,775,204	58,244,000	54,525,132	(2,468,796)	1,250,072
TOTAL ASSETS		68,603,181	71,015,000	67,596,179	(2,411,819)	1,007,002

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
LIABILITIES						
Current Liabilities						
Payables		495,087	787,000	551,361	(291,913)	(56,274)
Provisions		2,044,606	1,950,000	1,960,172	94,606	84,434
Unearned income		1,124,482	1,045,000	1,292,643	79,482	(168,161)
Total Current Liabilities		3,664,175	3,782,000	3,804,176	(117,825)	(140,001)
Non-Current Liabilities						
Provisions		665,748	649,000	594,595	16,748	71,153
Total Non-Current Liabilities		665,748	649,000	594,595	16,748	71,153
TOTAL LIABILITIES		4,329,923	4,431,000	4,398,771	(101,077)	(68,848)
NET ASSETS		64,273,258	66,584,000	63,197,408	(2,310,742)	1,075,850

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
EQUITY						
Contributed equity		29,680,220	29,680,000	28,945,220	220	735,000
Reserves		10,507,219	10,560,000	10,350,784	(52,781)	156,435
Accumulated surplus		24,085,819	26,344,000	23,901,404	(2,258,181)	184,415
TOTAL EQUITY		64,273,258	66,584,000	63,197,408	(2,310,742)	1,075,850

Major Estimate and Actual (2017) Variance Narratives

Nil

Major Actual (2017) and Comparative (2016) Variance Narratives

- C) Amounts receivable for services has increased from the previous year due to the net impact of increases to the holding account for the budgeted annual depreciation expense less approved drawdowns from the holding account to fund the Authority's asset investment plan. The actual drawdown from the holding account reduced from \$4M in 2015-16 to \$1.6M in 2016-17 resulting in a net increase in the receivable for the reporting period. The \$1.6M drawdown included a final drawdown of \$600,000 associated with the \$11.9M water infrastructure project.

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

Statement of Cash Flows

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation		8,743,000	8,651,000	8,799,000	92,000	(56,000)
Capital appropriation		735,000	735,000	735,000	–	–
Holding account drawdowns	D	1,620,000	1,620,000	4,000,000	–	(2,380,000)
Net cash provided by State Government		11,098,000	11,006,000	13,534,000	92,000	(2,436,000)
Utilised as follows:						
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits		(14,463,301)	(14,187,000)	(14,997,871)	(276,301)	534,570
Supplies and services	3 , E	(7,158,119)	(7,691,000)	(7,841,560)	532,881	683,441
GST payments on purchases	F	(918,134)	(1,056,000)	(1,729,896)	137,866	811,762
Other payments		(519,430)	(561,000)	(436,395)	41,570	(83,035)

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
Receipts						
Sale of goods and services	4 , G	13,845,826	15,380,000	15,053,299	(1,534,174)	(1,207,473)
Interest received		53,011	65,000	56,810	(11,989)	(3,799)
GST receipts from ATO		583,457	368,000	885,583	215,457	(302,126)
GST receipts on sales		545,067	688,000	629,253	(142,933)	(84,186)
Other receipts		93,104	39,000	144,297	54,104	(51,193)
Net cash used in operating activities		(7,938,519)	(6,955,000)	(8,236,480)	(983,519)	297,961
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current physical assets	5 , H	(2,438,984)	(6,057,000)	(9,877,919)	3,618,016	7,438,935
Receipts						
Proceeds from sale of non-current physical assets		1,587	–	3,689	1,587	(2,102)
Net cash used in investing activities		(2,437,397)	(6,057,000)	(9,874,230)	3,619,603	7,436,833

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34.Explanatory Statement (continued)

	Variance Note	Actual 2017 \$	Original Budget 2017 \$	Actual 2016 \$	Variance between Budget and actual \$	Variance between actual results for 2017 and 2016 \$
Net increase/(decrease) in cash and cash equivalents	6 , I	722,084	(2,006,000)	(4,576,710)	2,728,084	5,298,794
Cash and cash equivalents at the beginning of the period	7 , J	10,448,128	12,918,000	15,024,838	(2,469,872)	(4,576,710)
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		11,170,212	10,912,000	10,448,128	258,212	722,084

Major Estimate and Actual (2017) Variance Narratives

- 3) Payments for supplies and services were \$532,882 (7%) lower than estimated as a result of budget reductions to meet lower than expected levels of revenue. There were delays in implementing some strategies that involve additional expenditure on supplies and services linked directly to commercial revenue generating activities.
- 4) Receipts from the sale of goods and services were \$1.5M (10%) lower than the original budget. This was due to lower than expected admissions revenue and commercial revenue as detailed in notes 34(1) and 34(2).
- 5) Payments for the purchase of non-current physical assets were \$3.6M (60%) lower than budgeted. This is due to the higher than expected level of payments for construction of the Authority's water infrastructure project in the previous year. During budget development the schedules and detailed cash flows for the water project had not been finalised.
- 6) Cash and cash equivalents increased by \$2.7M (136%) more than expected. This was due to the lower than expected payments for capital works projects along with lower than expected revenue receipts.
- 7) Cash and cash equivalents at the beginning of the reporting period were \$2.5M (19%) less than budgeted. This was due to the higher than expected level of payments for construction of the Authority's water infrastructure project in the previous year. During budget development the schedules and detailed cash flows for the water project had not been finalised.

