

Zoological Parks Authority

ANNUAL REPORT

2011



Our Purpose

To secure long term populations of species in natural environments while engaging the community in global conservation action.

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In line with State Government requirements, Perth Zoo's annual report – the Zoological Parks Authority Annual Report 2010-11 – is published in an electronic format. Perth Zoo encourages people to use recycled paper if they print a copy of this report or sections of it. For the convenience of readers and to minimise download times and print outs, the annual report has been presented in chapters, as well as the entire document. The annual report is presented in PDF format. All sections, except the financial statements, are also presented in Word format.

Zoological Parks Authority Annual Report
2010-2011

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Front Cover: White-cheeked Gibbon infant Nakai at Perth Zoo. Photograph by Daniel Scarparolo.

For the Year Ended 30 June 2011

To the Hon Bill Marmion MLA
Minister for Environment

In accordance with Section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament the annual report of the Zoological Parks Authority for the financial year ended 30 June 2011.

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



Brian Easton
Chairperson
12 September 2011



Pam Garnett
Deputy Chairperson
12 September 2011



African Painted Dog pups

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Chairman's Report

It has been a year of significant achievements, milestones and challenges for Perth Zoo in an increasingly uncertain economic environment.

Highlights included the commissioning of stage one of the solar project making Perth Zoo the largest solar site in Perth, the first translocation of critically endangered White-bellied frogs reared at Perth Zoo, the successful community awareness program Wipe for Wildlife, and the raising of more than \$298,000 for wildlife conservation.

The Zoo's contribution to conservation medicine expanded further with support for Woylie disease investigations and an insurance population of endangered Woylies at the Zoo.



Numbat baby

In the reporting period, 14 Numbats, 94 Dibblers and 47 Western Swamp Tortoises were bred at the Zoo making it one of the most successful breeding seasons for the Zoo's breed-for-release program for threatened native species.

Perth Zoo also took a lead veterinary role in the region with the appointment of its senior veterinarian as convener of the Veterinarians' Specialist Advisory Group for the regional Zoological and Aquarium Association.

A previous winner of the State's top tourism award, Perth Zoo was again named Western Australia's top tourist attraction at the Western Australian Tourism Awards in November 2010. The Zoo's continuing popularity was also reflected in the annual market research.

However, the Zoo, like all organisations, is affected by the global economic uncertainty and falling consumer confidence. It is also affected by the vagaries of the weather.

Both of these appear to have had an impact in 2010-11 which included Perth's second hottest summer on record. A total of 611,793 people visited the Zoo in 2010-11, down 3.7% on the previous year. Despite this, revenue from admissions was in line with the previous year.

Fewer visitors, coupled with lower discretionary spending, resulted in lower retail sales in the Zoo shop. On the up side, the Zoo recorded strong commercial returns and increased revenue from catering, venue and equipment hire, and memberships.

Out in the grounds, capital works totalling \$2.3 million occurred including a new visitor boardwalk at the Koala exhibit and upgrades to various African savannah exhibits, primate exhibits, the crocodile exhibit and Dingo exhibit.

During the year, the Zoo Board focused on priority areas, building on the recommendations of Perth Zoo's 20 year Master Plan released in 2004.

These priorities include increasing the Zoo's environmental management capacity and sustainability profile, community education, conservation medicine, research performance, field conservation including fundraising, and future planning for capital developments.

In 2010-11, concept design and preliminary planning was undertaken for a variety of future developments linked to Perth Zoo's Master Plan. This included planning for facilities linked to animal breeding, the delivery of education outcomes and veterinary medicine.

Chairman's Report continued

As part of the Zoo's future business planning, preliminary concept work also continued on a long term proposal for an open range facility to complement Perth Zoo's existing South Perth site. This proposal is part of Perth Zoo's long term planning outlined in its 20 year Master Plan.

As the outgoing Chairperson, I would like to extend my thanks to my fellow Board members and Perth Zoo executive for their valued support during my six years as Chair.

It has been a privilege to be involved with an organisation that plays such an important role in this State in the fields of conservation, community education, research, tourism and recreation. Perth Zoo continues to be a respected and much-loved institution for all Western Australians to enjoy.

I wish the organisation all the best in the future and leave knowing that the professionalism and commitment of the staff, volunteers and supporters will ensure the continued success of the Zoo as a conservation-based world class zoo.



Peter Metcalfe
Chairperson
July 2005 – July 2011

Highlights

Service 1: Community Engagement and Awareness in Conservation

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

In 2010-11, Perth Zoo:

- Was named Western Australia's top tourist attraction at the Western Australian Tourism Awards in November 2010. Perth Zoo is a multiple winner of the WA Major Tourist Attraction Award.
- Attracted 611,793 visitors with 96% of surveyed visitors describing the Zoo as extremely good or quite good value for money.
- Maintained a positive profile in the community with 93% of surveyed visitors believing the Zoo has an important role in the community and 94% believing the Zoo educates visitors about conservation problems facing wildlife.
- Provided formal on-site discovery and learning programs to 58,203 children and adults and delivered 59 off-site Zoo to You talks to groups in the community (1,636 people).
- Implemented a new customer management system for front entrance ticketing, memberships, venue hire, education and accounts receivable. The new system will improve customer service and provides the platform for offering products and services on-line.
- Undertook \$2.3 million worth of capital works including a new visitor boardwalk at the Koala exhibit and upgrades to African savannah exhibits, primate exhibits, the crocodile exhibit and Dingo exhibit.
- Conducted a successful community action trade campaign called SnareWare linking wildlife conservation outcomes with economic development outcomes. Visitors were encouraged to purchase SnareWare products from the Zoo shop. Sourced from a community in Zimbabwe, the products were made from lethal snares removed from the bush by anti-poaching units in Africa.
- Recorded a 19% increase in visits to the Perth Zoo website, up from 413,927 visits in 2009-10 to 490,680 in 2010-11, and launched its new website with improved navigation tools in June 2011.
- Continued to grow Perth Zoo's YouTube channel with an additional 15 Zoo-produced videos - including a Javan Gibbon birth and Western Swamp Tortoises hatching - attracting over 72,000 views by people around the world.
- Reintroduced the Perth Zoo train ride with enthusiastic support from visitors. The miniature, trackless train provides short tours around the Zoo on weekends and during school holidays. Also introduced additional daily visitor experiences and a new Nocturnal House walking tour.
- Continued to reduce energy and water use and became the largest solar site in Perth with the installation and commissioning of 303 solar panels across the Zoo site. The 90.9kW solar installation, stage one of a large solar system being installed at the Zoo as part of the Perth Solar City Program, is expected to produce more than 120,000kWh of energy per year for use by the Zoo.

Highlights continued

Service 2: Wildlife Management, Medicine and Research

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

In 2010-11, Perth Zoo:

- Continued successful breeding programs for threatened exotic and native species. Significant births included a White-cheeked Gibbon (critically endangered species), Javan Gibbon (critically endangered), a litter of nine African Painted Dogs (endangered), five Bush Stone Curlews and five Banded Knob-tailed Geckos (the first time this species has been bred in a zoo).



White-cheeked Gibbon infant Nakai



Western Swamp Tortoise

- Bred a record 94 Dibblers, 14 Numbats and 47 Western Swamp Tortoises - one of the most successful breeding seasons for the Zoo's breed-for-release program for threatened native species.
- Provided 91 Dibblers for release at Peniup Nature Reserve and Waychinicup National Park near Albany. The released Dibblers included three females carrying pouch young.
- Raised \$298,943 under its community fundraising program, Wildlife Conservation Action, to support the conservation of threatened species in the wild. This brings the total amount raised to more than \$1.1 million since the program began in June 2007.

- Distributed over \$388,000 of Wildlife Conservation Action funds, raised in 2009-10, to various conservation projects to support threatened species in the wild including Tree Kangaroos, Western Swamp Tortoise, Woylie, native frogs, African Painted Dogs, Sumatran Orangutan, Sun Bears and Javan Gibbons.
- Continued to take a lead role in the development of a Global Cooperative Management Program for the endangered Javan Gibbon. In partnership with the Indonesian Ministry of Forestry, a workshop was held in Java in August 2010 to finalise details of the program which aims to increase links between the remaining captive and wild populations to support the reintroduction of this species into protected habitat.
- Provided 70 critically endangered White-bellied Frogs - successfully reared at the Zoo from wild egg nests - for the first translocation of this species. The frogs were released in the south-west of the State at a site near Margaret River. In a world first, prior to their release faecal steroid analysis was used at the Zoo to determine the sex of the juvenile frogs and ensure they were released in mixed-sex groups.

Highlights continued

- Began work on the first hormonal mapping of the reproductive cycle of the Numbat to assist the breeding-for-release program for this threatened species.
- Provided conservation-based veterinary education programs, treated injured and confiscated wildlife and provided a preventative health care program for the Zoo's animals. The Zoo's veterinary team averaged 25 clinical cases a day.
- Assessed and treated 155 injured and sick wild Black Cockatoos as part of an ongoing rehabilitation program for these threatened birds. The number of wild cockatoos being brought into the Zoo for treatment is increasing each year (up from 144 and 127 in the previous two years).
- Conducted 38 research projects including 8 PhD projects (one completed in the reporting period), 1 Masters project, 5 Honours projects, 8 Post-doctoral collaborations, 5 staff research projects and 3 Third Year projects. The projects reflect a greater focus on higher level studies (MSc, PhD and Post Doctoral research) where there is a greater likelihood of significant outcomes from the research.
- Produced 22 scientific communications including refereed papers, book chapters, major articles and conference presentations (produced by Zoo staff and students and collaboratively with external researchers).



Veterinary procedure on a Sun Bear



Carnaby's Black Cockatoo

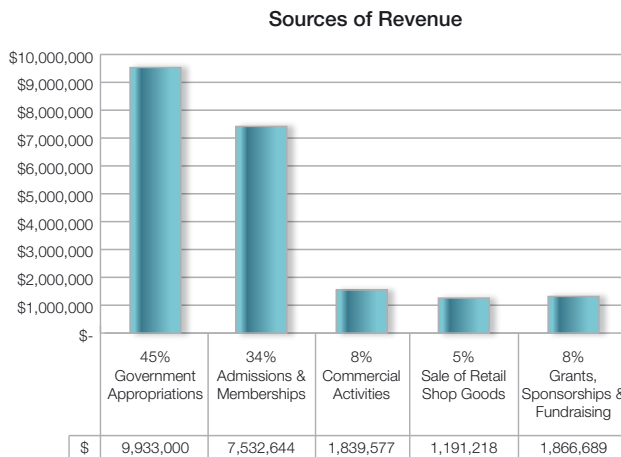
Financial Overview

In 2010-11, Perth Zoo:

- Generated \$6.5 million revenue from admissions, in line with the 2009-10 result.
- Increased Friends of Perth Zoo membership revenue by 7% from last year to \$962,392.
- Increased revenue from the hire of the Zoo’s facilities and equipment by 20% over the previous year to \$476,337.
- Received catering dividends (functions and café outlets) of \$522,068, an increase of 2%.
- Raised \$298,943 through the Zoo’s community fundraising program, Wildlife Conservation Action, to support the conservation of threatened species in the wild. Over \$388,000 raised in the previous year went to wildlife conservation projects in 2010-11.
- Received over \$300,000 from bequests with the funds to be directed to future capital works projects.
- Experienced a 5% drop in retail shop sales and a 23% decrease in the retail shop net profit, down to \$197,192. This decrease is the result of lower admission numbers and possibly reflects general economic conditions.

Revenue

The Zoological Parks Authority receives revenue from the State Government in the form of an appropriation to fund services. The Authority also generates its own revenue from the operations of Perth Zoo including visitor admissions, commercial activities and fundraising. In addition, the Zoo receives grants, sponsorships and bequests for activities such as animal breeding, animal research and exhibit development. Total revenue of over \$22 million was received in 2010-11.



A total of 611,793 people visited Perth Zoo during the year, contributing gate revenue of over \$6.5 million. The number of visitors was 3.7% below last year’s figure of 635,136. An admission price increase from 1 July 2010 resulted in the yield increasing by 4.9% over the previous year to

\$10.74. The number of visits by Friends of Perth Zoo members decreased over the previous year by 6.7%. Revenue from membership sales increased by 7% over the previous year to \$962,392. This followed a membership price increase during the reporting period. The combined revenue from admissions and membership revenue increased by 1.8% or nearly \$115,000 over the previous year to \$7,532,644.

A trend of lower consumer spending in 2009-10 continued in 2010-11 in the Zoo shop and cafes. Commercial revenue was also affected by lower visitor numbers in 2010-11. Sales at the Zoo shop fell by 5% to \$1,191,218 and the net profit decreased by 23% over the previous year to \$197,192, while the catering dividend from the Zoo cafes decreased by 3% over the previous year to \$351,338. However, some commercial activities increased over the previous year which helped to offset some of the declines in other commercial revenue. The catering dividend from functions increased by 14% to \$170,729. Revenue from the hire of the Zoo’s facilities and equipment increased by 20% over the previous year to \$476,337. This includes the hiring out of Perth Zoo’s conference facilities, hire of equipment such as strollers and lockers by visitors and venue hire for functions and events held at the Zoo. The venue hire revenue relating to events was higher than the previous year due to more concerts being staged by external promoters.

Financial Overview continued

Grants, sponsorships, bequests and fundraising generated over \$1.8 million in 2010-11. Some of these grants and sponsorships were restricted for specific purposes such as native species breeding and research or cross-promotional activities with sponsors. This total also includes over \$300,000 in bequest funds received during the period and over \$430,000 in donated solar technology assets from the Commonwealth Government-funded Perth Solar City Program. Perth Zoo's community fundraising campaign, Wildlife Conservation Action, raised \$298,943 in 2010-11. These funds will be distributed in 2011-12 to wildlife conservation projects. Over \$388,000 raised in 2009-10 was allocated to wildlife conservation projects in 2010-11. Sponsorships and bequests received in 2010-11 will support future capital developments at Perth Zoo.

State Government funding provided 45% of the Zoo's revenue base in 2010-11. This Government support enables visitor admission prices to remain relatively low in comparison with other zoos around Australia and competing attractions within Western Australia. This assists the Zoo in remaining accessible to the wider community and in delivering its two services of 'Community Engagement and Awareness in Conservation' and 'Wildlife Management, Medicine and Research'.

Expenditure

Total operating expenditure for 2010-11 was \$21.5 million. Salaries, wages and staffing costs accounted for 60% of expenditure. This included direct costs of employee salaries and wages, costs of providing for leave liabilities and indirect payroll costs such as superannuation and workers' compensation. Increases in award rates of pay along with the associated on-costs, contributed to higher costs in this area. Staffing costs also include appointment expenses, staff training and uniforms.

Depreciation and asset write-offs made up 11% of expenses, reflecting the fact that the majority of the Zoo's assets are high value, non-current, depreciable assets. Maintenance and operating costs represent 12% of expenses and included preventative maintenance programs, energy management initiatives, water management strategies, restorative painting, tree pruning, cleaning and waste disposal.

Administration - including grants provided to conservation projects, property insurance and information technology - accounted for 9% of expenditure. The animal operating expenses included animal food, dietary supplements, veterinary supplies and animal transportation and represented 3% of total expenses. The costs of retail shop sales accounted for 3% of total expenses. Advertising and promotion expenditure represented 2% of expenditure.

Assets and Liabilities

Total assets at the end of the period were \$50 million including \$4.7 million in cash resources held for future capital works and other expenditure commitments. Cash resources also include sponsorships, bequests, grants and fundraising that will be spent on grant related expenditure, capital developments and wildlife conservation initiatives.

Receivables at year end were \$510,579 of which \$176,342 is GST claimable from the tax office. Retail shop inventory decreased by 8% from the previous year to \$164,317. Fixed asset acquisitions in 2010-11 were over \$2.9 million with the major additions related to capital works projects including the new eco-toilet building, solar energy project, koala boardwalk, exhibit fencing and works in progress relating to the orangutan, wetlands and baboon exhibits. There were also purchases of computer equipment along with general plant and equipment.

Total liabilities at the end of the reporting period were \$3.8 million. Liabilities include \$2.4 million in provisions relating to annual and long service leave. Liabilities also include payables of \$682,269 which was 33% higher than the previous year due to \$206,239 owing to suppliers for major capital works in progress. The payables figure includes \$215,104 in accrued salaries.

Responsible Minister

Perth Zoo's responsibility during the reporting period was to three Ministers for Environment: Hon Donna Faragher MLC (1 July 2010 to 21 November 2010); Hon John Day MLA (22 November 2010 to 13 December 2010); and Hon Bill Marmion MLA (14 December 2010 to 30 June 2011) all of whom exercised authority under the Zoological Parks Authority Act 2001.

Enabling Legislation

The Zoological Parks Authority, which manages Perth Zoo, is constituted under the authority of the Zoological Parks Authority Act 2001. The Authority is a body corporate with perpetual succession. It is an agent of the Crown and enjoys the status, immunities and privileges of the Crown.