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

34. Explanatory Statement (continued)

Major Actual (2017) and Comparative (2016) Variance Narratives

- D) Holding account drawdowns decreased by \$2.4M (60%) and reflect the lower level of approved cash drawdowns to fund projects in the Authority's asset investment plan. The actual drawdown from the holding account reduced from \$4M to \$1.6M, with the current year figure including a final drawdown of \$600,000 associated with the Authority's \$11.9M water infrastructure project.
- E) Payments for supplies and services were \$683,442 (9%) lower than the previous year due to some non-recurring payments made in the comparative year for the dinosaur exhibit. The record attendance levels in the previous year also increased some operational costs and cost reductions were initiated in the current reporting period to offset lower than expected revenue and to implement Government budget saving measures.
- F) GST payments on purchases were \$811,762 (47%) lower due to a significant decrease in capital works expenditure during the period. The previous year included over \$9.8M in payments for non-current physical assets including payments associated with the water infrastructure project.
- G) Receipts from the sale of goods and services were \$1.2M (8%) lower than the comparative year. This was due to lower than expected admissions and commercial revenue. Admission numbers decreased by 5% with a total of 657,353 visitors during the reporting period. The comparative year included a special dinosaur exhibit coupled with fine and mild weather resulting in record annual visitor numbers of 695,091.
- H) Payments for the purchase of non-current physical assets were \$7.4M (75%) lower than the comparative year. The previous year included significant expenditure for construction of the Authority's water infrastructure project.
- I) Cash and cash equivalents increased by \$5.3M (116%) due to significantly lower capital works expenditure in support of the asset investment plan. The comparative year included over \$9.5M on asset investment.
- J) Cash and cash equivalents at the beginning of the reporting period were \$4.6M (30%) lower than the comparative year. The funds on hand in the comparative year included a significant amount of unexpended holding account drawdowns for the capital works program including the water infrastructure project.

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

35. Schedule of income and expenses by service

	Community engagement and awareness in conservation		Wildlife management, medicine and research		Total	
	2017 \$	2016 \$	2017 \$	2016 \$	2017 \$	2016 \$
COST OF SERVICES						
Expenses						
Employee benefits expense	12,659,828	12,796,867	1,927,169	1,879,060	14,586,997	14,675,927
Other employee related expenses	472,228	379,774	74,646	52,151	546,874	431,925
Maintenance & operational expenses	3,718,319	4,251,688	83,502	163,883	3,801,821	4,415,571
Depreciation expense	3,127,039	2,890,185	87,890	80,351	3,214,929	2,970,536
Administration	2,020,743	2,280,025	644,519	574,683	2,665,262	2,854,708
Cost of retail shop sales	597,628	634,075	–	–	597,628	634,075
Loss on disposal of non-current assets	21,158	30,573	599	856	21,757	31,429
Total cost of services	22,616,943	23,263,187	2,818,325	2,750,984	25,435,268	26,014,171
Income						
Admissions	8,872,063	9,542,986	–	–	8,872,063	9,542,986
Retail shop sales	1,344,141	1,410,376	–	–	1,344,141	1,410,376
Grants, sponsorships & fundraising	57,333	144,949	791,637	757,701	848,970	902,650
Commercial activities	1,333,440	1,598,626	55,817	52,801	1,389,257	1,651,427
Memberships	1,478,396	1,365,439	–	–	1,478,396	1,365,439
Interest revenue	–	–	50,752	56,916	50,752	56,916
Other revenue	93,104	83,654	–	60,643	93,104	144,297
Total income other than income from State Government	13,178,477	14,146,030	898,206	928,061	14,076,683	15,074,091
NET COST OF SERVICES	9,438,466	9,117,157	1,920,119	1,822,923	11,358,585	10,940,080

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

35. Schedule of income and expenses by service (continued)

	Community engagement and awareness in conservation		Wildlife management, medicine and research		Total	
	2017 \$	2016 \$	2017 \$	2016 \$	2017 \$	2016 \$
INCOME FROM STATE GOVERNMENT						
Service appropriation	10,162,259	10,292,168	1,380,741	1,346,832	11,543,000	11,639,000
Total Income from State Government	10,162,259	10,292,168	1,380,741	1,346,832	11,543,000	11,639,000
SURPLUS/(DEFICIT) FOR THE PERIOD	723,793	1,175,011	(539,378)	(476,091)	184,415	698,920

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

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ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

36. 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 and payables. 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 36(c) 'Financial instruments disclosures' and note 22 '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 assessments of outstanding debts. 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 36(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 drawdown of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

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Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

36. Financial instruments (continued)

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 36(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.

Fair values

All financial assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

(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:

	2017 \$	2016 \$
Financial Assets		
Cash and cash equivalents	11,030,212	10,378,128
Restricted cash and cash equivalents	140,000	70,000
Receivables (i)	232,330	307,034
Amounts receivable for services	5,334,000	4,154,000
Financial Liabilities		
Payables	495,087	551,361

(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 2017 (continued)

36. Financial Instruments (continued)

(c) Financial instrument disclosures

Credit risk

The following table discloses 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 enhancement relating to the financial assets it holds.

	Ageing analysis of financial assets		Past due but not impaired					Impaired financial assets \$
	Carrying Amount \$	Not past due and not impaired \$	Up to 1 Month \$	1-3 Months \$	3 Months to 1 Year \$	1-5 Years \$	More than 5 Years \$	
2017								
Cash and cash equivalents	11,030,212	11,030,212	-	-	-	-	-	-
Restricted cash and cash equivalents	140,000	140,000	-	-	-	-	-	-
Receivables (i)	232,330	194,051	38,279	-	-	-	-	-
Amounts receivable for services	5,334,000	5,334,000	-	-	-	-	-	-
	16,736,542	16,698,263	38,279	-	-	-	-	-
2016								
Cash and cash equivalents	10,378,128	10,378,128	-	-	-	-	-	-
Restricted cash and cash equivalents	70,000	70,000	-	-	-	-	-	-
Receivables (i)	307,034	291,870	8,603	6,361	200	-	-	-
Amounts receivable for services	4,154,000	4,154,000	-	-	-	-	-	-
	14,909,162	14,893,998	8,603	6,361	200	-	-	-

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

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

36. 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 \$
2017											
Financial Assets											
Cash and cash equivalents	1.98%	11,030,212	–	3,185,727	7,844,485	11,030,212	11,030,212	–	–	–	–
Restricted cash and cash equivalents	–	140,000	–	–	140,000	140,000	–	–	–	–	140,000
Receivables (i)	–	232,330	–	–	232,330	232,330	232,330	–	–	–	–
Amounts receivable for services	–	5,334,000	–	–	5,334,000	5,334,000	–	–	1,020,000	4,314,000	–
		16,736,542	–	3,185,727	13,550,815	16,736,542	11,262,542	–	1,020,000	4,314,000	140,000
Financial Liabilities											
Payables (ii)	–	370,978	–	–	370,978	370,978	360,454	3,779	6,745	–	–
		370,978	–	–	370,978	370,978	360,454	3,779	6,745	–	–

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

(ii) The amount of payables excludes PAYG and FBT payable to the ATO (statutory payable).

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

36. 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 \$
2016											
Financial Assets											
Cash and cash equivalents	2.27%	10,378,128	–	2,525,451	7,852,677	10,378,128	10,378,128	–	–	–	–
Restricted cash and cash equivalents	–	70,000	–	–	70,000	70,000	–	–	–	–	70,000
Receivables (i)	–	307,034	–	–	307,034	307,034	307,034	–	–	–	–
Amounts receivable for services	–	4,154,000	–	–	4,154,000	4,154,000	–	–	1,620,000	2,534,000	–
		14,909,162	–	2,525,451	12,383,711	14,909,162	10,685,162	–	1,620,000	2,534,000	70,000
Financial Liabilities											
Payables (ii)	–	370,723	–	–	370,723	370,723	368,281	2,442	–	–	–
		370,723	–	–	370,723	370,723	368,281	2,442	–	–	–

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

(ii) The amount of payables excludes PAYG and FBT payable to the ATO (statutory payable).

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

36. 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 \$
2017					
Financial Assets					
Cash and cash equivalents	3,185,727	(31,857)	(31,857)	31,857	31,857
		(31,857)	(31,857)	31,857	31,857
Total Increase/(Decrease)		(31,857)	(31,857)	31,857	31,857
2016					
Financial Assets					
Cash and cash equivalents	2,525,451	(25,255)	(25,255)	25,255	25,255
		(25,255)	(25,255)	25,255	25,255
Total Increase/(Decrease)		(25,255)	(25,255)	25,255	25,255

Financial Statements

ZOOLOGICAL PARKS AUTHORITY

Notes to the Financial Statements for the Year Ended 30 June 2017 (continued)

	2017 \$	2016 \$
37. 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	54,800	54,000
	54,800	54,000
38. Supplementary financial information		
The following items have been written off by the Accountable Authority:		
(a) Write-offs		
Assets written off	1,179	33,840
Damaged/obsolete retail shop stock	2,020	2,396
Cashier shortages	771	1,049
	3,970	37,285
(b) Losses through theft, defaults and other causes		
Damaged equipment written off by the Authority	1,569	–
Amount recovered through insurance proceeds	(1,299)	–
	270	–
(c) Gifts of public property		
Gifts of public property provided by the Authority	–	18,679
	–	18,679

39. Events occurring after the end of the reporting period

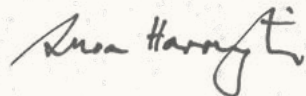
Nil.

Key Performance Indicators

ZOOLOGICAL PARKS AUTHORITY

Certification of Key Performance Indicators for the Year Ended 30 June 2017

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 2017.



Susan Harrington

A/Chair

Date: 23 August 2017



Alex Lamond

A/Deputy Chair

Date: 23 August 2017

Key Performance Indicators

PURPOSE

The agency's purpose is to inspire and act 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.

GOVERNMENT GOAL

Social and Environment Responsibility: Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.

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, experiences, publications, interpretation and information services that encourage positive behavioural changes and community participation in conservation.

SERVICE 2:

Wildlife Management, Medicine and Research

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

Key Performance Indicators

EFFECTIVENESS AND EFFICIENCY INDICATORS

OUTCOME 1:

Conservation of wildlife

This outcome is measured by the Zoo's effectiveness in communicating its conservation message along with its involvement in the conservation of wildlife. 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 and to demonstrate the direct involvement in the conservation of wildlife.