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

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

Perth Zoo Vision

A world where diversity of species and habitats is secure

Purpose

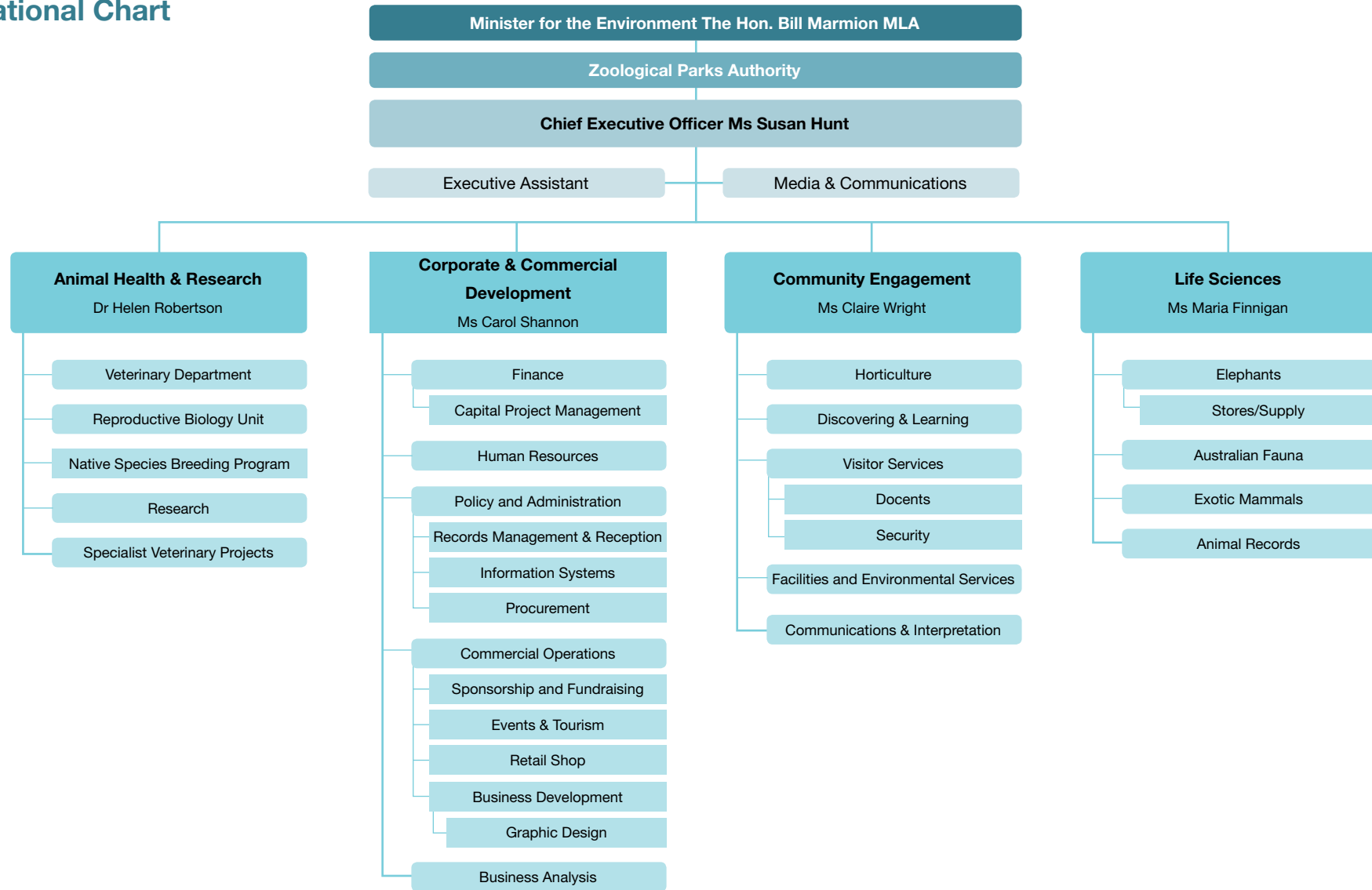
To secure long term populations of species in natural environments while engaging the community in global conservation action

Values

We value excellence in animal care, environmental responsibility and customer service. In bringing life to our values, we embrace and encourage:

- contribution of staff and volunteers
- individual and corporate responsibility
- care for the environment and people
- responsiveness and openness
- continual improvement and development
- creativity and innovation
- integrity and ethics in all that we do
- pursuit of the highest standards in animal care

Organisational Chart



Agency Structure

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

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

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

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



The Perth Zoo train ride returned in 2010-11

Zoological Parks Authority Board

The Zoological Parks Authority Act 2001 states that the Authority's Board of Management shall comprise eight members appointed by the Minister. Members may be appointed for any term not exceeding four years and are eligible for reappointment. The Board is the governing body of the Authority.

During the reporting period, two new Board members, Professor John Edwards and Ms Susan Harrington, were appointed. They replaced Dr Sandra Webb who resigned in 2010 to move interstate and Professor Andrew Thompson who retired after seven years service to the Board.

Under a revised meeting format, the Board met six times in 2010-11 with a focus on setting the strategic and policy direction of the Zoo. The number of meetings attended by each member is shown in brackets. The Board carried out its responsibilities in line with an approved Code of Conduct for Government Boards and Committees.

Mr Peter Metcalfe Chairperson (6 out of 6)
Mr Metcalfe was appointed to the Zoological Parks Authority Board on 4 July 2005. He has a background in public policy advice and is the external affairs manager for BP in Western Australia. He has previously sat on the boards of other non-profit organisations and is a former Chairman of the Deckchair Theatre Company and the South Lake Child Care Centre. Mr Metcalfe has two young children and is a regular visitor to the Zoo. He was reappointed to the Board in July 2008 for a further three-year term.

Dr Pam Garnett FACE PSM Deputy Chairperson (6 out of 6)
Pam Garnett is the Dean of Curriculum at St Hilda's Anglican School for Girls. She is also a member of the Council of Edith Cowan University. She was a member of the Premier's Science Council of Western Australia and chaired the Council's Education Working Group. Dr Garnett is a past president and life member of the Science Teachers Association of WA, a past chair of the Curriculum Council Chemistry Syllabus Committee and the past chair of the Science Learning Area Statement Committee of the Curriculum Framework. In 2003, she was awarded the Prime Minister's Prize for Excellence in Science Teaching. Dr Garnett has a PhD from Edith Cowan University and a Masters degree from Curtin University of Technology. She was appointed to the Zoological Parks Authority

Board in March 2009 for a three-year term and appointed Deputy Chairperson in September 2010.

Mr Eric Ball OAM (5 out of 6)
Mr Ball is a Senior Associate of the ANZ Institute of Insurance and Finance in private practice as a financial consultant. He was a foundation member of the Perth Zoo Animal Ethics Committee and is a member of the Animal Ethics Committees at Curtin University and the Department of Agriculture and Food. Mr Ball was Chairman and President of RSPCA WA from 1985 to 2004 and a member of the RSPCA Australia National Council until 2004. He received the RSPCA Australia Outstanding Service Award in 2005. He has sat on a number of advisory committees including the State Animal Welfare Advisory Committee and was awarded the Order of Australia Medal in 2008 for his service to the community in the field of animal welfare. Mr Ball was appointed to the Zoological Parks Authority Board on 30 October 2006 for a three-year term and was re-appointed for a further three-year term in December 2009.

Zoological Parks Authority Board continued

Mr James Best (3 out of 6)

Mr Best has worked in management consulting since 1987 providing counsel in various areas including strategic and business planning, community engagement and corporate social responsibility. Mr Best operates his own business management consultancy practice. He was elected Mayor of the City of South Perth in October 2007 and appointed to the Zoological Parks Authority Board on 26 February 2008 for a period of three years.

Mr Kevin Harrison (6 out of 6)

Mr Harrison is a past Commissioner, Chairman and Chief Executive Officer of the Western Australian Tourism Commission. He has served on government boards at a state, national and international level including roles as Chairman of the Rottnest Island Authority, Eventscorp and Rally Australia. He has been a board member of over 60 companies in 17 different sectors of the tourism industry including managing director of a national hotel chain and vice president of an international hotel chain of over 500 properties. Mr Harrison was appointed to the Zoological Parks Authority Board on 11 December 2006 for a three-year term and reappointed for a further three-year term in December 2009.

Ms Diana Warnock (5 out of 6)

Ms Warnock was a member of the Legislative Assembly from 1993, retiring in 2001. She was a prominent newspaper and radio journalist for many years and a spokesperson for women’s issues and minority groups. Ms Warnock has served on several boards and committees including the Australian Bicentennial Authority, the National Australia Day Committee and the National Library Council. She is currently on the board of the Baroque Festival, Cityvision, the Alliance Francaise of Perth, the Humanist Society of WA, the WA Constitutional Centre and the Urban Design Centre. Ms Warnock was appointed to the Zoological Parks Authority Board on 29 July 2008 for a three-year term and has been a member of Perth Zoo for a number of years.

Professor John Edwards (4 out of 5)

Previously Dean of Veterinary and Biomedical Sciences at Murdoch University, Emeritus Professor John Edwards is currently consulting in the fields of biosecurity, public health and veterinary education. He is a member of the Biosecurity Council of Western Australia and has more than 30 years experience in veterinary science, education, research and the management of animal health programs in Australia and overseas. He is also a Director of One Health Solutions and in this role works to integrate animal, human and wildlife health

activities. During nine years in the roles of Chief Veterinary Officer and Chief Quarantine Officer of Western Australia, Professor Edwards was closely involved in the development of national policy on animal health and quarantine matters. Professor Edwards was appointed to the Zoological Parks Authority Board on 30 September 2010 for a three-year term.

Ms Susan Harrington (5 out of 5)

Ms Harrington is the WA Health Department’s Medical Entomologist and an 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 appointed to the Zoological Parks Authority Board on 30 September 2010 for a three-year term.

Board Fees

Members were paid remuneration as determined by the Minister for Environment.

Chairperson	annual fee of \$13,450
Deputy Chairperson	annual fee of \$9,350
Members	sitting fee of \$350 per full day or \$230 per half day

Formal Committees of the Board

In line with Schedule 2, Section 14 (1) of the Zoological Parks Authority Act 2001, the Board appoints committees to assist it in the performance of its functions. Three of these committees (Animal Ethics, Research and Audit) include external representation. The terms of reference and performance of the committees is reviewed by the Board on an ongoing basis. The formal committees of the Board, their role and membership (as at 30 June 2011) are listed below.

Title: Finance Committee

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

Members: Peter Metcalfe (Committee Chair and Board representative), Eric Ball (Board representative), Kevin Harrison (Board representative), Susan Hunt (Perth Zoo Chief Executive Officer), Carol Shannon (Perth Zoo Director Corporate and Commercial Development) and Melanie Price (Perth Zoo Accountant).

Title: Audit Committee

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

Members: Peter Metcalfe (Committee Chair and Board representative), Pam Garnett (Board representative), Eric Ball (Board representative), Susan Hunt (Perth Zoo Chief Executive Officer), Carol Shannon (Perth Zoo Director Corporate and Commercial Development), Melanie Price (Perth Zoo Accountant), a representative from Sutherland Rose (internal auditors) and a representative from the Office of the Auditor General (observer).

Title: Animal Ethics Committee

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

Members: Susan Hunt (Committee Chair and Perth Zoo Chief Executive Officer), Susan Harrington (Board representative), Maria Finnigan (Perth Zoo Director Life Sciences), Helen Robertson (Perth Zoo Director Animal Health and Research), Simone Vitali (Perth Zoo Senior Veterinarian), Trueman Faulkner (Perth Zoo staff representative and Exotics Section Supervisor), Graham Mabury (public interest), Heidi Shields (RSPCA, animal welfare interest), Steve Vanstan (RSPCA, animal welfare interest), Ralph Swan (Murdoch University, animal science/teaching), Michael Schultz (public interest).

Title: Research Committee

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

Members: John Edwards (Committee Chair and Board representative), Maria Finnigan (Perth Zoo Director Life Sciences), Helen Robertson (Perth Zoo Director Animal Health and Research), Claire Wright (Perth Zoo Director Community Engagement), Alan Lymbery (Murdoch University), Keith Morris (Department of Environment and Conservation), Ric How (Western Australian Museum), Graeme Martin (University of Western Australia), Simone Vitali (Perth Zoo Senior Veterinarian) and Cree Monaghan (Perth Zoo Specialist Veterinary Manager).

Executive Management Team

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

Chief Executive Officer

Susan Hunt was appointed Chief Executive Officer in 2004 after joining the Zoo in May 2000 as Director of Business Operations. Ms Hunt has a background in policy and planning in the Western Australian public sector and has also worked in the university and private sectors in social science research, writing and lecturing. Ms Hunt is a member of the Board of the WA Council of the Institute of Public Administration, has been a Board member of the Zoo and Aquarium Association (Australasia) since 2004 and was President of the Zoo Association from 2007 until 2011. She is a Fellow of the Australian and New Zealand School of Government, a member of the World Zoo and Aquarium Association Conservation and Animal Welfare and Ethics Committees, and also a member of the Board of Trustees of the International Species Management System. Ms Hunt was awarded a Public Service Medal (PSM) in the 2010 Australia Day Honours list for her outstanding contribution to conservation and public service.

Maria Finnigan

Director Life Sciences

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

Dr Helen Robertson BSc (Hons), PhD, Grad. Dip Journalism

Director Animal Health and Research

Helen Robertson joined the Zoo in 1997 and has held a number of positions including Research Manager and Curator of Australian Fauna. Dr Robertson was appointed Director of the Animal Health and Research Directorate in 2006-07 and is responsible for the Zoo's research program, reproductive biology unit, native species breeding program and veterinary department. She is also responsible for developing collaborative research and breeding programs with other scientific institutions to support Zoo conservation activities. Dr Robertson holds adjunct academic positions at both the University of Western Australia and Murdoch University. She is also a member of the Abrolhos Island Management Advisory Committee.

Executive Management Team continued

Carol Shannon BEd, MBA, GAICD

Director Corporate and Commercial Development

Carol Shannon joined Perth Zoo in July 2006. She has twelve years experience as a director in the Western Australian public sector and has worked extensively in the private sector in Australia and Britain, principally in banking and finance. Her responsibilities include finance, marketing, human resource management, policy and administration, sponsorship and fundraising. Ms Shannon has held a board position with a not-for-profit company for over twelve years including six years as Chairperson.

Claire Wright, Grad Dip Education: Advanced Dip Management

Director Community Engagement

Claire Wright joined Perth Zoo on secondment for a period of six months in 2008-09, acting in the position of Director Community Engagement from August 2008 to February 2009. She rejoined the Zoo in January 2010 to take up the substantive position of Director of Community Engagement. Her responsibilities include education, facilities and environmental management, visitor services, interpretation and horticulture. Ms Wright previously worked with the Rottnest Island Authority where she was the Director of Environment and Planning from 2006 until she joined the Zoo.

Partners in Conservation

Perth Zoo Docent Association

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

Around 300 Docents contribute many thousands of hours of unpaid service to the Zoo each year enhancing the visitor experience through the provision of guiding, education and information services, and contributing to many other areas of Zoo operations including fundraising and behind the scenes activities.

In 2010-11, Perth Zoo Docents contributed over 40,000 hours of service with an average of over 100 hours per Docent. Duties included staffing the Information Centre, conducting guided tours and assisting with events and functions, as well as providing hands-on learning experiences and off-site presentations to community groups. Behind the scenes, Docents created behavioural enrichment items for the animals and also assisted with fundraising raffles at various events.

Initiatives in 2010-11 included:

- A new walking tour presentation format;
- A new Zebra car ferry service trial;
- The 100 year celebration of Wattle Day led by the Docent Flora Team;
- Development of a new Code of Conduct for the association and a review of the association's constitution.



Docents celebrate Wattle Day

Partners in Conservation continued

Perth Zoo Sponsors and Supporters



Zoo-themed city bus

- AECOM Social Club – corporate member
- APN Outdoor – discounted Zoo-themed bus advertising
- Bauxite Resources Limited – funding for Woylie disease investigation program
- The Brand Agency – strategic marketing, communications and creative advice
- Boral Midland Brick – financial and in-kind support aligned with Western Swamp Tortoises
- Brownes Foods Pty Ltd – financial and in-kind support for Brownes Numbat Club
- City of Canning – financial support aligned with Carnaby’s Black Cockatoos
- City of South Perth – financial, marketing and promotional support
- Coca-Cola Amatil – financial, marketing, promotional and fundraising support
- Commonwealth Bank of Australia – financial, marketing, promotional and fundraising support
- Danesfield @ Select Mortgage Services – corporate member
- Department for Child Protection – corporate member
- Garuda Indonesia – return flights to Indonesia to support Perth Zoo’s conservation work
- Healthway – smoke free venue initiative
- HMAS Stirling – corporate member
- IGA - financial, marketing, promotional and fundraising support for the IGA Easter Treasure Hunt and the IGA Biodiversity Trail
- Iluka Resources Limited – corporate member
- Luna Palace Cinemas – Zoo Friends’ discount and support for Wildlife Conservation Action (WCA)
- NatVend (WA) Pty Ltd – financial sponsorship
- Network TEN – in-kind advertising support for WCA and Perth Zoo
- Perth Zoo Docent Association – donations and support for WCA
- Public Transport Authority – Zoo-themed ferry and ferry terminal advertising
- Quality Press – in-kind printing sponsorship
- Rio Tinto – financial sponsorship
- Rotary Club of Mosman Park – financial sponsorship aligned with the planned giraffe feeding tower
- Spotless Services Australia Limited – financial support and in-kind catering
- Termimesh – financial sponsorship aligned with Perth Zoo echidna exhibit
- Tiwest Pty Ltd – financial sponsorship aligned with the Tiwest Night Stalk event
- The Sunday Times – in-kind advertising sponsorship of the 2011 Perth Zoo Conservation Calendar and marketing and promotional support
- Thrifty WA – corporate member
- Unilever Australia Ltd (Streets Icecream) – financial sponsorship aligned with Streets Happy Zoo Year event and other marketing and promotional support
- Water Corporation – financial sponsorship of the 2011 Conservation Calendar and the planned Sustainable Education Precinct and corporate member
- Western Areas NL – financial sponsorship aligned with Perth Zoo Northern Quoll exhibit
- Woodside – corporate member

Partners in Conservation continued

Stakeholders and Partners

The community of Western Australia; Zoo Friends (members) and Perth Zoo visitors; Government of Western Australia; State and Federal Government agencies and organisations; Perth Zoo Docent Association; World Association of Zoos and Aquariums; Zoo and Aquarium Association; Australasian Species Management Program; Western Australian Department of Environment and Conservation; South West Catchments Council; Western Australian Department of Education and Training; The Directorate of Biodiversity Conservation, Ministry of Forestry of the Republic of Indonesia; Australian Wildlife Conservancy; Western Australian Conservation Council; Australian Orangutan Project; Frankfurt Zoological Society; Free the Bears Fund; Silvery Gibbon Project; Painted Dog Conservation Inc; Tenkile Conservation Alliance; Asian Rhino Project; Project Numbat; Gilbert's Potoroo Action Group; Friends of the Western Swamp Tortoise; City of South Perth; International Union for Conservation of Nature; Conservation Breeding Specialist Group; Taronga Conservation Society Australia; Zoos South Australia; Zoos Victoria; Australia Zoo; Western Australian universities and schools; RSPCA and other animal welfare and preservation groups; Western Australian Museum; corporate sponsors and supporters; wildlife carers; conservation sector and environmental groups.



African Painted Dogs at Perth Zoo

Key Legislation

Legislation and Regulations Administered by the Authority

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

Other Key Legislation Impacting on Zoological Parks Authority Activities

In the performance of its functions, the Zoological Parks Authority complies with all relevant State and Commonwealth legislation.

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

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

Land Reserves

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

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

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

Outcome Based Management Framework

Changes to Outcome Based Management Framework

The Authority’s outcome based management structure did not change during 2010-11.

Relationship to Government Goals

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

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

Service 1: Community Engagement and Awareness in Conservation

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

Service 2: Wildlife Management, Medicine and Research

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

Shared Responsibilities with Other Agencies

During the reporting period, Perth Zoo continued to support the Department of Environment and Conservation’s species recovery programs by providing captive bred native animals for release into protected areas in the wild.

The Zoo also continued to provide conservation-based veterinary education programs and conservation medicine for the State of Western Australia. In 2010-11, the Zoo’s Veterinary Department continued to develop and expand its role in conservation medicine, working closely with the Department of Environment and Conservation (DEC) and other organisations on the investigation of wildlife health issues. The Zoo’s work in this field included its ongoing rehabilitation program for endangered wild Black Cockatoos and the investigation of disease aspects of the decline of Woylie populations in the wild in Western Australia. Veterinary staff participated in five field trips, providing in-the-field health assessments of Woylies.

Outcome Based Management Framework continued

Perth Zoo veterinary staff continued to provide assessments and treatment of injured and confiscated wildlife. On behalf of DEC, the Veterinary Department examined around 30 confiscated animals brought into the Zoo for assessment and treatment in 2010-11.

Veterinary staff continued their teaching involvement in DEC's Basic Wildlife Carers courses.



Confiscated Shingleback Skinks assessed at Perth Zoo

Agency Performance — Report on Operations

Chief Executive's Report

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Expanding Perth Zoo's reach and influence as an educator was a key focus in 2010-11 with initiatives which highlighted the Zoo's role in changing behaviours and raising community awareness of conservation and sustainability.

Showcasing a solar-powered future, Perth Zoo became the city's largest solar site in March 2011 with the commissioning of 303 solar panels across eight Zoo buildings. The 90.9kW solar installation is expected to produce more than 120,000kWh of energy each year for use by the Zoo and is the first stage of a two-stage \$2.7million installation project. Stage two will proceed in 2011-12. Perth Zoo is one of only five sites chosen to showcase major solar installations as an environmentally-sustainable source of energy as part of the Perth Solar City program.

Attracting over 611,000 visitors this year, the Zoo is well positioned to showcase sustainable ways of living with on-site and on-line educational material and working examples of sustainable systems.

The Zoo was also chosen to showcase an innovative, environmentally sustainable water management system with the State Government announcing in May 2011 that it would provide \$11.9 million over six years for an integrated water management project at the Zoo.

The project will include the replacement of old water 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. It will include

the use of renewable energy resources – solar-powered bore water pumps - to move water around the zoo site, as well as stormwater and rainwater harvesting systems, and public displays providing visitors with the opportunity to learn about the benefits of water recycling.

The Zoo also ran a successful community action trade campaign called SnareWare linking wildlife conservation with economic development outcomes. In addition, Perth Zoo joined Zoos Victoria in Wipe for Wildlife, a light-hearted community awareness and action campaign with a serious wildlife conservation message encouraging the use of recycled paper products. The Zoo also continued its work in raising public awareness on the impact of unsustainable palm oil production on wildlife habitat in South East Asia.

Out in the grounds, a busy capital works program required careful management to balance the needs of visitors, animals and staff. There was a lot of essential maintenance throughout the Zoo including upgrades and new facilities.

With some key projects underway including upgrades to the Baboon and Wetlands exhibits, a number of measures were introduced to reduce the impact of animals off-display including the addition of special daily visitor experiences. Staff and our wonderful volunteer Docents' willingness to provide these additional experiences for our visitors was very well received and helped to ease any disappointment resulting from the impact of this essential work.



Solar panels on the elephant barn

I would like to sincerely thank outgoing Chairperson Peter Metcalfe for his significant contribution to Perth Zoo during his six years as Chair of the Zoological Parks Authority. During this period, the organisation has enjoyed considerable success on every level. This has included the expansion of the Zoo's conservation and research programs, good commercial growth, new capital works, a new conservation fundraising program, an environmentally sustainable focus and an increase in visitor numbers from 550,000 in 2004-05 to over 611,000 in 2010-11.

Peter's experience and input have been invaluable in setting a clear future direction for the Zoo.

A handwritten signature in black ink that reads "Susan Hunt".

Susan Hunt PSM
Chief Executive Officer

Actual Results versus Budget Targets

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

Financial Targets

	Target \$000's	Actual \$000's	Variation \$000's
Total cost of services (expense limit) (details from Income Statement)	20,964	21,540	576
Net cost of services (details from Income Statement)	9,019	9,110	91
Total equity (details from Balance Sheet)	49,814	46,221	(3,593)
Net increase/(decrease) in cash held (details from Cash Flow Statement)	60	83	23
Approved full time equivalent (FTE) staff level	161	167	6

Explanation of significant variations against financial targets

Total cost of services

The increased costs were mainly due to higher employment costs resulting from higher than expected award rate increases, position reclassifications and increased FTEs during the period. The cost of services also reflects additional external funding received in 2010-11 for research, breeding and veterinary teaching work. This work included Woylie disease investigation and frog breeding. Additional FTEs were required to support capital works project management and the Zoo's indigenous cadet program.

Asset disposal costs of \$123,890 were higher than expected due to the removal of some building and infrastructure assets as part of site works for future capital development opportunities. There were also significant costs relating to remedial work linked to damage from the March 2010 hail storm in Perth. These costs were funded from insurance claims revenue.

Net cost of services

The increase in the net cost of services was minimised by increased revenue from bequests, insurance claims and external funding for research, breeding and veterinary teaching.

Actual Results versus Budget Targets continued

Total Equity

Total equity was lower than expected as a result of the significant revaluation decrement associated with the Authority's buildings that occurred in 2009-10. The significant impact of this revaluation decrement was not known at the time of the original budget development.

Net increase/(decrease) in cash held

Cash increases in excess of the target were due to lower than expected expenditure on capital works during the period and the high level of bequest funds received during the period. These funds will be required to meet future commitments associated with capital works.

Full Time Equivalent (FTEs)

The higher than targeted FTEs was the result of external funding received in 2010-11 for research, breeding and veterinary teaching work. Additional FTEs were also required to support capital works project management and the Zoo's indigenous cadet program.

Outcome: Conservation of Wildlife

Key Effectiveness Indicators

To obtain information in relation to effectiveness indicators 1.1 and 1.2, Synovate was commissioned by Perth Zoo to conduct customer research in April and June 2011. Intercept surveys were conducted with randomly selected Zoo patrons over 16 years of age.

Indicator 1.1. The Zoo as an educational/learning experience

Survey Question: “The Zoo’s displays educate visitors about conservation problems facing wildlife.”				
Response	Target	Actual	Variance	Reason for significant variance between 2010-11 actual and 2010-11 target
Agree	97%	94%	(3%)	Not significant
Neither agree/disagree	2%	4%	2%	n/s
Disagree	1%	1%	–	–
Don’t know	–	1%	1%	n/s

Indicator 1.2. Conservation of the Environment

Survey Question: “Perth Zoo encourages people to be more conscious about the conservation of the environment.”				
Response	Target	Actual	Variance	Reason for significant variance between 2010-11 actual and 2010-11 target
Agree	93%	93%	–	–
Neither agree/disagree	4%	5%	1%	n/s
Disagree	3%	2%	(1%)	n/s
Don’t know	–	–	–	–

Key Effectiveness Indicators continued

Indicator 1.3 Number of offspring produced by threatened animals for re-introduction

Perth Zoo aims to successfully breed threatened animals for future re-introduction into their natural environments. These species are all part of programs managed by the Department of Environment and Conservation through the Recovery Team process as part of the species recovery plan.

	Target	Actual	Variance	Reason for significant variance between 2010-11 actual and 2010-11 target
Western Swamp Tortoise	30	47	17	Some females bred earlier than expected.
Numbat	12	14	2	n/s
Dibbler	50	94	44	A new approach to breeding resulted in all paired females producing offspring.
TOTAL	92	155	63	

Key Efficiency Indicators

Service 1: Community engagement and awareness in conservation

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

	Target	Actual	Variance	Reason for significant variance between 2010-11 actual and 2010-11 target
Total visitors admitted to the Zoo	625,000	611,793	(13,207)	Extended periods of very hot weather, particularly during peak visitation periods of weekends and school holidays, resulted in lower than expected visitor numbers.
Average cost per visitor	\$29.71	\$31.41	\$1.70	The lower than expected visitor numbers and increased cost of services resulted in the increased cost per visitor.

Service 2: Wildlife management, medicine and research

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

	Target	Actual	Variance	Reason for significant variance between 2010-11 actual and 2010-11 target
Number of research communications produced	22	27	5	Additional staff availability during the period assisted with this achievement.
Total FTEs to produce research communications	17.39	20.11	2.72	The higher than expected resources in support of this service along with an overall increase in FTEs allocated to Service 2 resulted in this increase.
Research communications produced per FTE	1.26	1.36	0.10	

Life Sciences Directorate

Objective

- To promote the understanding and appreciation of wildlife and conservation through the presentation of a diverse, well-maintained, interesting collection of animals and to directly contribute to conservation through the breeding of threatened species.

Overview

The Directorate continued to manage the Zoo's collection of fauna in line with the Zoo's Strategic Plan and Animal Collection Plan – the latter developed as part of regional animal collection planning in conjunction with major zoos in the Australasian region.



Bush Stone Curlew parents with chicks

Significant animal births in 2010-11 included a White-cheeked Gibbon (critically endangered species), Javan Gibbon (critically endangered),

a litter of nine African Painted Dogs (endangered), five Bush Stone Curlews and five Banded Knob-tailed Geckos.

In the reporting period, various species were transferred in and out of the Zoo as part of regional and international breeding and species management programs. Significant planning and staff expertise are required to support species transfers. Significant moves in 2010-11 included the transfer of male giraffe Ajali to Werribee Open Range Zoo in Victoria and the transfer of female Sun Bear Maly to Alma Park Zoo in Queensland. Two Asian Small-clawed Otters arrived from Denmark and a Spotted Hyena arrived from Monarto Zoo in South Australia.

Outcomes

Exotic Fauna

Perth Zoo continued to work in partnership with the Frankfurt Zoological Society, Australian Orangutan Project and the Indonesian Government to conserve and protect the Bukit Tigapuluh ecosystem in Sumatra, Indonesia. This fragile ecosystem is home to a number of threatened species including the critically endangered Sumatran Orangutan and Sumatran Tiger both of which are cared for and successfully bred at Perth Zoo. The Zoo continued to provide financial support and staff expertise for the orangutan reintroduction program and open orangutan sanctuary at Bukit Tigapuluh.

The reintroduction program provides the opportunity for rescued and orphaned orangutans to be reintroduced to the wild as part of international efforts to re-establish a population of Sumatran Orangutans in this area. Perth Zoo orangutan Temara became the world's first zoo-born orangutan to be released into the wild when she was released at Bukit Tigapuluh in 2006 as part of the reintroduction program. It is hoped that she will breed and boost the genetic diversity of the reintroduced population. During 2010-11, preparations continued for the planned transfer of a male orangutan, Semeru, from Perth Zoo to Indonesia for release at Bukit Tigapuluh in late 2011. Similar to Temara, Semeru is undergoing extensive pre-release preparation.

In September 2010, Perth Zoo staff including a senior veterinarian travelled to Bukit Tigapuluh to assist with the implantation of miniature radio transmitters into six rescued orangutans prior to their release. It is hoped that these newly-developed transmitters will assist with the monitoring and tracking of the orangutans in the dense terrain of Bukit Tigapuluh. Semeru will also have a radio transmitter implant. In addition to the transmitter, Semeru will be closely monitored by trackers and supported for as long as necessary while he adjusts to life in the forest.

Life Sciences Directorate continued

As part of the regional breeding program for Sumatran Orangutan, one of Perth Zoo’s female orangutans, Puspa, was transferred to Adelaide Zoo in January 2011 for pairing with a male.

In 2010-11, Perth Zoo continued its breeding success with another critically endangered Asian primate species, the White-cheeked Gibbon. On 17 April 2011, breeding female Viann gave birth to a male, named Nakai – the eighth White-cheeked Gibbon born at Perth Zoo as part of a regional breeding program. Due to inadequate care shown by Viann shortly after the birth of Nakai, the decision was made to hand-raise the infant until he could be reintroduced to his parents. Bottle-fed by keepers around the clock, Nakai has progressed extremely well. Maintaining Nakai’s contact with his family has been a priority with the youngster visiting his parents and six-year-old sibling several times each day. The aim is to reintroduce Nakai to his family once he is weaned off his night feeds. In the wild, habitat destruction and poaching, particularly for the illegal pet trade, has had a devastating impact on this species with White-cheeked Gibbons now facing a very high probability of extinction in the near future. Formerly present throughout China, Vietnam and Laos they are now completely extinct in China and virtually extinct in Vietnam with just a few small populations remaining in Laos.

Perth Zoo staff continued to take a lead role in the development of a global program to manage a second gibbon species, the Javan Gibbon (also known as Silvery Gibbons). In partnership with the Indonesian Ministry of Forestry, a workshop was held in Java in August 2010 to finalise details of a Global Cooperative Management Program for Javan Gibbons. Perth Zoo staff have been instrumental in developing this program over the past year or so in consultation with other international zoos, non-government organisations and the Indonesian Government. The program aims to establish more effective management of Javan Gibbons in captivity with the aim of increasing the links between the remaining captive and wild populations in an effort to support the reintroduction of this species into protected habitat.

One of only six institutions in the world successfully breeding Javan Gibbons, Perth Zoo continued its breeding success with the birth of a female, Sunda, in July 2010 – the seventh offspring for mother Hecla. Hecla and Sunda’s father, Jury, are the most successful breeding pair of Javan Gibbon in the international breeding program. Only found on the Indonesian Island of Java, Javan Gibbons are threatened with extinction in the wild with a staggering 98% of their habitat lost to human encroachment. The surviving gibbon populations are highly fragmented with as few as 400 to 4000 individuals thought to be left in Java.



Javan Gibbon mother Hecla and daughter Sunda

Several other primate species produced offspring this year including multiple sets of twins to the Cotton-top Tamarins, Pygmy Marmosets and Black-and-White Ruffed Lemurs.

The highly threatened African Painted Dog also had its numbers boosted with the birth of nine pups in May 2011. This is the third litter born at Perth Zoo since 2005. An extremely social and cooperative pack species, the African Painted Dog is threatened with extinction in the wild in Africa where its numbers have declined dramatically due to human actions including road kills, snares, culling by farmers, introduced diseases from domestic dogs and habitat loss/fragmentation. The Zoo’s breeding pack comprises five adult males, one adult female and the nine pups (five females and four males). Perth Zoo is part of an Australasian breeding program for this endangered species.

Life Sciences Directorate continued

In addition to its breeding program, Perth Zoo supports the conservation of African Painted Dogs in the wild including anti-poaching, snare removal and community education work in Zambia. Since 2008, Perth Zoo's Wildlife Conservation Action community fundraising program has provided \$36,000 to an anti-poaching unit in Zambia's South Luangwa National Park - home to one of the last viable African Painted Dog populations in the wild. A further \$10,000 has been provided to an education outreach program in Zambia. Operational since August 2008, the African Painted Dog anti-poaching unit has removed many snares and apprehended suspected poachers. In addition to helping save African Painted Dogs and other animals from snares, the anti-poaching unit is providing employment for local communities. Increasing the number of anti-snaring units is a priority for conservation groups working in the country and for the African Painted Dog's survival.

Australian Fauna

Perth Zoo successfully bred the striking Banded Knob-tailed Gecko in July 2010 (three hatchlings) and again in January 2011 (two hatchlings). This is the first time this species, which is endemic to the Pilbara region in Western Australia, has been bred in a zoo. Very little is known about the Banded Knob-tailed Gecko but its main threats are habitat loss and poaching for the illegal pet trade. (The adults came to the Zoo as a result of a confiscation



Young Banded Knob-tailed Geckos

by the Department of Environment and Conservation). These particular geckos have a rare and unique pattern of five bands and are highly sought after by the illegal pet trade in Australia and overseas. They are hard to find in the wild. Perth Zoo is trying to learn more about these geckos and their breeding biology so that it has the capacity to breed and replenish their numbers in the wild if necessary. The geckos can lay up to five clutches a year. Each clutch has 1-2 eggs and incubation is between 55-60 days.

Two new pure-breed Alpine Dingo pups arrived at the Zoo on 30 April. The pups were born at the Australian Dingo Conservation Association in New South Wales on the 13 March. The arrival of the pups followed the passing of Perth Zoo's much-loved 15-year-old Dingo, Durka, in January 2011. The pups, a brother and sister,

have settled in to their newly-renovated exhibit at the entrance to the Australian Bushwalk and are progressing with their training program. The aim of the training program is to provide the Dingos with a high standard of husbandry and behavioural enrichment through regular interaction with their trainers and daily walks through the Zoo grounds. Following a public naming competition, the female was named Mirri (Aboriginal for wild dog) and the male was named Daku (meaning sand).

Two female Koalas were received from Dreamworld on the Gold Coast and transferred to the Australian Bushwalk exhibit in December 2010, taking the total number of Koalas at the Zoo to four. With the upgrade of the public boardwalk and improvements in viewing opportunities, the Koala exhibit has become a favourite with visitors to the Australian Bushwalk experience.

The female Perentie laid 13 eggs in January 2011. This is a larger clutch than usual with clutch sizes normally ranging between 6 and 11 eggs. The eggs are being incubated in four different situations in an attempt to increase hatching success. With a range of 227-264 days, the Perentie has one of the longest incubations of any Australian lizard.

Life Sciences Directorate continued



Forest Red-Tailed Black Cockatoo, Jinda

During the year, a young Forest Red-tailed Black Cockatoo was brought into the Zoo's Veterinary Department by the Department of Environment and Conservation (DEC) for assessment and treatment. After careful evaluation, it was determined that the female cockatoo was not suitable for release due to its young age and previous human imprinting. The young female, named Jinda, has been housed with the male cockatoo in the Zoo's Discovery and Learning aviaries.

Perth Zoo's commitment to the Captive Insurance Population for Tasmanian Devils increased with the arrival of two females from Healesville Sanctuary in March 2011. This brings the total number of Tasmanian Devils on display to five, comprising two males and three females. Tasmanian Devil Facial Tumour Disease in the

wild population has seen the numbers of this species plummet. It is now classified by the IUCN ((International Union for Conservation of Nature and Natural Resources) Redlist 2010 as Endangered.

Several new species were added to the South-West Walkthrough Aviary including Bush Stone Curlews, Elegant Parrots, Purple-crowned Lorikeets, Splendid Fairy-wrens, Regent Parrot and Red-eared Firetail Finches. In addition, new public access gates were installed with an electronic magna latch system that prevents both gates being opened at the one time. New interpretation signage was also added to further enhance the visitor experience and provide information on the variety and fragility of the south-west bird species of Western Australia.

A male Australian Little Penguin received from Native Animal Rescue in Malaga joined our breeding colony. He was unable to be released back into the wild due to blindness in one eye. He has settled in well. It is hoped that he will breed and introduce additional genetics to the group.