EFFECTIVENESS INDICATORS

To obtain information in relation to effectiveness indicator 1.1, the market research company Painted Dog Research was commissioned by Perth Zoo to conduct customer research during April and May 2017. Intercept surveys were conducted with randomly selected Zoo patrons over 16 years of age. Details of the survey sampling are as follows:

	2014	2015	2016	2017
Population*	627,991	642,352	695,091	657,353
Desired Sample	500	500	500	500
Achieved Sample	510	501	547	500
Sampling Error	±4.2%	±4.2%	±4.2%	±4.37%
Response Rate	40%	53%	80%	75%
Confidence Interval	95%	95%	95%	95%

*Population is based on annual visitors to Perth Zoo

1.1. The Zoo as an educational/learning experience

"Perth Zoo's exhibits and displays educate visitors about conservation problems facing wildlife"	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2017 Target
Agree	95%	95%	97%	94%	95%
Neither agree/disagree	3%	2%	2%	4%	4%
Disagree	1%	1%	-	-	1%
Don't know	1%	2%	1%	2%	-

Note to this Indicator

While the level of agreement decreased from the very high level in 2016, the 94% achieved in the current year continues to demonstrate Perth Zoo's effectiveness in the delivery of wildlife conservation messages. A range of strategies and initiatives provides the opportunity for Perth Zoo to positively influence visitors and promote behavioural change in support of wildlife conservation.

Conservation messages are communicated to Zoo visitors through keeper talks, guided tours, special visitor experiences and creative signage. The dedicated volunteer support of the Perth Zoo Docent Association was extended this year to include support of animal husbandry activities.

Key Performance Indicators

EFFECTIVENESS AND EFFICIENCY INDICATORS (continued)

This work supports developing an increased knowledge base to assist Docent-visitor interactions and communications about wildlife conservation with visitors.

Naturalistic exhibit designs complemented by themed gardens provide opportunities to engage and educate visitors. Education programs aimed at students, schools and the general community also support this indicator. The popularity of activities, including animal encounters continues to grow and provide further opportunity to engage with visitors of all ages. The promotion and demonstration of environmental sustainability initiatives including solar energy, water conservation and recycling continue to support this indicator.

The Zoo's website, publications, innovative marketing and media including social media also focus on delivering conservation messages. The regular sharing of content from the Zoo's social media and website by others including traditional media sources assists in extending community awareness of Perth Zoo's contribution to wildlife conservation.

Additionally, the popular Perth Zoo membership program promotes and encourages repeat visitation and provides opportunities to communicate with and educate members.

1.2. Number of threatened species offspring bred for release into natural habitats

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

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2017 Target
Western Swamp Tortoise	39	33	47	55	30
Numbat	21	24	19	23	12
Dibbler	76	42	42	53	50

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

Note to this Indicator

Annual targets for each species are based on those set independently by the Department of Parks and Wildlife's Recovery Team.

Similar to the previous year, higher than usual numbers of Western Swamp Tortoise eggs were produced during the laying season. The high number of eggs coupled with good hatching success again resulted in the target being exceeded.

The number of female Numbats of breeding age within the breeding colony of Numbats at Perth Zoo resulted in continued breeding success for Numbats. Following a small decrease in the previous year, breeding again exceeded the target set by the Recovery Team for this species.

Good breeding success was achieved with the number of Dibblers produced higher than the last two years. There were an additional 21 animals bred at the Zoo and released to the wild with their mothers within a month of birth. The reported figures excludes these animals as their survival beyond 30 days of birth cannot be confirmed. The previous two years were lower than targeted as a result of higher numbers of breeding females being released from the Zoo to the wild at the request of the species Recovery Team and the Department of Parks and Wildlife.

Key Performance Indicators

EFFECTIVENESS AND EFFICIENCY INDICATORS (continued)

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.

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2017 Target
Total visitors admitted to the Zoo	627,991	642,352	695,091	657,353	645,000
Total cost of services (\$000's)	\$20,468	\$21,217	\$23,263	\$22,617	\$22,484
Average cost per visitor	\$32.59	\$33.03	\$33.47	\$34.41	\$34.86

Note to this Indicator

The cost of services is slightly higher than the target and 3% below the previous year. The reduction in cost of services from the previous year is due to a number of factors. These include costs associated with a special dinosaur display in the previous year and implementation of budget saving initiatives during the current year. Visitor numbers were 2% above target resulting in an average cost per visitor of \$34.41. The cost per visitor was 3% above the previous year and 1% below the target. This was due to a combination of factors including the dinosaur display in the previous year which resulted in record annual visitation of 695,091. Current year visitor numbers were 5% lower at 657,353 visitors. Employee benefits expenses savings of 1% were achieved and operational expenditure was reduced to offset lower revenue from admissions and commercial revenue.

Perth Zoo continued to develop and promote innovative visitor experiences to support increased visitation and community engagement. Upgrades to exhibits and facilities are designed to provide improved visitor amenity, deliver animal management outcomes and engage the community in wildlife conservation.

The membership program continued to grow during the year and supports repeat visitation. Regular media exposure and greater use of social media continues to assist with retaining, attracting and encouraging repeat visitation.

Key Performance Indicators

EFFECTIVENESS AND 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;
- undergraduate and postgraduate theses involving research supervised by Perth Zoo staff;
- spoken lectures developed for presentation to university students by Perth Zoo staff where the lecture forms part of an accredited university course; and
- major scientific research-based Government reports authored or co-authored by Perth Zoo staff or Perth Zoo-supported researchers.

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

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2017 Target
Number of research communications produced	28	29.67	33.33	30.00	27.33
Total FTEs to produce research communications	20.48	20.12	19.94	19.50	20
Research communications produced per FTE	1.37	1.47	1.67	1.54	1.37

Note to this Indicator

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

As the reported figures are based on a three year moving average, the comparative year and current year figures are higher as a result of Perth Zoo hosting the Zoological Aquarium Association of Australasia's bi-annual conference in May 2016. With Perth as the conference location provided greater opportunity for Perth Zoo participation and resulted in eleven research communications produced by Perth Zoo staff.