A new male Cassowary arrived from Rockhampton Zoo and settled into his exhibit between the two females. He will be introduced to the females during the breeding season in an attempt to produce offspring as part of the regional breeding program.



Splendid Fairy-wren

Animal Health and Research Directorate

Objectives

- To deliver the highest possible level of animal health care, welfare, husbandry and species management and to maintain the Zoo's status as an internationally recognised quarantine facility.
- To establish Perth Zoo as a leader in conservation by continuing to develop a diverse scientific research program and building relationships with local and international research and conservation agencies; and through the application of this knowledge, continuing to breed threatened species for release into the wild.

Overview

The Animal Health and Research Directorate includes the Zoo's Veterinary Department, Native Species Breeding Program, Reproductive Biology Unit and Research Program. During the reporting period, the Directorate continued to focus on providing a progressive health program for the Zoo's animals and for wildlife brought into the Zoo for assessment and treatment.

Direct support to in-situ conservation included the native species breeding-for-release program and veterinary conservation medicine. New initiatives included the captive insurance population of endangered Woylies at the Zoo and additional

support for the investigation into Woylie disease through the Zoo's new Veterinary Resident, Dr Kim Skogvold.

During the year, the Director of Animal Health and Research and the Zoo's Chief Executive Officer provided input to the Threatened Species Council. The Council was established in 2009 by the Minister for the Environment to address the decline in native Western Australian fauna species.

Perth Zoo also took a lead role in regional veterinary coordination through its Senior Veterinarian, Dr Simone Vitali, who was appointed convenor of the Veterinarians' Specialist Advisory Group for the regional Zoological and Aquarium Association. All Perth Zoo veterinarians participate in veterinary Special Advisory Groups advising Taxon Advisory Groups about disease or biosecurity issues specific to their animal species.

A total of 22 scientific communications including refereed papers, book chapters, major articles and conference presentations were produced in 2010-11 by Zoo staff and students and collaboratively with external researchers.

Outcomes

Veterinary Department

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

The veterinary team averaged 25 clinical cases a day. The preventative health care program included vaccinations, pre-birth checks, annual health checks and pre-transfer examinations.



African Painted Dog pup receives its first vet check

Animal Health and Research Directorate continued



Woylie at Perth Zoo

In 2010-11, the Veterinary Department continued to develop and expand its role in conservation medicine, working closely with the Department of Environment and Conservation (DEC) and other organisations on the investigation of wildlife health issues. The Zoo’s work in this field included its ongoing rehabilitation program for endangered wild Black Cockatoos and the investigation of disease aspects of the decline of Woylie populations in the wild in Western Australia. Veterinary staff participated in five field trips, providing in-the-field health assessments of Woylies and collecting samples for health evaluations and comparisons between insurance Woylie populations, the fenced Woylie population at Perup Sanctuary and free-ranging Woylie populations. These samples will be examined and analysed as part of the new Veterinary Resident’s research programme.

The number of injured and sick wild Black Cockatoos brought to the Zoo for assessment and treatment continued to increase with 155 cockatoos (144 and 127 in the previous two years) assessed and cared for during the reporting period. Of these, 80 underwent rehabilitation in preparation for release back into the wild, 2 were dead on arrival and 73 either died or were euthanased as a result of their injuries. Many of the cockatoos brought into the Zoo have been hit by cars or have gunshot injuries. Some of the birds have fractures which require bandaging or surgical repair using pins and other devices. Most cockatoos spend 1-2 weeks at the veterinary hospital. Some complicated cases require over a month of intensive treatment.

On behalf of DEC, the Veterinary Department also examined around 30 confiscated animals brought to the Zoo for assessment and treatment. This included animals confiscated by Customs officials.

Murdoch University veterinary undergraduate student teaching by Perth Zoo veterinarians continued in a one-week rotation format this year. There continued to be a high level of student satisfaction with the course.

Research

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

In 2010-11, 38 research projects were conducted including 8 PhD projects (one completed in the reporting period), 1 Masters project, 5 Honours projects, 8 Post-doctoral collaborations, 5 staff research projects and 3 Third Year projects. The projects again reflect a greater focus on higher level studies (MSc, PhD and Post Doctoral research) where there is a greater likelihood of significant outcomes from the research.

Work continued on a collaborative bid to the Federal Department of Innovation, Industry, Science and Research for the Cooperative Research Centre for Vertebrate Biodiversity Conservation. The initial bid documentation was finalised in June for submission in July 2011.

Reproductive Biology Unit

Perth Zoo’s Post-doctoral Researcher, Dr Lindsay Hogan, began work on an in-depth study into Numbat reproduction. Using faecal samples collected from the Zoo’s Numbat colony over an 18 month period, the aim is to map the hormonal changes involved in the annual breeding cycle of both male and female Numbats. The analysis will help determine when a female Numbat is at her peak breeding cycle, how long the cycle lasts and how many cycles she has each season. It is hoped that the research findings will increase the number of Numbats born at Perth Zoo each year for release into the wild.

Project Numbat donated \$6000 to Perth Zoo in June 2011 to part-fund a study into the reproductive cycles of the Zoo’s female Numbats.

Animal Health and Research Directorate continued

Native Species Breeding Program

Perth Zoo’s Native Species Breeding Program breeds threatened native species for release into protected areas by DEC as part of species recovery plans. The program includes critically endangered Western Swamp Tortoise, Numbat, Dibbler and frogs.



Dibbler pouch young

Poor rains affected the release of Western Swamp Tortoises in the reporting period with only 15 tortoises released into the Moore River Nature Reserve by DEC. Most of these were later recaptured and returned to the Zoo due to the drought conditions. They will be re-released in 2011 if conditions are favourable.

Five Numbats were provided to DEC for release near Albany in December 2010. A total of 91 Dibblers were also provided for release. In October 2010, 41 of the Dibblers were released

at Peniup Nature Reserve and 20 at Waychinicup National Park near Albany. The other 30 Dibblers were released at Waychinicup in June 2011. This latter group included three females each carrying eight pouch young.

In the reporting period, 14 Numbats, 94 Dibblers and 47 Western Swamp Tortoises were bred at Perth Zoo making it one of the most successful breeding seasons for the program.

Work continued on the rear and breed-for-release program for the White-bellied Frog (*Geocrinia alba*). Seventy frogs successfully reared at the Zoo from wild collected egg nests were released in the south-west of the State at a site near Margaret River in September 2010. The release, the first translocation of captive-reared White-bellied Frogs, is part of an ongoing Threatened Fauna ARK project by DEC to re-establish these critically endangered frogs in an area where they have become extinct. The frogs were released in groups of 10 with a fluorescent marker to allow future identification of the animals. Prior to release, the sex of the juvenile frogs was determined using faecal steroid analysis – a world first. This sexing was vital to ensure the frogs were released in mixed-sex groups. One of the greatest challenges of this program is working with such a tiny species. The newly-emerged metamorphs or froglets are the size of the writing tip of a pencil and weigh just 0.03 grams.

In 2010-11, the Zoo received 12 Woylies, four males and eight females, to form the first part of an insurance population for this threatened species. As part of a State recovery plan for the Woylie, Perth Zoo was asked to establish a back-up population at the Zoo in case the species becomes extinct in the wild before investigations unearth the cause or causes of the Woylie’s demise in the wild.

As part of long term planning, staff completed design work on a new Western Swamp Tortoise breeding centre. The Zoo will be seeking support from partners to progress this project.



White-bellied Frog

Corporate and Commercial Development Directorate

Objectives

- To develop positive community attitudes, understanding and appreciation of wildlife and conservation.
- To maximise visitor attendance and participation in Zoo initiatives.
- To build capacity within the organisation to deliver operational outcomes to meet corporate objectives through the development and implementation of corporate systems, providing excellent financial, human resources, contract management, administrative and technical support services.
- To develop and maintain effective business relationships with private and public sector organisations.

Overview

The Corporate and Commercial Development Directorate encompasses commercial operations (event and activities management, retail, corporate sponsorship and fundraising), promotion of the Zoo, finance, capital project management, human resources, information management, policy and administration.

Perth Zoo has a strong commitment to excellence in governance and corporate systems and this underpins all of the Zoo's commercial

activities. All of the Directorate's commercial strategies and activities have been aligned to support the organisation's conservation, education and visitor services objectives.

In 2010-11, a fall in retail sales (5.2%) was offset by strong growth in membership revenue (5.4%) and other commercial activities (5.3%), resulting in overall growth across these revenue sources of 1.7%.

The global economic environment was one of continuing volatility and uncertainty, illustrated by declining local consumer sentiment¹. In this environment, the Zoo strived to be accessible to the broadest possible cross-section of the community by providing a range of special events and activities while ensuring continued sound business management.

In November 2010, Perth Zoo was named Western Australia's top tourist attraction, a significant achievement given the quality of the competition. A multiple winner of the WA Tourism Award, Perth Zoo was inducted into the Tourism Hall of Fame in 2001 in recognition of the Zoo's outstanding achievement in winning the WA Major Tourist Attraction Award for three consecutive years.



Perth Zoo CEO Susan Hunt accepts the 2010 WA Tourism Award on behalf of Perth Zoo

1 Westpac-Melbourne Institute Consumer Sentiment Index

Corporate and Commercial Development Directorate continued

Outcomes

Visitation

After five consecutive years of growth, visitor attendance figures stabilised in 2009-10 and fell by 3.7% in 2010-11. The total visitation figure of 611,793 fell short of the Zoo’s forecast attendance of 625,000 – a forecast which reflected the Zoo’s assessment of the potential impact of external economic pressures on the community’s discretionary expenditure.

Admission numbers						
2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
550,105	597,027	612,925	620,705	636,969	635,136	611,793

Analysis of visitor attendance against established benchmarks, along with annual market survey data, indicates that factors other than the Zoo experience itself contributed to the decline in visitor numbers. This included the high temperatures in the spring and summer months and customer confidence more broadly. Value for money remains an important factor for Zoo visitors. Research confirmed an increased take-up of the Zoo’s special offers and discounted entry prices including Perth Zoo membership.

Between April and June 2011, market research company Synovate, conducted 513 on-site intercept interviews with Perth Zoo visitors and 301 telephone surveys to assess the Zoo’s performance against its strategic and operational objectives. Responses from visitors and the general community indicated a strong belief in Perth Zoo’s role in educating people about animals, conservation and animal welfare, and showed a growing awareness of Perth Zoo’s fundraising role.

Key findings of the market research were:

- 96% of visitors (94% in 2010) described the Zoo as being extremely good or quite good value for money
- 94% of visitors (95% in 2010) believed the Zoo educated visitors about conservation problems facing wildlife
- 93% of visitors (97% in 2010) believed the Zoo had an important role in the community
- 93% of visitors (96% in 2010) believed the Zoo looked after the quality of life of animals in its care
- 93% of visitors (94% in 2010) believed the Zoo encouraged people to be more conscious about conservation of the environment
- 97% of visitors were satisfied with the level of assistance provided by Perth Zoo staff
- 99% of visitors were satisfied with the level of assistance provided by volunteers

Corporate and Commercial Development Directorate continued

Publicity

The Zoo’s pro-active media program resulted in extensive, positive exposure throughout 2010-11 with widespread media coverage within Western Australia, as well as nationally and internationally. Stories covered every aspect of the Zoo’s operations including conservation and breeding programs, education and school holiday programs, capital works, visitor services and facilities, horticulture, volunteers, summer events, animal health and research.

Media coverage included television news in Perth, interstate and nationally, current affairs, children’s education programs, magazines, major daily and weekly WA and interstate newspapers, regional and community newspapers, news and current affairs radio in Western Australia and interstate, and Australian and overseas-based news websites. There were media stories on the Zoo’s: public awareness campaign Don’t Pam Us Off; solar energy project; breeding program for critically endangered White-cheeked Gibbon; Dingo pups; threatened native species conservation; orangutan breeding; woylie recovery efforts; first release of zoo-reared White-bellied Frogs; wild Black Cockatoo rehabilitation; Western Swamp Tortoise breed-for-release program; school holiday programs; and events.



Dingo pups

Business Development and Commercial Operations

The return of the iconic Perth Zoo train ride in 2010-11 was enthusiastically received by visitors. An electric vintage-style train, leased from local family business All Aboard Amusements, began operating in January for a 12-month trial period providing short tours around the Zoo. The miniature trackless train, which operates on weekends and during school holidays, can carry up to 20 passengers in two carriages and is just under a metre wide. The first Perth Zoo train ride began operating in 1932 and ran until 1953. The second train ran from 1954 to 1973, and the third train, which was trackless and ran on LPG, operated from 1989 through to 1998.

The two Transperth ferries and the Barrack Street jetty were decorated with striking images of exotic and Australian animals as part of a Perth Zoo and Transperth initiative to encourage families and tourists to use the ferries as a sustainable transport option when visiting the Zoo.



Transperth ferry with Perth Zoo image

Autumn promotions included an eye-catching “bus wrap” created by The Brand Agency. The city bus wrap, launched in March 2011, featured a Sumatran Tiger and promoted conservation of the species as well as encouraging a visit to Perth Zoo.

Other promotions included a public naming competition for two new Dingo pups that arrived at the Zoo in April. The competition ran in The Sunday Times newspaper and Perth Now website and was accompanied by a digital campaign on the Perth Zoo website and Perth Zoo billboards to encourage visitation. The campaign generated over 500 competition entries.

Corporate and Commercial Development Directorate continued

A review of the Zoo’s brand strategy was completed in 2010-11. The refreshed brand aims to inspire Zoo visitors to become involved in conservation. Retaining the essence of the widely recognised Perth Zoo logo, the new logo breaks out of the original rectangle, representing Perth Zoo’s conservation work beyond its South Perth site. The animal coverings depicted in the logo have also been modified to represent Australian local species as well as the exotic species at the Zoo.



Events

The 2010-11 event season included:

- A National Threatened Species Day event on 12 September showcasing the conservation work of Perth Zoo and its partners;
- The inaugural Zoocycle Day in October providing free entry, subsidised by Coca-Cola, to visitors presenting a plastic bottle for recycling. The event attracted over 3150 visitors.
- Grandparent’s Day, a new event run in conjunction with the Department for Communities on 7 November, providing displays, entertainment and discounted entry for adults. Linked to Senior’s Week, it attracted 3,496 visitors.
- Three successful day-time events, the Teddy Bears Picnic, IGA Easter Treasure Hunt and Brownes Numbat Club Day, attracting a total of 15,869 visitors - an increase of 28% for the same three events last year.
- Streets Happy Zoo Year, a family-friendly New Year’s Eve concert, was a sell out event again.
- The summer Nocturnal Concerts at the Zoo series, staged by Zaccaria Events Presents, featured Pat Benatar and The Bangles, James Morrison and Kate Ceberano, Bjorn Again, Noiseworks and Shannon Noll. The series attracted a total of 7,176 patrons.

- Perth Zoo also hosted an additional two concerts complementing the Nocturnal Series. The first, The Western Australian Symphony Orchestra meets Justine Clark, was a high energy children’s concert which sold out with a total attendance of over 4,000 people. The second concert, American soul band Kool & the Gang, attracted 1,535 patrons.

Zoo Shop, Functions and Close Encounters

The Zoo shop, Zoonique, recorded a 5.2% decline in sales and 23.3% decrease in net profit. Monitored closely throughout the year, the end of year final result was not unexpected given the lower annual attendance. Costs were carefully managed to minimise the impact of reduced turnover.

On the up side, the catering dividend from the Zoo’s cafes and functions increased by 2.1% over last year and revenue from the hire of facilities and equipment increased by 20.1%.

The popular Close Encounters behind the scenes visitor tours recorded good revenue returns, providing \$30,000 for the Zoo’s Wildlife Conservation Action (WCA) fundraising program.

Corporate and Commercial Development Directorate continued

Corporate Sponsorships and Fundraising

Perth Zoo welcomed two new in-kind sponsors, APN Outdoor, which provided free advertising space for the themed bus wrap, and Nutwork who helped with the development of the Zoo's new website.



The 2011 Conservation Calendar

The 2011 Conservation Calendar, sponsored by Water Corporation and The Sunday Times newspaper, was released in November 2010 and raised over \$25,000 for WCA. The calendar featured conservation messages and images of the Zoo's exotic and native species along with information on Perth Zoo's conservation partners and Zoo staff.

In 2009-10, WCA raised \$388,000 for the conservation of threatened species in the wild. These funds were distributed in 2010-11 to the following:

- Australian Wildlife Conservancy for the Mount Gibson fauna reconstruction project. Stage one of this project involved a wildlife survey with the aim of establishing a fenced reserve suitable for introducing local native species.
- Conservation projects in Bukit Tigapuluh National Park and surrounding areas in Sumatra, Indonesia, including an open orangutan sanctuary. The sanctuary provides ongoing care for rescued ex-pet and orphaned orangutans that are not suitable for reintroduction to the wild, with the aim that their offspring can be released into the rainforest permanently. Funds were also allocated to a project to mitigate human-elephant conflict within the Bukit Tigapuluh ecosystem and to support forestry officers and the operation of a mobile education unit.
- The Australian Orangutan Project for the support of Wildlife Protection Units and associated staff management at Bukit Tigapuluh in Sumatra, Indonesia.
- Free the Bears Fund for the protection and mapping of wild populations of Sun Bears and Asiatic Black Bears in Cambodia and Laos.
- Silvery Gibbon Project to support the Javan Gibbon Centre in the Gunung Gede Pangrango National Park in Java including an education program and surveys.
- Painted Dog Conservation Inc for an African Painted Dog anti-snaring unit in Zambia. Funding from WCA contributed to the establishment of Zambia's first dedicated Painted Dog anti-snaring unit in South Luangwa National Park. Additional funds were provided to support an education outreach program for school children in South Luangwa.
- Tenkile Conservation Alliance for Tenkile and Weimang Tree Kangaroo conservation projects. WCA funds are helping to conserve these two tree kangaroo species in the Torricelli Mountain Range in Papua New Guinea.
- The Western Swamp Tortoise recovery team project for the restoration of tortoise habitat adjacent to the Mogumber Nature Reserve; and to research into threatened native species including frogs, Woylie, Numbat and Dibblers.

In 2010-11, WCA raised a further \$298,943 through a range of activities including the sale of merchandise, donations and cross promotions. These funds will be allocated in 2011-12.

Corporate and Commercial Development Directorate continued

Policy and Administration

The Zoo remained focused on improving the procurement process including staff training and the introduction of more rigorous procurement procedures. Relevant agency-specific contracts were developed and will continue to be developed to improve procurement efficiency.

An important initiative in 2010-11 was the implementation of a new customer management system for front entrance ticketing, memberships, venue hire, education and accounts receivable. This system provides the platform for the development of the next and final phase which will include e-commerce initiatives such as on-line admission ticket sales, membership initiation and renewal, and on-line donations.

The Zoo implemented a new VOIP telephone system during the year. Integrated into the server environment, the system's features include free transfer to Zoo mobile telephones and point-of-presence integration with Zoo email. The new system also provides for future integration with other Microsoft Office server applications.

Data security was improved with the provision of secure network points in Zoo buildings and the roll-out of data loss prevention software to protect against malicious software from external data sources.

Corruption Prevention

The Zoo has a comprehensive risk management program and addresses corruption and misconduct issues as part of its annual sectional risk assessment process. Since 2005, the Zoo has been progressively implementing actions flowing from an assessment of fraud and corruption risks. Actions in 2010-11 included:

- fraud and corruption awareness-raising sessions with Zoo Managers
- feedback from a staff survey assessing organisational understanding of fraud and ethics issues
- review and updates of financial and procurement procedure manuals
- ongoing procurement training for all officers with delegated procurement authority
- inclusion of information on Public Interest Disclosure in staff inductions
- ongoing system monitoring of telephone and internet use
- ongoing installation of surveillance cameras
- risk review of whole-of-zoo management responsibilities including fraud, corruption and conflict of interest

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

As part of the annual risk management programs, the Zoo's Risk Management Committee conducted an Agency Risk Review of whole-of-zoo management risks. All Zoo Managers and Curators undertook Sectional Risk Assessments. Other work included the ongoing program of emergency drills to test emergency procedures and staff roles in emergencies. A comprehensive review and revision of the Zoo's Business Continuity Plan and Emergency Procedures was also finalised in 2010-11.

Community Engagement Directorate

Objectives

- To actively develop positive community attitudes towards the understanding and appreciation of wildlife and conservation.
- To foster and deliver high levels of customer service and high level visitor experiences.
- To effectively plan and implement the ongoing redevelopment of the Zoo according to the business plan and to meet the needs of visitors, staff and the collection.

Overview

The Community Engagement Directorate comprises five sections – discovery and learning, visitor services, interpretation and communication, facilities and environmental services, and horticulture. These areas contribute significantly to the presentation of the Zoo and the experience of Zoo visitors.

Initiatives in 2010-11 included a community awareness program “Wipe for Wildlife”, an extensive maintenance program across the Zoo, and a pilot program aimed at assisting Indigenous youth at risk.

Discovery and Learning

In the reporting period, the education section of the Zoo, now called Discovery and Learning, repositioned itself to better service the wider community in conservation education and to broaden its focus beyond school groups.

The repositioning has included new strategic partnerships and the diversification of existing education programs and services.

Perth Zoo offers a diverse range of education services to the community. On-site services include interpretive experiences and materials for Zoo visitors and education programs for schools, tertiary institutions, families and special interest groups, as well as professional learning programs for teachers. Off-site services include inquiry and information services, talks to community groups, and a range of workshops, presentations and activities for students, teachers and special interest groups. On-line services include fact sheets for students and resource packs for teachers.

In 2010-11 58,203 children and adults participated in the Zoo’s on-site Discovery and Learning programs (60,474 in 2009-10). The Living Links program for schools continued to support teaching and learning in Western Australian schools by providing education experiences for students from Kindergarten to Year 12. The program was reviewed in 2010 to better align with the Zoo’s strategic direction and reflect key conservation messages. Other changes included a move away from a classroom based focus to increased use of the Zoo’s outdoor exhibits.

The highly popular A to Zoo program for under five year olds continued to grow in popularity.

It now runs as a community program during school terms with around 100 youngsters attending each Friday. A spin-off program called Peek-a-Zoo has been introduced for school children under five years of age.



Enjoying A to Zoo

The fourth annual Geography, Earth and Environmental Science Day presented in collaboration with the Australian Association of Environmental Educators was the most successful yet with 435 Year 10 students attending from secondary schools across the metropolitan area.

Efforts to make Discovery and Learning programs more accessible to rural and remote students continued in 2010-11. Collaborations with the University of Western Australia and Curtin University included programs for two groups of tertiary aspirants from the Pilbara and a group of young aspiring scientists from around Australia. Perth Zoo also offered special programs for rural students during Country Week.

Community Engagement Directorate continued

During the reporting period, 50 overnight Zoo camps were held for students in Years 4-8. The camps provide a unique opportunity for participants to explore the Zoo after dark while participating in engaging conservation education experiences.

Perth Zoo's 12th annual Australia-wide Tiwest Night Stalk ran from 1 September to 16 October 2010. This community education program surveying nocturnal animal species provides participants with the opportunity to explore local habitat and encourages on-the-ground projects. A total of 1,026 participants from across Australia took part in 2010. The two bioregions with the highest number of surveys were the Swan Coastal Plain and Jarrah Forest in Western Australia. South East Queensland (Wellington Point and Toowoomba areas) was also well represented. Of the participants, 21% were with community groups and 19% were school groups.



Tiwest Night Stalk

The Zoo to You program is designed to broaden the reach of the Zoo to groups in the community. The Program delivered 59 off-site educational talks to 1,636 people. The talks reached a varied audience including Rotary and Probus clubs, libraries, retirement villages, senior citizens' centres and special interest groups. Zoo to You talks are delivered by a team of experienced Perth Zoo Docents (volunteers).

In November/December 2010, the Zoo ran a successful community action trade campaign called SnareWare linking wildlife conservation outcomes with economic development outcomes. In the lead up to Christmas, visitors were encouraged to purchase products made from snare wire at Perth Zoo's retail shop, Zoonique. The products were sourced from the Dete community in Zimbabwe and marketed as SnareWare. The wire used to make the products came from lethal snares removed from the bush by anti-poaching units. Sale of SnareWare provided the local community with an alternative source of income. SnareWare sales during the campaign were strong with over 600 individual SnareWare items sold by the end of January 2011. Zoonique continues to sell SnareWare, maintaining this positive relationship with the Dete community.

In 2010-11, Perth Zoo joined Zoos Victoria in a light-hearted community awareness and action campaign with a serious wildlife conservation

message. Wipe for Wildlife used toilet paper as the vehicle to engage visitors and encourage the use of recycled paper products. Leading by example, Perth Zoo uses recycled toilet paper and handtowels in all facilities. The campaign resulted in nearly 600 families pledging to buy recycled toilet paper. Over 100 school campaign packs were distributed to interested schools.

As part of the work of the Threatened Species Council, established by the Environment Minister in 2009, Perth Zoo has the lead role in developing a broad community education campaign to highlight the plight of the State's threatened species and build community awareness. During the year, the Zoo convened a cross-agency group of educators to identify programs to strengthen community awareness of the importance of maintaining biodiversity and protecting threatened species. Educators from the Department of Environment and Conservation (DEC), Botanical Parks and Gardens Authority (BPGA), Western Australian Museum, Rottnest Island Authority and Perth Zoo identified a number of collaborative projects with three key messages:

- Western Australia's native species are unique and central to our state's identity;
- Conserving our natural world and native species is necessary for life; and
- Get Involved: many of our native species are facing extinction.

Community Engagement Directorate continued

The projects include the development of a web portal on native species providing community information and opportunities to become involved in conservation action. The portal is expected to be operational in late 2011.

On-line Media, Interpretation and Publications

The Perth Zoo website continued to be a well-used portal for accessing the Zoo's online resources with a 19% increase in visits, up from 413,927 in 2009-10 to 490,680 visits in 2010-11. On 30 June 2011, the Zoo launched its new website incorporating the Zoo's new branding and a new content management system (WordPress). The new website is more user friendly with improved navigation tools and meets WCAG 2.0 Level A accessibility requirements. Special features include animal sounds on the home page, highlighted points of interest and an increased profile for the Zoo's social media channels (Facebook, Twitter and YouTube). More features will be added over the coming year with the integration of e-commerce including online ticket sales.

The Zoo's social media channels continued to grow as an avenue to promote the Zoo's conservation and recreational activities to the online community. As at 30 June 2011, the Facebook page had 4816 fans (a growth of 177%) and the Twitter account attracted 955 followers in its first year. Monitoring of Twitter for



New-look Perth Zoo website homepage

Perth Zoo references is undertaken regularly to assist in identifying visitor issues and concerns with the Zoo or its services. The Zoo also claimed its locations on Facebook Places and Foursquare (geo-location social network applications). This application allows people to “check-in” at a location using a mobile phone and view tips and useful information about Perth Zoo .

Perth Zoo's YouTube channel (www.youtube.com/PerthZoo) continued to grow with 15 additional videos, all produced by Perth Zoo. New videos in 2010-11 included:

- the hatching of Western Swamp Tortoises
- Perth Zoo veterinary work on Sumatran Orangutans in Indonesia and an ultrasound on a Tree Kangaroo
- new arrivals (Pygmy Marmosets, Dingos, Bush Stone Curlews)

- hand-rearing Numbats and a White-cheeked Gibbon
- animal training with Wombats
- Perth Solar City project at Perth Zoo
- caring for a rescued native bat
- the birth of a Javan Gibbon

The videos can be viewed on Perth Zoo's YouTube channel and Perth Zoo's website. There were 72,040 views of the videos by people around the world. This included 14,745 views of the Numbat video, 24,441 views of the Pygmy Marmoset twins video and 11,434 views of the White-cheeked Gibbon baby video.

New on-site interpretive facilities developed in 2010-11 included:

- the installation of television screens and a digital signage system at the front entrance to display information, photos and videos to visitors on arrival;
- a new Nocturnal House walking tour;
- signs throughout the Birds of the South-west Aviary including information on the Western Ground Parrot Recovery Program and audio recordings of this critically endangered parrot;
- signage at the Nocturnal House;
- solar panel interpretation for the Perth Solar City project at the Zoo.

Community Engagement Directorate continued

The Zoo continued to produce and distribute its quarterly News Paws magazine, as well as ZooEd News, Perth Zoo's education newsletter.

Visitor Services

Improved operations with a focus on increased efficiencies and enhanced customer service was the focus in 2010-11. Initiatives included:

- new directional signage within the Zoo
- a new combined visitor services/security section integrating operations within the Zoo with a stronger visitor focus
- the implementation of the new customer management/ticketing system, Intouch for ticketing, which has greatly improved front entrance visitor flow
- significant work with the Perth Zoo Docent Association on corporate governance including the development of a Code of Conduct and an update of the Association's Constitution and Service Charter
- a comprehensive review of the Emergency Procedures with preparations underway for a new Strategic Security Plan

Visitor Feedback and Complaint Handling Procedure

Customer feedback is an essential tool for the development and maintenance of services and an indicator of the quality of the Perth Zoo experience. The Zoo encourages feedback from customers in person, by telephone, in writing, through its website and via email and on-site customer comment cards. Key service personnel (staff and volunteers) who interact with visitors also capture informal and anecdotal feedback.

Where a complaint cannot be resolved in person, the Zoo co-ordinates a response and resolution of the complaint through its established complaints management procedures. All complaints are reported to the Chief Executive and a summary is provided with other Zoo feedback to the Board. Feedback provided by comment card is provided electronically to all staff for their reference.

In 2010-11, 154 complaints were received including event-related complaints and concern over animals off-display due to capital works or for animal management reasons. Direct actions resulting from customer feedback about animals off-display as a result of work underway in the Zoo grounds included the introduction of special daily visitor experiences (animal/keeper interactions). In addition, advance information for visitors on what exhibits are under renovation was introduced via the Zoo's website and at the Zoo entrance.

Horticulture

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



Transplanting a tree for the baboon exhibit

A Memorandum of Understanding between Perth Zoo and the Tree Management Institute was developed in 2010-11 which allows the use of the Perth Zoo site and training facilities for accredited Arboriculture Courses. The benefits to Perth Zoo include Perth Zoo staff access to arboriculture industry seminars, selected free course participation in certificate-level arboriculture training and expert advice on Perth Zoo trees. Several very successful and well-attended seminars on topics such as "Growing trees with less water" have already been run in the Zoo by the Tree Management Institute using nationally-recognised experts.

Community Engagement Directorate continued

Horticultural projects in 2010-11 included:

- The planting of around 300 acacia trees for animal fodder in a reserve alongside the Kwinana Freeway in collaboration with the City of South Perth.
- Preparatory work for the baboon exhibit and wetland exhibit upgrades. Both projects require tree transplanting, tree protection and new species in the final stages to enhance the exhibit themes.
- The annual inspection, assessment, pruning and renovation of the Zoo's tree collection – one of the oldest and most diverse in Western Australia.
- Working with local Kensington Primary School Year 7 students to assist the school with the ecological restoration of an old water sump site at the school. Initial tree health, plant assessments and recommendations were completed and presented to the school.
- Renovation of the Bushwalk entrance gardens.

A member of the horticultural team participated in a three-month staff exchange with San Diego Zoo. Both Zoos benefited greatly, learning different techniques specific to zoos and exchanging ideas and methods for animal fodder production. In conjunction with this, a third-year Kings Park apprentice spent two weeks at Perth Zoo while the San Diego exchange horticulturist spent time at Kings Park.

Facilities and Environmental Services (FES)

The FES section delivered planned and responsive maintenance, as well as minor upgrades and assistance with capital projects. Works included:

- Upgrade of the visitor boardwalk at the Koala exhibit
- Renewal work at the African Painted Dog, Lion, Tiger, Crocodile and Slivery Gibbon exhibits
- Dingo and Wombat exhibit upgrades
- Australian Bushwalk gate and fencing upgrade
- Upgrades to public viewing shelters and public toilets
- Two new sliding gate systems and two new storage bunkers

During 2010-11, Perth Zoo staff completed 4250 maintenance jobs.

Environmental Management

The Zoo continued to improve its performance in energy and water conservation as well as waste management.

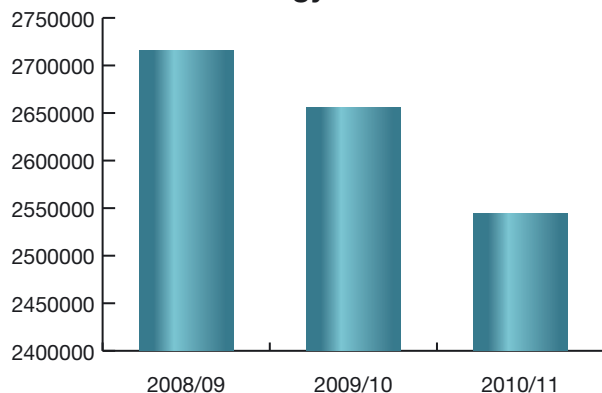
Stage one of a solar power initiative was completed with 303 solar panels installed across eight zoo buildings. In total, the panels are rated at 90.9kW of power and are expected to produce 120,000 kW of power annually for use by the Zoo. This installation makes Perth Zoo the largest solar site in Perth.

The installation is the first stage of a two-stage \$2.7million project funded by the State and Commonwealth Governments. Perth Zoo was chosen as one of five identifiable sites to showcase major solar installations as an environmentally-sustainable source of energy that reduce carbon emissions, as part of the Perth Solar City program. The program is part of the Federal Government's \$94 million Solar City initiative.

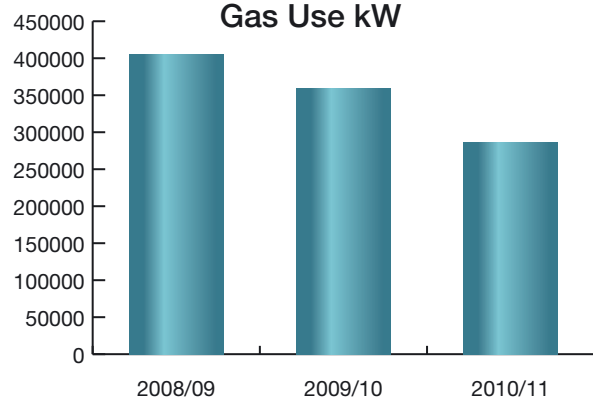
Community Engagement Directorate continued

Energy use across the Zoo reduced for the third consecutive year for both gas and electricity. The commissioning of stage one of the solar initiative in March 2011 assisted with the reduction in electricity use. Total energy used in 2010-11 was 2,532,052 kW down from 2,707,660 kW in 2008-09.

Energy Use kW



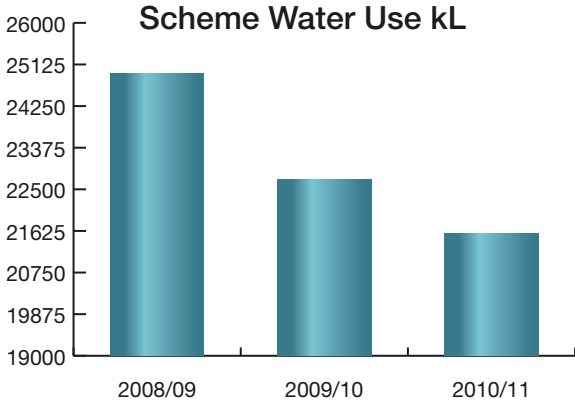
Gas Use kW



As part of the May 2011 State Budget, the State Government announced an \$11.9 million project over six years to replace the Zoo’s aged water infrastructure and showcase effective water management. This is expected to result in reduced water use and significant opportunities to recycle and reuse water before it goes to ground.

Despite some leakages from old bore infrastructure and a lengthy hot summer (second hottest on record), only a minimal increase in bore water use was recorded in 2010-11. As a result of various water saving measures, the Zoo has reduced its bore water use from 360,260 cubic meters in 2006-07 to 300,470 cubic meters in 2010-11. Scheme water use has also been cut with a further reduction of 1,135 kL in 2010-11.

Bore Water Extraction	
2006-07	360,260 Cubic meters
2007-08	353,460 Cubic meters
2008-09	335,887 Cubic meters
2009-10	299,059 Cubic meters
2010-11	300,470 Cubic meters



During the year, the magnetic meter that measures discharge into the sewer system was upgraded enabling more accurate monitoring and retrieval of billing data. The new system will contribute to greater efficiencies and cost savings in terms of waste water management and discharge costs.

A change to comingled recycling operations reduced the requirement to separate recyclable materials, improving efficiencies. Public glass recycling was introduced at the Zoo café and on the Zoo main lawn areas in a move to improve the Zoo’s rate of waste recovery.

All animal waste and the majority of green waste continued to be recycled as compost and mulch for landscape maintenance and fodder production within the Zoo and the City of South Perth.