The number of research communications produced also reflects the extent of continued collaborations with external research institutions, coupled with Perth Zoo supported student research projects, supervision of research for undergraduate and postgraduate theses and lectures provided to accredited courses at all four WA public universities.

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 for Environment. The Zoological Parks Authority has discretion over pricing for other goods and services rendered. There was no increase in Perth Zoo admission prices in 2016-17, with the last approved increase being effective from 1 July 2015. Admission prices are advertised on Perth Zoo's website and at the front entrance.

Capital Works

Perth Zoo's capital works program consists of projects that are funded from either Government capital appropriations or internally-generated revenue such as sponsorships, grants and bequests. The Zoo undertook \$2.4 million worth of capital works in 2016-17. Details of the major completed works and works in progress are as follows;

Completed Capital Projects: Public Address System

A replacement for Perth Zoo's aged public address system was commissioned in April 2016 and the final payment for the project was settled in 2016-17. A total of \$24,771 of State Government funding for facility upgrades was spent on the project in 2016-17 bringing total project expenditure to \$503,115.

Animal Exhibit Upgrades

Upgrades were completed to a number of exhibits during the period. These included a major refurbishment of animal holding facilities within the Lesser Primate precinct, fencing of the Tasmanian Devil exhibit, a new porcupine exhibit, roofing and climate control for the Komodo Dragon exhibit along with refurbishment of the radiated tortoise exhibit.

In 2016-17, \$424,030 was spent to complete these animal exhibit upgrades, bringing the total cost to \$544,445. The upgrades were funded from State Government funding for animal exhibit upgrades.

Facilities and Infrastructure

A new sewer transfer station was installed during the period to replace aged infrastructure and improve management of sewer discharge for the Perth Zoo site. New fuel tanks were installed to improve overall management of fuel stored on site and to reduce longer term operational costs through bulk purchase opportunities. The first stage of some upgrades to electrical infrastructure upgrades and staff accommodation were also completed with further elements to be completed in 2017-18.

An upgrade of the Zoo's old bear cave precinct was also completed during the period including incorporating landscaping and interpretation elements to improve visitor amenity. It is designed to tell the 'old zoo new zoo' story, focussing on the changing role of Perth Zoo and to animal welfare and care over the Zoo's long history.

In 2016-17, \$240,458 was spent bringing the costs to date to \$282,063 from the State Government funding for upgrades to facilities.

Other Financial Disclosures

Other

Other capital expenditure in 2016-17 included major maintenance programs, new and replacement equipment assets at a total cost of \$416,819. These were funded from State Government funding and included the following projects:

- A total of \$99,700 was spent on the purchase of replacement computer equipment from the Zoo's project in the asset investment plan for this purpose;
- A total of \$54,521 was spent on the replacement of three electric buggies in the operational fleet as part of a scheduled replacement program for these assets;
- A total of \$262,598 was spent on major maintenance projects associated with buildings, infrastructure and equipment.

Capital Works in Progress:

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.

This is 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. The water infrastructure management project is the largest capital works project ever undertaken by the Zoo.

Following completion of the detailed project definition plan in 2012-13, forward works for fire services in 2013-14, detailed design and commencement of construction in 2014-15, the major element of this project involving trenching and replacement water infrastructure was completed in 2015-16.

Planning for other elements of this infrastructure project continued during 2016-17 with installation of energy efficient variable speed pumps, completion of an irrigation audit, removal of redundant fire services infrastructure, and concept planning for water reuse through existing water bodies. Work will continue in 2017-18 on progressing the remaining elements of this staged project in support of longer term sustainability initiatives.

A total of \$315,141 was spent in 2016-17 bringing the total project expenditure to \$9,486,155 from the \$11.9 million total budget. The remaining \$2.4 million will be required in 2017-18 and beyond to implement the remaining elements of the original business case for this project.

Lion Exhibit Upgrade

A business case for a staged upgrade and extension of the African Lion exhibit was approved during 2016-17. The project includes enlarging the exhibit to enable future breeding opportunities for this species. Enhanced visitor viewing opportunities and interpretation will also support public engagement and education programs to promote the conservation of this species in the wild. Construction of the first stage commenced in February 2017 and is expected to be completed in the first quarter of 2017-18. Detailed design for the second and final stage of the project has commenced with construction and completion scheduled for 2017-18.

A total of \$931,818 of State Government funding was spent on the project in 2016-17. The balance of this \$3 million project will be completed in 2017-18.

Other Financial Disclosures

Other

Other works in progress include an upgraded visitor pathway in the rainforest retreat, exhibit fencing, office accommodation improvements and planning for future developments with \$85,946 expenditure on these projects in 2016-17. Future developments planned include upgrade of the Sumatran Tiger exhibits, a new medium mammal breeding facility, new café and catering facilities, upgrades to aviaries and continued upgrades to Lesser Primate facilities. Planning will continue in 2017-18 for improved exhibits and facilities, interpretation and visitor amenities in support of the Zoo's strategic asset management plan.

Employment and Industrial Relations

Staff Profile

Perth Zoo employed 256 people in 2016-17, representing an average of 162 full time equivalents (FTE) over the year. The high head count to FTE ratio reflects the Zoo's commitment to flexible work practices. The Zoo has strengthened the alignment of staff resources with visitor numbers to meet customer expectations of services and education programs.

Casual employment opportunities also provide for students studying relevant fields to gain experience in their chosen careers and professions. Staff who are employed under external grant funds also affect the annual FTE level.