Significant Issues Impacting the Agency

Current and Emerging Issues and Trends

< CONTENTS >

Economic uncertainty and consumer caution continue to be key factors for Perth Zoo in terms of visitor numbers, revenue returns and fundraising. The latter may also be affected by extraordinary external factors such as floods and other natural disasters which have placed further pressure on the discretionary dollar. Perhaps indicative of the sensitivity in this area, the Zoo's community fundraising program Wildlife Conservation Action raised \$298,943 in 2010-11 compared to \$388,061 in 2009-10.

Annual market research in April-June 2011 confirmed that Perth Zoo was still seen as value for money, however price sensitivity remains a key issue. Visitors are seeking out discounts and specially-priced events to ease the cost of enjoying the Zoo and are also looking for value added activities.

Revenue returns in 2010-11 were lower than expected and are anticipated to remain at lower levels in 2011-12. The flow-on effect of lower admission numbers and a generally lower propensity to spend within the Zoo (at the retail shop, cafes etc) have been seen in 2010-11 and, again, are expected to remain at lower levels in the immediate future.

The Zoo's Executive team is continuing to develop strategies to increase internally generated funds through new activities, while maintaining the Zoo's loyal customer base through a mix of programs and events targeted at families and children.

With local visitors indicating clear intentions of making repeat visits to the Zoo, a range of strategies are being developed for implementation in 2011-12 to encourage visitors to return earlier than they might have planned. Development of the national and international tourism market will also remain a focus, based on evidence that Perth Zoo is seen as a key attraction.

The Zoo will continue to produce high quality content for its digital audience and increase its on-line presence through social media channels Facebook, Twitter and YouTube. It will also increase its on-line accessibility to support broader tourism strategies, conservation fundraising, events and community education initiatives.

The launch of the new Perth Zoo website in June 2011 and upgrade of the customer management system means the Zoo can begin to offer a range of products on-line including admission tickets, memberships and registration for Discovery and Learning programs.

With the integration of e-commerce over the coming year, the aim is to use targeted on-line content to increase awareness that products such as admission tickets can easily be purchased on-line. This aligns with the Western Australian Public Sector vision for citizen-centric Government.

Making it easier for the Perth community to interact with Perth Zoo through a more convenient option for purchasing tickets or booking programs on-line aims to improve visitor access and support conservation education.

- The Zoo's strategic direction will continue to focus on conservation and delivering excellent visitor experiences. This includes breed-for-release programs for threatened and endangered species, conservation education activities, research, and fundraising for conservation.
 - The Zoo will continue to seek access to research and grant funding to supplement recurrent funding as well as to build its commercial activities to continue this work.
 - The Zoo will continue to closely monitor the economic environment to analyse and act on actual and potential impacts on visitor numbers and the Zoo's broader revenue generation capacity.
 - A key project will be the final stage of the new Customer Management System including e-commerce initiatives such as on-line admission ticket sales, membership initiation and renewal, and on-line donations.
 - Environmental sustainability projects including solar energy production and integrated water management will be priorities in 2011-12.
- The 2011-12 asset investment program will provide for the upgrade of exhibits and facilities which enhance visitor experiences and further conservation and breeding initiatives. Projects in 2011-12 include:
 - Completion of the refurbishment of the wetlands precinct including replacement of netting, foundation infrastructure, visitor boardwalks and water filtration.
 - Completion of the upgrade to the baboon exhibit within the African Savannah precinct.
 - Stage two of the photovoltaic solar energy system at Perth Zoo. This project is part of the Perth Solar City Program.
 - Implementation of the first stage of an integrated water management project to deliver an environmentally sustainable water management system at the Zoo. This project will be implemented over six years.



Solar power at Perth Zoo



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

ZOOLOGICAL PARKS AUTHORITY

Report on the Financial Statements

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

The financial statements comprise the Statement of Financial Position as at 30 June 2011, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

Board's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Zoological Parks Authority at 30 June 2011 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Zoological Parks Authority

Report on Controls

I have audited the controls exercised by the Zoological Parks Authority. The Board is responsible for ensuring that adequate control is maintained over the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

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

Opinion

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

Report on the Key Performance Indicators

I have audited the key performance indicators of the Zoological Parks Authority. 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.

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

Opinion

In my opinion, the key performance indicators of the Zoological Parks Authority are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2011.

Independence

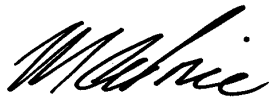
In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and the Australian Auditing Standards, and other relevant ethical requirements.

COLIN MURPHY
AUDITOR GENERAL
14 September 2011

**Zoological Parks Authority
Certification of Financial Statements for the Year Ended 30 June 2011**

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 2011 and the financial position as at 30 June 2011.

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
12 September 2011



Brian Easton
Chairperson
12 September 2011



Eric Ball
Member
12 September 2011

**Zoological Parks Authority
Statement of Comprehensive Income for the Year Ended 30 June 2011**

	NOTE	2011 \$	2010 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	12,395,667	11,615,405
Other employee related expenses	7	473,574	372,206
Maintenance & operational expenses	8	3,182,568	2,879,592
Depreciation expense	9	2,270,643	2,318,959
Finance costs	10	19	449
Administration	11	2,498,634	2,497,356
Cost of retail shop sales	12	595,392	618,694
Loss on disposal of non-current assets	13	123,890	130,026
Other expenses	14	-	200,000
Total cost of services		21,540,387	20,632,687
Income			
Revenue			
Admissions		6,570,252	6,504,146
Retail shop sales	12	1,191,218	1,256,636
Grants, sponsorships & fundraising	15	1,866,689	1,315,101
Commercial activities	16	1,542,926	1,465,937
Memberships		962,392	913,501
Interest revenue	17	58,102	43,980
Other revenue	18	238,549	36,239
Total Revenue		12,430,128	11,535,540
Total income other than income from State Government		12,430,128	11,535,540
NET COST OF SERVICES		9,110,259	9,097,147

Zoological Parks Authority
Statement of Comprehensive Income for the Year Ended 30 June 2011 continued

	NOTE	2011 \$	2010 \$
Income from State Government	19		
Service appropriation		9,933,000	9,532,000
Resources received free of charge		-	-
Total Income from State Government		9,933,000	9,532,000
SURPLUS FOR THE PERIOD		822,741	434,853
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus	31	102,185	(951,337)
Total other comprehensive income		102,185	(951,337)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		924,926	(516,484)

Refer also to note 35 'Schedule of Income and Expenses by Service'.

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

Zoological Parks Authority Statement of Financial Position as at 30 June 2011

	NOTE	2011 \$	2010 \$
ASSETS			
Current Assets			
Cash and cash equivalents	32	4,347,259	4,187,440
Restricted cash and cash equivalents	20,32	328,840	405,795
Inventories	21	164,317	178,829
Receivables	22	510,579	648,185
Amounts receivable for services	23	2,020,000	970,000
Other current assets	24	45,227	84,168
Total Current Assets		7,416,222	6,474,417
Non-Current Assets			
Land, buildings and infrastructure	25	33,751,547	33,096,185
Plant and equipment	25	1,256,110	1,235,332
Amounts receivable for services	23	7,576,000	7,328,000
Total Non-Current Assets		42,583,657	41,659,517
TOTAL ASSETS		49,999,879	48,133,934
LIABILITIES			
Current Liabilities			
Payables	27	682,269	513,502
Borrowings	28	-	1,683
Provisions	29	1,845,309	1,739,928
Unearned income	30	697,190	843,669
Total Current Liabilities		3,224,768	3,098,782

Zoological Parks Authority

Zoological Parks Authority Statement of Financial Position as at 30 June 2011 continued

	NOTE	2011 \$	2010 \$
Non-Current Liabilities			
Borrowings	28	-	11,154
Provisions	29	553,737	462,550
Total Non-Current Liabilities		553,737	473,704
TOTAL LIABILITIES		3,778,505	3,572,486
NET ASSETS		46,221,374	44,561,448
EQUITY			
	31		
Contributed equity		25,270,220	24,535,220
Reserves		6,911,745	6,809,560
Accumulated surplus		14,039,409	13,216,668
TOTAL EQUITY		46,221,374	44,561,448

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

Zoological Parks Authority Statement of Changes in Equity for the Year Ended 30 June 2011

	NOTE	Contributed Equity \$	Reserves \$	Accumulated Surplus \$	Total Equity \$
Balance at 1 July 2009	31	23,800,220	7,760,897	12,781,815	44,342,932
Total comprehensive income for the year		-	(951,337)	434,853	(516,484)
Transactions with owners in their capacity as owners:					
Capital contribution		735,000	-	-	735,000
Total		735,000	(951,337)	434,853	218,516
Balance at 30 June 2010		24,535,220	6,809,560	13,216,668	44,561,448
Balance at 1 July 2010		24,535,220	6,809,560	13,216,668	44,561,448
Total comprehensive income for the year		-	102,185	822,741	924,926
Transactions with owners in their capacity as owners:					
Capital contribution		735,000	-	-	735,000
Total		735,000	102,185	822,741	1,659,926
Balance at 30 June 2011		25,270,220	6,911,745	14,039,409	46,221,374

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

**Zoological Parks Authority
Statement of Cash Flows for the Year Ended 30 June 2011**

	NOTE	2011 \$	2010 \$
		Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriations		7,665,000	7,359,000
Capital contributions		735,000	735,000
Holding account drawdowns		970,000	920,000
Net cash provided by State Government		9,370,000	9,014,000
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(12,243,447)	(11,372,639)
Supplies and services		(6,067,150)	(5,994,026)
Finance costs		(19)	(449)
GST payments on purchases		(834,318)	(814,965)
Other payments		(460,087)	(411,597)
Receipts			
Sale of goods and services		11,483,880	11,575,086
Interest received		55,910	40,099
GST receipts from ATO		417,003	320,481
GST receipts on sales		494,469	526,434
Other receipts		238,549	36,239
Net cash used in operating activities	32	(6,915,210)	(6,095,337)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current physical assets		(2,360,021)	(2,012,860)
Proceeds from sale of non-current physical assets		932	-
Net cash used in investing activities		(2,359,089)	(2,012,860)

Zoological Parks Authority
Statement of Cash Flows for the Year Ended 30 June 2011 continued

	NOTE	2011 \$	2010 \$
		Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings		(12,837)	(7,862)
Net cash used in financing activities		(12,837)	(7,862)
Net increase/(decrease) in cash and cash equivalents		82,864	897,941
Cash and cash equivalents at the beginning of period		4,593,235	3,695,294
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	32	4,676,099	4,593,235

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

Zoological Parks Authority Notes to the Financial Statements for the Year Ended 30 June 2011

1. Australian Accounting Standards

General

The Authority's financial statements for the year ended 30 June 2011 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' refers to Standards and Interpretations issued by the Australian Accounting 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 or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. No Australian Accounting Standards that have been issued or amended but not operative have been early adopted by the Authority for the annual reporting period ended 30 June 2011.

2. Summary of significant accounting policies

(a) General statement

The financial statements constitute a general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by the Treasurer's Instructions. Several of these are modified by Treasurer's Instructions to vary application, disclosure, format and wording.

The Financial Management Act and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of preparation

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

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

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

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

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

(c) Reporting entity

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

(d) Contributed equity

AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions.

Capital appropriations have been designated as contributions by owners by TI 955 'Contributions by Owners made to Wholly-Owned Public Sector Entities' and have been credited directly to Contributed equity.

The transfer 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.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

(e) Income***Revenue recognition***

Revenue is 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 control transfer to the purchaser and can be measured reliably.

Provision of services

Revenue is recognised on delivery of services to the client or 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 nominal 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.

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

Gains may be realised or unrealised and 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. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale. Other borrowing costs are expensed when incurred.

(g) Property, plant and equipment and infrastructure***Capitalisation/expensing of assets***

Items of property, plant and equipment and infrastructure costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total). Assets such as the two way radio communications system, audio visual systems, computer equipment, heating/cooling systems and water infrastructure that form part of a group of similar items which are significant in total are capitalised if they are valued at \$1,000 or more.

All costs associated with the acquisition of fauna are expensed.

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

Initial recognition and measurement

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

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

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 the cost model for all other property, plant and equipment and infrastructure. Land, buildings and works of art are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses. All other items of property, plant and equipment and infrastructure are carried at cost less accumulated depreciation and accumulated impairment losses.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

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

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

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period. Valuation Services performs a physical site inspection of buildings every three years and the cost of acquisitions by the Authority between the physical inspections is considered to approximate their fair value.

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

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

Refer to note 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 as described in note 25 'Property, plant and equipment, infrastructure'.

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

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

Works of art controlled by the Authority are classified as property, plant and equipment. These are anticipated to have very long and 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. As the Authority is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

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 cashflows 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 26 'Impairment of assets' for the outcome of impairment reviews and testing.

- (i) **Non-current assets (or disposal groups) classified as held for sale**
Non-current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell and are presented separately from other assets in the Statement of Financial Position. Assets classified as held for sale are not depreciated or amortised.
- (j) **Leases**
Finance lease rights and obligations are initially recognised, at the commencement of the lease term, as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of minimum lease payments, determined at the inception of the lease. The assets are disclosed as plant, equipment and vehicles under lease, and are depreciated over the period during which the Authority is expected to benefit from their use. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease.
- Finance lease liabilities are allocated between current and non-current components. The principal component of lease payments due on or before the end of the succeeding year is disclosed as a current liability, and the remainder of the lease liability is disclosed as a non-current liability.
- (k) **Financial instruments**
In addition to cash, the Authority has two categories of financial instrument:
- Loans and Receivables; and
- Financial liabilities measured at amortised cost.

These 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.

- (l) **Cash and cash equivalents**
For the purpose of the Statement of Cash Flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value, and bank overdrafts.
- (m) **Accrued salaries**
Accrued salaries (refer note 27 '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 liability also includes any other material amounts of back pay due to staff but unpaid at the financial year end. The Authority considers the carrying amount of accrued salaries to be equivalent to its net fair value.
- (n) **Amounts receivable for services (holding account)**
The Authority receives funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (holding account receivable) that 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'.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

(o) Inventories

Inventories are valued on a weighted average cost basis at the lower of cost and net realisable value.

Refer note 21 'Inventories'.

(p) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis by individual assessment of the debts outstanding. Any receivables identified as uncollectible are written off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Authority will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days. Refer note 2(k) 'Financial Instruments' and note 22 'Receivables'.

(q) Payables

Payables are recognised at the amounts payable when the Authority becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as they are generally settled within 30 days. Refer note 2(k) 'Financial Instruments' and note 27 'Payables'.

(r) Borrowings

All loans are initially recognised at cost, being the fair value of the net proceeds received. Subsequent measurement is at amortised cost using the effective interest rate method. Refer note 2(k) 'Financial Instruments' and note 28 'Borrowings'.

(s) Provisions

Provisions are liabilities of uncertain timing and 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

The liability for annual leave expected to be settled within 12 months after the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual leave not expected to be settled within 12 months after the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rates expected to apply at the time of settlement. When assessing expected future payments, consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms of maturity that match, as closely as possible, the estimated future cash outflows. 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 reporting period.

Long service leave

The liability for long service leave expected to be settled within 12 months after the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Long service leave not expected to be settled within 12 months after the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rates expected to apply at the time of settlement. When assessing expected future payments, consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms of maturity that match, as closely as possible, the estimated future cash outflows. Unconditional long service leave provisions are classified as current liabilities as the Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. 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.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

Deferred leave

The provision for deferred leave relates to Public Service employees who have entered into an agreement to self-fund an additional twelve 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 non-current provision until the fifth year.

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 ten weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the nominal amounts expected to be paid when the liabilities are settled. This liability is measured on the same basis as annual leave.

Superannuation

The Government Employees Superannuation Board (GESB) administers public sector superannuation arrangements in Western Australia in accordance with legislative requirements.

Eligible employees may 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.

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 due 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.

Employees commencing employment prior to 16 April 2007 who were not members of either the Pension Scheme or the GSS became 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). Both of these schemes are accumulation schemes. The Authority makes concurrent contributions to GESB on behalf of employees in compliance with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS.

The GESB makes all benefit payments in respect of the Pension and GSS, and is recouped from the Treasurer for the employer's share.

The Authority also makes employer contributions to the Local Government Scheme which is administered by Western Australian Local Government Superannuation. The liabilities for the current service superannuation charges under the Local Government Superannuation Scheme are extinguished by concurrent contributions made by the Authority to the fund Administrator.

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

(ii) Provisions - other**Employment on-costs**

Employment on-costs include 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'.

(t) Superannuation expense

The superannuation expense in the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBS, and the Western Australian Local Government Scheme (WALGS).

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

(u) Resources received free of charge or for nominal cost

Resources received free of charge or for nominal cost that can be reliably measured are recognised as income at fair value. Where the resource received represents a service that the authority would otherwise pay for, a corresponding expense is recognised. Receipts of assets are recognised in the Statement of Financial Position.

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

(v) Comparative figures

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

(w) Segment information

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

Segment information has been disclosed by services - refer note 35 'Schedule of income and expenses by service'.

3. Judgements made by management in applying accounting policies

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

- Adopting cost model for plant, equipment and infrastructure valuation.
- Adopting revaluation model for land, building and works of art valuation.
- Application of stage of completion method for determining unearned revenue.

4. Key sources of estimation uncertainty

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

Long service leave

Several estimations and assumptions used in calculation 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 and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2010 that impacted on the Authority.

AASB 2009-5	Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 5, 8, 101, 107, 117, 118, 136 & 139]
	Under the amendments to AASB 107, only expenditures that result in a recognised asset are eligible for classification as investing activities in the Statement of Cash Flows. All investing cashflows recognised in the Authority's Statement of Cash Flows relate to increases in recognised assets.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

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

AASB Standards and Interpretations	
Interpretation 19	Extinguishing Financial Liabilities with Equity Instruments
AASB 2009-13	Amendments to Australian Accounting Standards arising from Interpretation 19 [AASB 1]
AASB 2010-1	Amendments to Australian Accounting Standards - Limited Exemption from Comparative AASB 7 Disclosures for First-time Adopters [AASB 1 & AASB 7]
AASB 2010-3	Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 3, AASB 7, AASB 121, AASB 128, AASB 131, AASB 132 & AASB 139]

Voluntary changes in accounting policy

No voluntary changes in accounting policy have been made.