Employee Profile	2016-17	2015-16	2014-15
Permanent Full Time	99	98	112
Permanent Part Time	43	35	32
Fixed Term Full Time	23	20	16
Fixed Term Part Time	6	15	11
Casual	85	65	76
Trainee	0	1	2
Cadets	0	0	0
Total head count	256	234	249
Full time equivalent (FTE)	162	165	166

Recruitment activity in 2016-17 was impacted by the Workforce Renewal Policy. For the reporting period, twenty-four (24) recruitment processes were completed. Twenty (20) of these were permanent appointments, and the remaining four (4) processes were either fixed-term or casual appointments. Staff members, new and current, continued to be provided with options for flexible working arrangements where operationally possible. A total of twenty-eight (28) staff have capacity to log on and work from home, providing opportunities to balance work and other responsibilities. Female staff access this option at a ratio of approximately 2:1 compared to male staff. The following table indicates the level of take-up of other flexible options.

Other Financial Disclosures

Type of Flexible Working Arrangement	Permanent	Contract	Proportion of Total Staff*
Working Part time	43	6	19.1%
Flexible Start/Finish times	99	23	47.6%
Purchased Leave Arrangements	8	0	3%

*Total Staff = 256 (based on year end Headcount)

The Zoo recorded a total of 16 cessations in 2016-17 (representing 9.8% staff turnover) compared to 18 staff in 2015-16 (10.9 % staff turnover).

The Zoo continued to work hard to attract and retain a diverse workforce and in most areas achieved progress.

Workforce Diversity	Target 2016-17 %	Achieved 2016-17 %	Achieved 2015-16 %
Women in management Tier 1	100	100	100
Women in management Tier 2&3	55	67	67
Indigenous Australians	1.3	1.3	1.3
People with disabilities	5.0	2.5	4.7
People from culturally diverse backgrounds	12.5	7.6	6.8
Youth (15 to 24 years)	4.6	9.5	9.8

Industrial Relations

In response to the workforce renewal targets set by the State Government, Perth Zoo has implemented a three year change and reform program. As opportunities to build a more change-resilient, capable and adaptive workforce are identified they are being embedded into the Zoo's organisational structure.

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

	Permanent	Contract	Casual	Proportion of Total Staff
Government Officers	122	26	84	90.6%
Miscellaneous	19	2	1	8.6%
Building & Engineering Trades	1	0	0	0.4%
Common Law Contracts	0	1	0	0.4%
Total	142	29	85	100 %

Other Financial Disclosures

Workforce Planning and Staff Development

Perth Zoo's Workforce and Diversity Plan (2016-2020) sets the direction to identify current and future workforce needs. The Plan incorporates strategies that respond to sector-wide workforce issues and reflects the Zoo's commitment to equal opportunity. As part of the workforce initiatives within the Plan, Perth Zoo hosted a trainee from the Public Sector Commission Aboriginal Traineeship Program. The trainee successfully completed their training five months early and has now been appointed to a permanent position in the Perth Zoo reception team.

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

In 2016-17, Perth Zoo provided 1,453 hours of formal training to staff at a cost of \$56,414. Whilst this represented a decrease in formal training hours and increase in cost per head, several specialised high value training initiatives were actioned.

Across Perth Zoo 76% of staff have completed Ethical and Accountable Decision Making training in the last three years.

Formal training hours do not include informal on-the-job learning. A significant quantity is delivered across the Zoo (predominantly technical skills).

Employee Profile	2016-17	2015-16	2014-15
Total formal training hours provided to staff	1,453	2,034	2,027
Average hours per FTE	8.97	12.41	12.21
Total training Costs	\$56,414	\$45,502	\$49,000
Average training investment per FTE	\$348	\$277	\$295

Training Focus	Staff Number	Outcome for the Business
Occupational Safety & Health	104	Improved ability to manage risk and provide a safe workplace for staff and visitors.
Management and Personal Development	36	Improved understanding and ability to proactively manage in times of change, conflict and stress.
Technical Training	47	New techniques to contribute to continuous improvement of technical expertise and ensure best practice.

Governance Disclosures

Risk Management

The Executive Risk Management Committee has primary responsibility for risk management at Perth Zoo. The Zoo's risk management framework consists of monitoring and management by committee (Executive Risk Management Committee, Occupational Safety and Health Committee, Emergency Management Action Group, Zoological Parks Authority Audit and Finance Committees), policies, standard operating procedures, emergency management and business continuity plans, risk registers, regular inspections and regular review.

Separate Risk Registers are maintained to distinguish between strategic, high-level risks applicable to the entire Zoo, and operational risks that are managed at the Directorate or Sectional level. These registers are reviewed quarterly in accordance with the established review schedule.

Indemnity Insurance Premium

Perth Zoo has Directors and Officers Liability Insurance covering members of the Zoological Parks Authority Board and senior management. The limit of liability is \$10 million. The Zoo contributed \$6,186 to the annual premium in 2016-17.

Contracts with Senior Officers

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

Unauthorised Use of Credit Cards

Officers of the Zoological Parks Authority hold corporate credit cards and cardholders are reminded of their obligations under the Authority's credit card policy. Three employees inadvertently used the corporate credit card instead of their personal card for minor personal payments. These incidents were not referred for disciplinary action as the Chief Finance Officer noted prompt advice and immediate settlement.

In two incidents the cardholders arranged immediate reversal by the supplier and the third case resulted from a corporate card being inadvertently scanned by an EFTPOS machine. The personal use amounts and the nature of the expenditure were immaterial and characteristic of an honest mistake. As the amounts relating to all instances were immediately settled by the cardholder or reversed by the supplier, at 30 June 2017 no amount remains outstanding.

	2016-17 \$
Aggregate amount of personal use expenditure for the reporting period	330
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	330
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	NIL
Aggregate amount of personal use expenditure outstanding at balance date	NIL

Other Legal Requirements

Electoral Act 1907

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

Total expenditure for 2016-17 was \$361,783

Expenditure was incurred in the following areas:

Expenditure	Supplier	Amount
Advertising agencies	The Brand Agency Gatecrasher Advertising Pty Ltd	\$13,868
Market research organisations	Painted Dog Research Pty Ltd	\$47,630
Polling organisations	Nil	\$Nil
Direct mail organisations	Ezimap	\$50,732
Media advertising organisations	Carat Australia Media Services Pty Ltd APN Outdoor Trading News Limited Facebook Ireland Email Media Adcorp Australia Ltd Adstream Australia Pty Ltd	\$249,553

Financial Estimates 2017-18

From 1 July 2017, the Zoological Parks Authority will be amalgamating with other Government agencies to form the new Department of Biodiversity, Conservation and Attractions but will continue as a separate legal entity. As the Zoological Parks Authority will no longer be separately identifiable within a separate Division of the Consolidated Account Expenditure Estimates, the Authority's 2017-18 budget estimates have been prepared and approved in accordance with Section 40 of the *Financial Management Act 2006*.

Other Legal Requirements

As required under Treasurer's Instruction 953, the 2017-18 annual estimates for the Zoological Parks Authority are provided in the following table.

	2017-18 Budget Estimate \$'000		2017-18 Budget Estimate \$'000
COST OF SERVICES		NET COST OF SERVICES	
Expenses		Income from State Government	
Employee benefits	14,976	Service appropriations	11,109
Grants and subsidies	400	Total Income from State Government	11,109
Supplies and services	4,525		
Accommodation	400	SURPLUS FOR THE PERIOD	1,947
Depreciation and amortisation	2,800		
Other expenses	2,234		
Total cost of services	25,335		
Income			
Sale of goods and services	15,108		
Grants and subsidies	60		
Other revenue	1,005		
Total Income	16,173		

Other Legal Requirements

Disability Access and Inclusions Plan Outcomes

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

Outcome 1: Services and events

'People with disability have the same opportunities as other people to access the services of, and any events organised by, a public authority.'

- Continued to provide free of charge carer/companion admission. Free day admission was provided to 3,962 carers of people with a disability in 2016-17. This is equivalent to over \$114,989 in admissions revenue;



Dreamnight. Credit: The Sunday Times.

- Provided special tailored Docent-led group tours to various community groups and individuals with differing needs as requested;
- Tailored and conducted Eye to Eye animal encounter experiences and Zebra Car tours to meet different needs as requested;
- Provided specific seating areas for wheelchair and mobility aid users at Zoo events to ensure views are not impacted;
- Hosted second annual Dreamnight in February with Perth Zoo opening its doors to 1,105 children suffering from illness or disability and their immediate family members;
- Chosen as the venue for Variety WA end of year celebrations, attracting 800 guests.

Outcome 2: Buildings and facilities

'People with disability have the same opportunities as other people to access the buildings and other facilities of a public authority.'

- Continued to actively support federal and state initiatives to improve access (eg: ACROD program, Companion Card);
- Maintained ACROD car and bus bays in key locations to enable accessibility;

- Ensured that design and specifications for new and upgraded exhibits, facilities and premises met physical access requirements and improved the experience for people with disabilities, where practicable. Examples include planning for new Lion Viewing Bay interpretation includes tactile elements;
- Upgraded the Rothschilds function rooms toilet block with improved ventilation/extraction system for toilet area (especially in disabled toilet). Installed LED lighting to help with visibility and installed wheelchair accessibility guards;
- Upgraded the Information Centre toilets with ramps to female and male toilets to improve accessibility and installed wheelchair accessibility guards. Installed LED lighting to improve visibility;
- Upgraded playground toilets with LED lighting to increase visibility;
- Maintained fleet of wheelchair-supportive Zebra Cars;
- Maintained fleet of complimentary wheelchairs;

Other Legal Requirements

Disability Access and Inclusions Plan Outcomes continued

- Tender documentation for Zoo projects includes the requirement to demonstrate an awareness of and commitment to compliance with the principles of the Disability Act;
- Applied the DAIP checklist to all capital works project within 2016-17;
- Continued to provide a free accessibility map which caters to a range of disabilities;
- Maintained Assistance Animal access areas and associated map;
- Affordable Zebra Car tours for the elderly, frail visitors or parents with small children continue to be provided.

Outcome 3: Information

‘People with disability 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’.

- Continued to improve the variety of formats in which information is kept and/or published to reach a wide spectrum of community;
- A prominent link is included on the Zoo’s website homepage leading to comprehensive accessibility information;

- 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;
- Information is available in large format and font, upon request;
- The Zoo’s upgraded 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 and complies with the WA Government’s Accessibility Guidelines.

Outcome 4: Level and quality of service

‘People with disability 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’.

- 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;
- On-the-ground Docents and trained staff provide special tours and mobility assistance for people with special needs;
- DAIP requirements are incorporated into operational plans.

Outcome 5: Complaints

‘People with disability have the same opportunities as other people to make complaints to a public authority’.