Future Impact of Australian Accounting Standards not yet operative

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

Title	Operative for reporting periods beginning on/after
AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Interpretation 10 & 12] The amendment to AASB 7 'Financial Instruments: Disclosures' requires modification to the disclosure of categories of financial assets. The Authority does not expect any financial impact when the Standard is first applied. The disclosure of categories of financial assets in the notes will change.	1 Jan 2013
AASB 2009-12 Amendments to Australian Accounting Standards [AASBs 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 & 1031 and Interpretations 2, 4, 16, 1039 & 1052] This Standard introduces a number of terminology changes. There is no financial impact resulting from the application of the revised Standard.	1 Jan 2011

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after
<p>AASB 1053 Application of Tiers of Australian Accounting Standards</p> <p>This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose financial statements.</p> <p>The Standard does not have any financial impact on the Authority. However it may affect disclosures in the financial statements of the Authority if the reduced disclosure requirements apply. DTF has not yet determined the application or the potential impact of the new Standard for agencies.</p>	1 July 2013	<p>AASB 2011-2 Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project - Reduced Disclosure Requirements [AASB 101 & 1054]</p> <p>The Amending Standard removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards for reduced disclosure reporting. DTF has not yet determined the application or the potential impact of the amendments to these Standards for agencies.</p>	1 July 2011
<p>AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements</p> <p>This Standard makes amendments to many Australian Accounting Standards, including Interpretations, to introduce reduced disclosure requirements into these pronouncements for application to certain types of entities.</p> <p>The Standard is not expected to have any financial impact on the Authority. However, this Standard may reduce some note disclosures in the financial Statements of the Authority. DTF has not yet determined the application or the potential impact of the amendments to these Standards for agencies.</p>	1 July 2013	<p>AASB 2010-5 Amendments to Australian Accounting Standards [AASB 1, 3, 4, 5, 101, 107, 112, 118, 119, 121, 132, 133, 134, 137, 139, 140, 1023 & 1038 and Interpretations 112, 115, 127, 132 & 1042] (October 2010)</p> <p>This Standard introduces a number of terminology changes as well as minor presentation changes to the Notes to the Financial Statements. There is no financial impact resulting from the application of the revised Standard.</p>	1 Jan 2011

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after
<p>AASB 2010-6 Amendments to Australian Accounting Standards - Disclosures on Transfers of Financial Assets [AASB 1 & AASB 7]</p> <p>This Standard makes amendments to many Australian Accounting Standards, introducing additional presentation and disclosure requirements for Financial Assets.</p> <p>The Standard is not expected to have any financial impact on the Authority.</p> <p>DTF has not yet determined the application or the potential impact of the amendments to these Standards for agencies.</p>	1 July 2011	<p>AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 27]</p> <p>This Amending Standard makes consequential adjustments to other Standards as a result of issuing AASB 9 'Financial Instruments' in December 2010. DTF has not yet determined the application or the potential impact of the Standard for agencies.</p>	1 Jan 2013
<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 Standard was reissued on 6 December 2010 and the Authority is currently determining the impact of this Standard. DTF has not yet determined the application or the potential impact of the Standard for agencies.</p>	1 Jan 2013	<p>AASB 1054 Australian Additional Disclosures</p> <p>This Standard, in conjunction with AASB 2011-1 'Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project', removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards.</p>	1 July 2011

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after
<p>AASB 2011-1 Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, 5, 101, 107, 108, 121, 128, 132 & 134 and Interpretations 2, 112 & 113]</p> <p>The Amending Standard, in conjunction with AASB 1054 'Australian Additional Disclosures', removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards.</p>	<p>1 July 2011</p>	<p>AASB 2011-3 Amendments to Australian Accounting Standards - Orderly Adoption of Changes to the ABS GFS Manual and Related Amendments [AASB 1049]</p> <p>This Standard makes amendments to AASB 1049 'Whole of Government and General Government Sector Financial Reporting', including clarifying the definition of the ABS GFS Manual, facilitating the orderly adoption of changes to the ABS GFS Manual and related disclosures.</p>	<p>1 July 2012</p>
<p>AASB 2011-2 Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project - Reduced Disclosure Requirements [AASB 101 & AASB 1054]</p> <p>This Standard makes amendments to AASB 101 'Presentation of Financial Statements' and AASB 1054 'Australian Additional Disclosures' to establish reduced disclosure requirements for entities preparing general purpose financial statements under Australian Accounting Standards - Reduced Disclosure Requirements in relation to the Australian additional disclosures arising from the Trans-Tasman Convergence Project.</p>	<p>1 July 2013</p>		

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

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

Title	Operative for reporting periods beginning on/after	Title	Operative for reporting periods beginning on/after		
AASB 124	Related Party Disclosures	1 Jan 2011	AASB 2010-9	Amendments to Australian Accounting Standards - Severe Hyperinflation and Removal of Fixed Dates for First-time Adopters [AASB 1]	1 July 2011
AASB 2009-14	Amendments to Australian Interpretation - Prepayments of Minimum Funding Requirement [AASB Interpretation 14]	1 Jan 2011	AASB 2010-10	Further Amendments to Australian Accounting Standards - Removal of Fixed Dates for First-time Adopters [AASB 2009-11 & AASB 2010-7]	1 Jan 2013
AASB 2010-4	Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, AASB 7, AASB 101 & AASB 134 and Interpretation 13]	1 Jan 2011	AASB 2011-4	Amendments to Australian Accounting Standards to Remove Individual Key Management Personnel Disclosure Requirements [AASB 124]	1 July 2013
AASB 2010-8	Amendments to Australian Accounting Standards - Deferred Tax: Recovery of Underlying Assets [AASB 112]	1 Jan 2012		This Standard makes amendments to AASB 124 'Related Party Disclosures' to remove individual key management personnel disclosure requirements.	

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011	2010
	\$	\$
6. Employee benefits expense		
Wages and salaries (a)	9,924,853	9,439,227
Superannuation - defined contribution plans (b)	1,033,641	964,381
Annual leave (c)	1,122,431	1,056,493
Long service leave (c)	314,742	155,304
	12,395,667	11,615,405

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.

(b) Defined contribution plans include WA Local Government Super, West State, Gold State and GESB Super Scheme (contributions paid).

(c) Includes a superannuation contribution component.

Employment on-costs relating to workers' compensation premiums are included at note 7 'Other employee related expenses'.

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

7. Other employee related expenses

Staff training/development	77,855	73,141
Workers' compensation premium	191,900	115,461
Travel	76,033	80,735
Uniforms	60,320	54,717
Employment on-costs (refer also to note 29)	5,265	4,774
Other	62,201	43,378
	473,574	372,206

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011	2010
	\$	\$
8. Maintenance and operational expenses		
Maintenance of equipment, facilities and grounds	1,176,905	896,663
Electricity, water, gas and fuel	481,363	456,973
Service contractors	346,413	302,487
Minor equipment purchases	197,246	196,018
Cleaning and waste disposal	283,104	288,514
Plant & equipment hire	135,786	145,379
Animal food, veterinary care and transportation	561,751	593,558
	3,182,568	2,879,592
9. Depreciation expense		
Buildings and improvements	768,260	822,684
Infrastructure	1,106,741	1,094,782
Plant, equipment and vehicles	393,864	394,606
Leased plant and equipment	1,778	6,887
	2,270,643	2,318,959
10. Finance costs		
The Authority's lease of two items of plant and equipment expired during the period so the following represents interest charges up to the date of expiration.		
Finance lease finance charges	19	449
	19	449
11. Administration		
Advertising and promotion	430,540	496,638
Professional services	1,145,612	1,147,689
Information technology and communications	423,131	393,196
Grants & subsidies	324,437	268,644
Other	174,914	191,189
	2,498,634	2,497,356

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
12. Retail shop trading		
SALES	1,191,218	1,256,636
Less: Cost of Sales		
Opening Inventory	178,829	196,987
Purchases	580,880	600,536
	759,709	797,523
Closing Inventory	(164,317)	(178,829)
Cost of Goods Sold	595,392	618,694
GROSS TRADING PROFIT	595,826	637,942
Operating Expenses		
Payroll & other staffing	337,952	319,264
Consumables	39,954	33,990
Depreciation	20,781	27,843
Total Operating Expenses	398,687	381,097
Other Income		
Sundry	53	203
NET PROFIT	197,192	257,048

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011	2010
	\$	\$
13. Net loss on disposal of non-current assets		
During the period, the Authority disposed, traded-in and approved the write-off of a number of fixed assets. The plant and equipment assets consisted of various computing, communications and general equipment which were unserviceable, obsolete, damaged or lost. Some building and infrastructure assets were also demolished during the period as part of site preparation works for future capital developments. (Refer note 39 'Supplementary financial information' for details of lost/stolen assets).		
<u>Proceeds from disposal of non-current assets</u>		
Trade-in of Plant and Equipment	932	-
<u>Total proceeds from disposal of non-current assets</u>	<u>932</u>	<u>-</u>
<u>Costs of disposal of non-current assets</u>		
Plant and Equipment	(34,004)	(2,098)
Works Art	(3,244)	-
Buildings & Improvements	(33,642)	(127,928)
Infrastructure	(53,932)	-
<u>Total costs of disposal of non-current assets</u>	<u>(124,822)</u>	<u>(130,026)</u>
<u>Net loss on disposal of non-current assets</u>	<u>(123,890)</u>	<u>(130,026)</u>
14. Other expenses		
Impairment loss - Infrastructure	-	200,000
	-	200,000

Refer note 26 'Impairment of assets' for further details on asset impairment.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011	2010
	\$	\$
15. Grants, sponsorships and fundraising		
Corporate sponsorships	690,404	575,109
Grants	225,752	430,548
Fundraising activities	109,966	108,313
Donations - cash	106,461	192,962
Donations - assets	431,104	6,805
Bequests	303,002	1,364
	1,866,689	1,315,101
16. Commercial activities		
Restaurant	522,068	511,467
Hire of facilities & equipment	475,368	396,586
Tours & tertiary education	146,919	156,439
Children's rides	162,055	165,433
Sale of maps & animal adoptions	94,105	101,150
Car parking	95,787	82,323
Vending commission	46,624	52,539
	1,542,926	1,465,937
17. Interest Revenue	58,102	43,980
Interest earned from banking institution on the Authority's interest bearing account.		
18. Other revenue		
Rental fees	24,494	22,878
Recoups of previous year's expenditure	1,967	5,063
Insurance claims	185,885	-
Miscellaneous revenue	26,203	8,298
	238,549	36,239

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
19. Income from State Government		
Appropriation received during the year:		
Service appropriation (a)	9,933,000	9,532,000
	9,933,000	9,532,000
Resources received free of charge (b)		
Determined on the basis of the following estimates provided by agencies:		
	-	-
	-	-
	9,933,000	9,532,000

- (a) Service appropriations are accrual amounts reflecting the full cost of services delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.
- (b) Where assets or services have been received free of charge or for nominal cost, the Authority recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably measured and which would have been purchased if they were not donated, and those fair values shall be recognised as assets or expenses as applicable. Where the contribution of assets or services are in the nature of contributions as owners, the Authority makes the adjustment direct to equity.

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 is the recipient of a number of grants which are restricted in their use according to the terms of the grant. The Authority has also made provision to cover the unfunded additional pay which occurs every 11 years, the next being 2015.

Current

Grant Funds	28,840	155,795
27th Pay allocation for 2015	300,000	250,000
Total current	328,840	405,795

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
21. Inventories		
<u>Current</u>		
Inventories comprise:		
Retail Shop Inventory	164,317	178,829
<u>Total Current</u>	<u>164,317</u>	<u>178,829</u>

Refer also note 2(o) 'Inventories' and note 12 'Retail shop trading'.

22. Receivables

<u>Current</u>		
Trade Debtors	283,769	181,515
GST Receivable	176,342	253,318
Property insurance claims	-	132,550
Workers' Compensation	7,677	23,456
Car Parking	8,363	12,306
Catering Dividend	34,428	45,040
<u>Total Current</u>	<u>510,579</u>	<u>648,185</u>

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

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

Government agencies	75,484	138,295
Australian Taxation Office	176,342	253,318
	<u>251,826</u>	<u>391,613</u>

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011	2010
	\$	\$
23. Amounts receivable for services		
Current	2,020,000	970,000
Non-Current	7,576,000	7,328,000
	9,596,000	8,298,000

This asset 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:

Animal exhibits and park facilities	900,000	850,000
Computer equipment	70,000	70,000
	970,000	920,000

24. Other assets

Current		
Prepayments	45,227	84,168
Total Current	45,227	84,168

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
25. Property, plant and equipment, infrastructure		
Land:		
At fair value	915,000	915,000
Buildings and improvements:		
At fair value	12,852,709	13,165,373
Transfers from works in progress	534,746	129,549
Accumulated depreciation	(127,788)	(54,201)
Total Buildings and improvements	13,259,667	13,240,721
Infrastructure:		
At cost	25,848,037	24,166,888
Transfers from works in progress	320,639	547,981
Accumulated impairment losses	(200,000)	(200,000)
Accumulated depreciation	(7,493,344)	(6,429,790)
Total Infrastructure	18,475,332	18,085,079
Works in progress:		
Buildings at cost	49,519	534,746
Infrastructure at cost	1,052,029	320,639
Total Works in progress	1,101,548	855,385
Total Land, buildings and infrastructure	33,751,547	33,096,185
Plant, equipment and vehicles:		
At cost	4,159,372	3,852,447
Accumulated depreciation	(3,104,052)	(2,834,427)
Total Plant, equipment and vehicles	1,055,320	1,018,020

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
25. Property, plant and equipment, infrastructure continued		
Works of art:		
At fair value	200,790	204,034
Accumulated depreciation	-	-
Total Works of art	200,790	204,034
Leased plant and equipment:		
At capitalised cost	-	45,936
Accumulated depreciation	-	(32,658)
Total Leased plant & equipment	-	13,278
Total Plant & equipment	1,256,110	1,235,332
Total Property, plant and equipment, infrastructure	35,007,657	34,331,517

Land and buildings were revalued as at 1 July 2010 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2011 and recognised at 30 June 2011. 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 2009. The cost of acquisitions between the physical inspection every three years is considered to approximate their fair value.

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

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

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

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

2010/11	Land	Buildings & Improvements	Infrastructure	Works in Progress	Plant, Equipment & Vehicles	Works of Art	Leased Plant & Equipment	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Carrying amount at start of year	915,000	13,240,721	18,085,079	855,385	1,018,020	204,034	13,278	34,331,517
Additions	-	183,917	1,230,287	1,101,548	453,668	-	-	2,969,420
Revaluation increments/(decrements)	-	102,185	-	-	-	-	-	102,185
Depreciation	-	(768,260)	(1,106,741)	-	(393,864)	-	(1,778)	(2,270,643)
Asset class transfers	-	534,746	320,639	(855,385)	11,500	-	(11,500)	-
Impairment losses	-	-	-	-	-	-	-	-
Write-offs	-	(33,642)	(53,932)	-	(34,004)	(3,244)	-	(124,822)
Carrying amount at end of year	915,000	13,259,667	18,475,332	1,101,548	1,055,320	200,790	-	35,007,657

2009/10	Land	Buildings & Improvements	Infrastructure	Works in Progress	Plant, Equipment & Vehicles	Works of Art	Leased Plant & Equipment	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Carrying amount as presented in prior year	905,000	14,647,878	18,277,124	727,142	1,193,074	186,984	20,165	35,957,367
Additions	-	375,243	554,756	805,773	221,650	17,050	-	1,974,472
Revaluation increments/(decrements)	10,000	(961,337)	-	-	-	-	-	(951,337)
Depreciation	-	(822,684)	(1,094,782)	-	(394,606)	-	(6,887)	(2,318,959)
Asset class transfers	-	129,549	547,981	(677,530)	-	-	-	-
Impairment losses	-	-	(200,000)	-	-	-	-	(200,000)
Write-offs	-	(127,928)	-	-	(2,098)	-	-	(130,026)
Carrying amount at end of year	915,000	13,240,721	18,085,079	855,385	1,018,020	204,034	13,278	34,331,517

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

26. Impairment of assets

The Authority reviewed its assets during the reporting period to determine whether there were any indications of impairment.

This assessment resulted in no additional indications of impairment as at the end of the reporting period.

Perth Zoo's Australian Wetlands exhibit which suffered extensive damage to the netting fabric and structural infrastructure of the exhibit during Perth's March 2010 hail storm was impaired in 2009-10, with an impairment loss of \$200,000 recognised. This asset remains an impaired asset at the end of the reporting period and work to rectify the damage and upgrade the exhibit is scheduled for completion in 2010-11.

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

Any surplus assets at 30 June 2011 have been classified as non-current assets held for sale or written-off.

	2011	2010
	\$	\$
<hr/>		
27. Payables		
<u>Current</u>		
Trade Payables (a)	457,783	253,645
PAYG Tax Payable	-	89,858
FBT Payable	9,382	10,408
Accrued salaries and wages	215,104	159,591
Total Current	682,269	513,502

(a) Trade payables include \$206,239 associated with capital works projects.

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
28. Borrowings		
The Authority's finance lease arrangements for two items of plant & equipment ended during the reporting period, with the Authority purchasing the equipment for its fair value at the end of the lease term.		
<u>Current</u>		
Finance lease liabilities (secured) (a)	-	1,683
	-	1,683
<u>Non-current</u>		
Finance lease liabilities (secured) (a)	-	11,154
	-	11,154
Total	-	12,837
(a) Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.		
The carrying amounts of non-current assets pledged as security are:		
<u>Finance leases</u>		
Leased plant and equipment	-	13,278
	-	13,278

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
29. Provisions		
<u>Current</u>		
Employee benefits provision		
Annual leave (a)	1,128,874	1,075,090
Purchased leave (a)	3,213	4,108
Long service leave (b)	663,793	613,604
	1,795,880	1,692,802
Other provisions		
Employment on-costs (c)	49,429	47,126
	1,845,309	1,739,928
<u>Non-Current</u>		
Employee benefits provision		
Long service leave (b)	509,427	431,213
Deferred salary scheme	29,478	19,468
	538,905	450,681
Other provisions		
Employment on-costs (c)	14,832	11,869
	553,737	462,550
Total current & non-current provisions	2,399,046	2,202,478

(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	1,031,393	962,413
More than 12 months after the end of the reporting period	100,694	116,785
	1,132,087	1,079,198

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
29. Provisions continued		
(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	663,793	613,604
More than 12 months after the end of the reporting period	509,427	431,213
	1,173,220	1,044,817

(c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs associated with workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 7 'Other employee related expenses'.