- Perth Zoo offers various options for making a complaint including in-person, by telephone, email, social media and comment cards;
- Docent training includes visitor awareness and complaint handling;
- Staff from Customer Services, Visitor Services, Reception, Retail and Events receive training in dealing with complaints;
- Review of Perth Zoo complaints handling process was undertaken and process updated.

Other Legal Requirements

Disability Access and Inclusions Plan Outcomes continued

Outcome 6: Consultation

‘People with disability have the same opportunities as other people to participate in any public consultation by a public authority’.

- Annual 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 is unbiased towards or against those with a disability;
- A range of views on access issues from the community through community groups, Zoo visitors with disabilities and the wider community are collected by staff in service areas and by Perth Zoo Docents;
- Feedback regarding accessibility at events is welcomed and received by Perth Zoo;
- As part of the DAIP 2017-22 development, the community, visitors, staff, docents were invited to fill out a progress survey. A more specialised survey was also sent to specific disability agencies inviting comments and feedback.

Outcome 7: Employment

‘People with disability have the same opportunities as other people to obtain and maintain employment with a public authority’.

- Perth Zoo includes a statement in all advertised positions that it is an equal opportunity employer;
- Ensured that job advertisements are available in an accessible format;
- Work experience opportunities for people with a disability may be considered at Perth Zoo in either administration or operational areas;
- Links with various Disability Employment Providers have been made and are informed when job advertisements are placed;
- Reviewed job roles across Perth Zoo to identify suitable positions that could accommodate disabled applicants;

- Continued office accommodation accessibility review;
- Flexible working hours are available to staff. This includes working part time, and flexible start and finish times to accommodate people with specific requirements;
- Perth Zoo job description forms detail the duties and skills required for a job, enabling applicants to make an informed assessment of their potential suitability for the role before applying for advertised positions.

Other Legal Requirements

Compliance with Public Sector Standards and Ethical Codes

*Public Sector Management Act 1994
Section 31 (1)*

Public Sector Standards: There were no breach claims lodged in 2016-17

WA Code of Ethics: No claims were lodged in 2016-17.

Perth Zoo Code of Conduct: One allegation of a breach of Code of Conduct was raised, found to be unsubstantiated and finalised in 2016-17.

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

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

The Zoo's Workforce and Diversity Development Plan 2016-2020 also prioritises this area for ongoing attention in the coming years.

Other Legal Requirements

Record Keeping Plan

Perth Zoo has a record keeping plan in place which is approved by the State Records Office. The Plan outlines a record keeping program for the agency and describes 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 systems is evaluated not less than once every five years.

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

2. The organisation conducts a record keeping training program

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

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

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

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

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

Freedom of Information

In the reporting period, Perth Zoo did not receive any Freedom of Information (FOI) requests. Procedures and resources are provided on the Zoo's intranet which are in accordance with the legislation.

Government Policy Requirements

Occupational Safety, Health and Injury Management

Perth Zoo management is committed to providing and maintaining a safe and healthy environment, and to the continuous improvement of injury prevention and injury management programs. A full review and update of the occupational health and safety framework was undertaken in early 2016 and became operational in 2016-17.

Safety awareness is continuously promoted via regular full staff meetings, ad hoc safety emails to all staff, and regular updates and messages on the Zoo Intranet. Standard Operating Procedures provide staff with written instructions to ensure the safe use of equipment and ensure staff safety when working with animals. The OSH Committee meets on a bi-monthly basis and reports regularly to the Corporate Executive.

Perth Zoo ensures compliance with the injury management requirements of the *Workers' Compensation and Injury Management Act 1981* via assistance from external providers and support through the development of comprehensive return to work plans.

The number of workers' compensation claims lodged during the year decreased from nineteen (19) in 2015-16 to fourteen (14) in 2016-17. Three (3) longstanding claims from 2014-15 were settled in 2016-17. Ten (10) of the new claims involved time off work.

The Zoo's performance in 2016-17 against targets set out in the Public Sector Commissioner's Circular 2012-05, Code of Practice: Occupational Safety and Health in the Western Australian Public Sector, is shown in the table below.

Measure	Actual Results	Actual Results	Results against Target	
	2016-17	2015-16	Target	Comment on result
Number of fatalities	0	0	Zero (0)	Achieved
Lost time injury and/or disease incidence rate	6.1%	13.6%	Zero (0) or 10% reduction on previous 3 years	Achieved
Lost time injury and/or disease severity rate	4%	4.5%	Zero (0) or 10% improvement on previous 3 years	Achieved
Percentage of injured workers returned to work:			Actual percentage result to be stated	A more focussed proactive process continuing to reduce return to work time-frames.
(i) within 13 weeks	56.5%	62.4%	Greater than or equal to 80%	
(ii) within 26 weeks	78.2%	74.9%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	67%	7%	Greater than or equal to 80%	Training in the new OSH Management System.

Government Policy Requirements

Occupational Safety, Health and Injury Management continued

Occupational safety and health initiatives in 2016-17 included:

- A new online OSH system for Perth Zoo that provides targeted communication and follow-up for all managers and an improved reporting function was implemented in July 2016.
- Training of new safety representatives for the Zoo OSH Committee as well as many supervisors and managers across the Zoo and further training and development opportunities for committee members were also identified;
- Provision of targeted training including manual handling, first aid, back care, and fire extinguisher training;
- Provision of an annual Flu vaccination program, and other pro-active vaccination/booster shots for operational staff;
- Facilitation of preventative health care initiatives (information sessions), and ergonomic assessments.