Movements in Other Provisions

Movements in each class of provisions during the financial year, other than employee benefits, are set out below:

Employment on-costs provision

Carrying amount at start of year	58,995	54,221
Additional provisions recognised	42,942	36,508
Payments/other sacrifices of economic benefits	(37,676)	(31,734)
Carrying amount at end of the year	64,261	58,995

30. Unearned income

Current

Unearned income consists of:

Perth Zoo Memberships	561,300	512,737
Grants and sponsorships	121,118	321,675
Other	14,772	9,257
Total current	697,190	843,669

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
31. Equity		
Equity represents the residual interest in the net assets of the Authority. The Government holds the equity interest in the Authority on behalf of the community. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.		
Contributed Equity		
Balance at start of period	24,535,220	23,800,220
Contributions by owners		
Capital contributions (a)	735,000	735,000
Balance at end of period	25,270,220	24,535,220
(a) Under Treasurer's Instruction 955 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' Capital Contributions (appropriations) have been designated as contributions by owners in accordance with AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.		
The capital contributions received are directed to the Authority's capital investment program.		
Reserves		
Asset Revaluation Surplus		
Balance at start of year	6,809,560	7,760,897
Net revaluation increments/(decrements):		
Land	-	10,000
Buildings and Improvements	102,185	(961,337)
Balance at end of year	6,911,745	6,809,560
Accumulated surplus		
Balance at start of year	13,216,668	12,781,815
Result for the Period	822,741	434,853
Balance at end of year	14,039,409	13,216,668

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
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	4,347,259	4,187,440
Restricted cash and cash equivalents (refer note 20)	328,840	405,795
	4,676,099	4,593,235
<u>Reconciliation of net cost of services to net cash flows used in operating activities</u>		
Net cost of services	(9,110,259)	(9,097,147)
Non-cash items:		
Donated assets	(431,104)	(6,805)
Depreciation expense (refer note 9)	2,270,643	2,318,959
Loss on disposal of non-current assets (refer note 13)	123,890	130,026
Impairment loss (refer note 14)	-	200,000
<u>(Increase)/decrease in assets:</u>		
Current inventories	14,512	18,158
Current receivables	99,571	71,012
<u>Increase/(decrease) in liabilities:</u>		
Current payables	(9,528)	18,704
Current provisions	105,381	191,155
Other current liabilities	(146,479)	41,434
Non-current provisions	91,187	(12,915)
Net GST receipts/(payments)	77,154	31,949
Change in GST in receivables/payables	(178)	133
Net cash used in operating activities	(6,915,210)	(6,095,337)

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011	2010
	\$	\$

32. Notes to the Statement of Cash Flows continued

Non-cash financing and investing activities

During the reporting period, the Authority acquired assets with an aggregate fair value of \$479,604 through either donated assets or insurance claims.

Financing facilities

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

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:

Within 1 year	1,521,699	1,064,362
Later than 1 year and not later than 5 years	429,000	429,000
	1,950,699	1,493,362
The capital commitments include amounts for:		
Buildings	300,000	27,500
Infrastructure	1,650,699	1,330,910
Plant and Equipment	-	134,952
	1,950,699	1,493,362

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011	2010
	\$	\$
33. Commitments continued		
<u>Lease commitments</u>		
The Authority exercised its option to purchase two items of leased plant and equipment at their agreed fair value on expiry of the lease during the reporting period. Commitments in relation to finance leases contracted for at the end of the previous reporting period but not recognised in the financial statements were payable as follows:		
Within 1 year	-	1,702
Later than 1 year and not later than 5 years	-	11,154
Minimum finance lease payments	-	12,856
Less future finance charges	-	(19)
Present value of finance lease liabilities	-	12,837
The present value of finance leases payable is as follows:		
Within 1 year	-	1,683
Later than 1 year and not later than 5 years	-	11,154
Present value of finance lease liabilities	-	12,837
Included in the financial statements as:		
Current (refer note 28)	-	1,683
Non-current (refer note 28)	-	11,154
	-	12,837

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

34. Explanatory statement

The following explanations are provided in accordance with Treasurer's Instruction 945.

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

(A) Significant variances between estimate and actual results for the financial year

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

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

	2011 Actual \$	2011 Estimate \$	Variation \$
Expenses			
(i) <u>Other employee related expenses</u> Due to lower than expected workers' compensation insurance premium during the period. While the premium increased by a significant 66% (\$76,439) over the previous year, the premium was expected to rise by a greater amount.	473,574	737,000	(263,426)
(ii) <u>Cost of retail shop sales</u> There was a 5% decrease in retail shop sales over the previous year and this resulted in the lower expenditure on retail shop inventory during the period. The reduced turnover in the retail shop is due to the lower than expected admission numbers. Admission numbers were 611,793 for the period which was a 3.7% decrease over the previous year and 2% below the estimated admission numbers of 625,000.	595,392	668,000	(72,608)
(iii) <u>Loss on disposal of non-current assets</u> Due mainly to the demolition of some building and infrastructure assets during the period in preparation for future capital developments.	123,890	20,000	103,890
Revenue			
(iv) <u>Grants, sponsorships & fundraising</u> Due to bequest revenue of \$303,002 received during the period along with higher than expected value of donated assets linked to the Perth Zoo's solar energy project.	1,866,689	1,503,405	363,284
(iv) <u>Other revenue</u> Due mainly to insurance revenue received in settlement of claims associated with damage sustained during Perth's March 2010 hail storm.	238,549	-	238,549

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

34. Explanatory statement continued

(B) Significant variances between actual results for the financial year and prior year actual results

Reasons for significant variations between actual revenue and expenditure and the corresponding item of the preceding year are detailed below.

	2011 Actual \$	2011 Estimate \$	Variation \$
Expenses			
(i) <u>Other employee related expenses</u> Due to increased workers' compensation insurance premium during the period. The premium increased by \$76,439 or 66% over the previous year as a result of recent claims history.	473,574	372,206	101,368
(ii) <u>Maintenance & operational expenses</u> Due to planned increases to preventative maintenance programs along with repair costs associated with significant damage sustained during Perth's March 2010 hail storm. Revenue has been recognised during the period for insurance payments in settlement of storm damage repairs.	3,182,568	2,879,592	302,976
(iii) <u>Other expenses</u> The previous year's figure related to the impairment of Perth Zoo's Australian Wetlands netting infrastructure asset as the result of storm damage during Perth's hail storm in March 2010. The exhibit netting infrastructure is planned for replacement during 2011-12.	-	200,000	(200,000)
Revenue			
(iv) <u>Grants, sponsorships & fundraising</u> Due to a combination of increased revenue from bequests and donated assets along with lower levels of grants and donations. Donated assets linked to Perth Zoo's solar energy project of \$431,104 along with bequest revenue in excess of \$300,000 were received during the period.	1,866,689	1,315,101	551,588
(v) <u>Other revenue</u> Due mainly to insurance revenue received in settlement of claims associated with damage sustained during Perth's March 2010 hail storm.	238,549	36,239	202,310

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

35. Schedule of Income and Expenses by Service

INDUSTRY SEGMENTS:

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

	Community engagement and awareness in conservation		Wildlife management, medicine and research		Total	
	2011 \$	2010 \$	2011 \$	2010 \$	2011 \$	2010 \$
COST OF SERVICES						
Expenses						
Employee benefits expense	10,745,610	10,007,805	1,650,057	1,607,600	12,395,667	11,615,405
Other employee related expenses	410,964	299,401	62,610	72,805	473,574	372,206
Maintenance & operational expenses	3,084,794	2,777,073	97,774	102,519	3,182,568	2,879,592
Depreciation expense	2,245,139	2,296,004	25,504	22,955	2,270,643	2,318,959
Finance costs	17	393	2	56	19	449
Administration	2,012,201	2,021,927	486,433	475,429	2,498,634	2,497,356
Cost of retail shop sales	595,392	618,694	-	-	595,392	618,694
Loss on disposal of non-current assets	122,486	128,726	1,404	1,300	123,890	130,026
Other expenses	-	198,000	-	2,000	-	200,000
Total cost of services	19,216,603	18,348,023	2,323,784	2,284,664	21,540,387	20,632,687
Income						
Admissions	6,570,252	6,504,146	-	-	6,570,252	6,504,146
Retail shop sales	1,191,218	1,256,636	-	-	1,191,218	1,256,636
Grants, sponsorships & fundraising	1,224,665	665,041	642,024	650,060	1,866,689	1,315,101
Commercial activities	1,459,384	1,372,494	83,542	93,443	1,542,926	1,465,937
Memberships	962,392	913,501	-	-	962,392	913,501
Interest revenue	-	-	58,102	43,980	58,102	43,980
Other revenue	238,334	36,239	215	-	238,549	36,239
Total income other than income from State Government	11,646,245	10,748,057	783,883	787,483	12,430,128	11,535,540
NET COST OF SERVICES	7,570,358	7,599,966	1,539,901	1,497,181	9,110,259	9,097,147

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

35. Schedule of Income and Expenses by Service continued

	Community engagement and awareness in conservation		Wildlife management, medicine and research		Total	
	2011 \$	2010 \$	2011 \$	2010 \$	2011 \$	2010 \$
INCOME FROM STATE GOVERNMENT						
Service appropriation	8,710,927	8,350,084	1,222,073	1,181,916	9,933,000	9,532,000
Resources received free of charge	-	-	-	-	-	-
Total Income from State Government	8,710,927	8,350,084	1,222,073	1,181,916	9,933,000	9,532,000
Surplus/(Deficit) for the period	1,140,569	750,118	(317,828)	(315,265)	822,741	434,853

SEGMENT DESCRIPTIONS:**Community engagement and awareness in conservation**

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

Wildlife management, medicine and research

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

GEOGRAPHICAL SEGMENTS:

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

Zoological Parks Authority**Notes to the Financial Statements for the Year Ended 30 June 2011** 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, borrowings, finance leases, 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 Authority measures credit risk on a fair value basis and monitors risk on a regular basis.

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

Provision for impairment of financial assets is calculated based on past experience, and current and expected changes in client credit ratings. For financial assets that are either past due or impaired, refer to note 22 'Receivables'.

Liquidity risk

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

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

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

Market risk

The market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Authority's income or the value of its holdings of financial instruments. The Authority does not trade in foreign currency and is not materially exposed to other price risks. Other than as detailed in the interest rate sensitivity analysis table at note 36(c), the Authority is not exposed to interest rate risk because apart from minor amounts of restricted cash, all other cash and cash equivalents and restricted cash are non-interest bearing and the Authority has no borrowings other than finance leases which have a fixed interest rate.

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

36. Financial instruments continued

Fair values

The 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 notes.

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

The fair value of lease liabilities is at amortised cost using the effective interest method.

(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 as follows:

	2011 \$	2010 \$
Financial assets		
Cash and cash equivalents	4,347,259	4,187,440
Restricted cash and cash equivalents	328,840	405,795
Receivables (i)	334,237	394,867
Amounts receivable for services	9,596,000	8,298,000
Financial liabilities		
Payables	682,269	513,502
Financial lease liabilities	-	12,837

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

36. FINANCIAL INSTRUMENTS

(c) Financial Instrument Disclosures

Credit risk and interest rate exposure

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

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

The Authority does not hold any financial assets that had to have their terms renegotiated that would have otherwise resulted in them being past due or impaired.

Interest rate exposures and ageing analysis of financial assets

	Weighted Average Effective Interest Rate %	Carrying Amount \$	Interest rate exposure			Past due but not impaired					Impaired financial assets \$
			Fixed Interest Rate \$	Variable Interest Rate \$	Non-Interest Bearing \$	Up to 3 months \$	3 - 12 months \$	1-2 Years \$	2-5 Years \$	More than 5 Years \$	
Financial Assets											
2011											
Cash and cash equivalents	5.03	4,347,259	-	1,177,319	3,169,940	-	-	-	-	-	-
Restricted cash and cash equivalents		328,840	-	-	328,840	-	-	-	-	-	-
Receivables (a)		334,237	-	-	334,237	88,962	50,173	521	-	-	-
Amounts receivable for services		9,596,000	-	-	9,596,000	-	-	-	-	-	-
		14,606,336	-	1,177,319	13,429,017	88,962	50,173	521	-	-	-
2010											
Cash and cash equivalents	3.99	4,187,440	-	1,116,196	3,071,244	-	-	-	-	-	-
Restricted cash and cash equivalents		405,795	-	-	405,795	-	-	-	-	-	-
Receivables (a)		394,867	-	-	394,867	49,988	21,341	-	-	-	-
Amounts receivable for services		8,298,000	-	-	8,298,000	-	-	-	-	-	-
		13,286,102	-	1,116,196	12,169,906	49,988	21,341	-	-	-	-

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

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

36. FINANCIAL INSTRUMENTS

(c) Financial Instrument Disclosures

Liquidity risk

The following table details the contractual maturity analysis for financial liabilities. The contractual maturity amounts are representative of the undiscounted amounts at the end of the reporting period. The table includes interest and principal cash flows. An adjustment has been made where material.

Interest rate exposures and maturity analysis of financial liabilities

	Weighted Average Effective Interest Rate %	Carrying Amount \$	Interest rate exposure					Maturity dates					
			Fixed Interest Rate \$	Variable Interest Rate \$	Non- Interest Bearing \$	Adjustment for discounting \$	Total Nominal Amount \$	Up to 3 months \$	3 - 12 months \$	1-2 Years \$	2-5 Years \$	More than 5 Years \$	
Financial liabilities													
2011													
Payables		682,269	-	-	682,269	-	682,269	682,168	101	-	-	-	-
Finance lease liabilities	7.50	-	-	-	-	-	-	-	-	-	-	-	-
		682,269	-	-	682,269	-	682,269	682,168	101	-	-	-	-
2010													
Payables		513,502	-	-	513,502	-	513,502	504,143	9,359	-	-	-	-
Finance lease liabilities	7.50	12,837	12,837	-	-	-	12,837	1,683	11,154	-	-	-	-
		526,339	12,837	-	513,502	-	526,339	505,826	20,513	-	-	-	-

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

36. FINANCIAL INSTRUMENTS

(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.

2011	Carrying Amount \$	-100 basis points		+100 basis points	
		Surplus \$	Equity \$	Surplus \$	Equity \$
<u>Financial Assets</u>					
Cash and cash equivalents	1,177,319	(11,773)	(11,773)	11,773	11,773
		(11,773)	(11,773)	11,773	11,773
<u>Financial Liabilities</u>					
		-	-	-	-
Total Increase/(Decrease)		(11,773)	(11,773)	11,773	11,773

2010	Carrying Amount \$	-100 basis points		+100 basis points	
		Surplus \$	Equity \$	Surplus \$	Equity \$
<u>Financial Assets</u>					
Cash and cash equivalents	1,116,196	(11,162)	(11,162)	11,162	11,162
		(11,162)	(11,162)	11,162	11,162
<u>Financial Liabilities</u>					
		-	-	-	-
Total Increase/(Decrease)		(11,162)	(11,162)	11,162	11,162

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

37. Remuneration of members of the accountable authority and senior officers

	2011	2010
<u>Remuneration of members of the accountable authority</u>		
The number of members of the accountable authority, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:		
\$0 - \$10,000	7	7
\$10,001 - \$20,000	1	1
The total remuneration of the members of the accountable authority	\$40,445	\$35,341

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

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

Remuneration of senior officers

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

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

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

\$30,001 - \$40,000	-	1
\$60,001 - \$70,000	-	1
\$130,001 - \$140,000	3	3
\$140,001 - \$150,000	1	-
\$240,001 - \$250,000	1	1
The total remuneration of senior officers	\$807,796	\$742,052

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

No senior officers are members of the Pension Scheme.

Zoological Parks Authority

Notes to the Financial Statements for the Year Ended 30 June 2011 continued

	2011 \$	2010 \$
38. Remuneration of auditor		
Remuneration 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	45,700	45,700
	<u>45,700</u>	<u>45,700</u>
39. Supplementary financial information		
The following items have been written off by the Accountable Authority:		
<u>(a) Write-offs</u>		
Assets written off	123,289	2,098
Damaged/obsolete retail shop stock	2,955	4,064
Bad debts	-	704
Cashier shortages	1,117	1,426
	<u>127,361</u>	<u>8,292</u>
<u>(b) Losses through theft, defaults and other causes</u>		
Lost/stolen public property written off by the Accountable Authority	601	557
Retail shop stock water damaged	-	2,570
Amount recovered through insurance proceeds	-	(5,273)
	<u>601</u>	<u>(2,146)</u>
<u>(c) Gifts of public property</u>		
No public property was gifted during the current year.		
Gifts of public property provided by the Authority	-	-
	<u>-</u>	<u>-</u>
40. Events occurring after the end of the reporting period		
Nil		

Zoological Parks Authority

Certification of Key Performance Indicators for the Year Ended 30 June 2011

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 2011.



Brian Easton
Chairperson
12 September 2011



Pam Garnett
Deputy Chairperson
12 September 2011

Purpose

The agency's purpose is to secure long-term populations of species in natural environments while engaging the community in global conservation action.

Vision

A world where diversity of species and habitats is secure.

Community Service Charter

To provide for the community of Western Australia, wholesome, value for money, recreational services, whilst striving towards self-sufficiency and continuous improvement to the quality of services delivered.

Funding Objectives

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

Outcome 1:

Conservation of wildlife

SERVICE 1:

Community Engagement and Awareness in Conservation

Service description: Perth Zoo promotes conservation messages to the community. This is achieved by providing educational programs and publications, interpretation and information services that educate and encourage the community in conservation.

SERVICE 2:

Wildlife Management, Medicine and Research

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

Effectiveness And Efficiency Indicators

Outcome 1:

Conservation of wildlife

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

	2008	2009	2010	2011
Population*	620,705	636,969	635,136	611,793
Desired Sample	500	400	500	500
Achieved Sample	501	404	507	513
Sampling Error	±4.5%	±4.5%	±4.5%	±4.3%

*Population is based on annual visitors to Perth Zoo

1.1 The Zoo as an educational/learning experience

Effectiveness Indicators

To obtain information in relation to effectiveness indicators 1.1 and 1.2 Synovate was commissioned by Perth Zoo to conduct customer research in April and June 2011. Intercept surveys were conducted with randomly selected Zoo patrons over 16 years of age. Details of the survey sampling are as follows:

“Perth Zoo's exhibits and displays educate visitors about conservation problems facing wildlife”	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2011 Target
Agree	91%	94%	94%	94%	97%
Neither agree/disagree	4%	3%	3%	4%	2%
Disagree	3%	3%	2%	1%	1%
Don't know	2%	-	1%	1%	-

Note to this Indicator

The continued high level of agreement demonstrates the effectiveness of Perth Zoo’s educational programs. These programs are aimed at students, schools and the general community and are complemented by informative exhibit signage, the Zoo’s website, including photo galleries, video and social media, and publications that focus on wildlife conservation issues. The provision of services such as keeper talks, guided tours and special visitor experiences along with exhibit design in themed garden settings assist in engaging visitors so that conservation messages can be more effectively delivered.

Effectiveness Indicators continued

1.2 Conservation of the Environment

“Perth Zoo encourages people to be more conscious about the conservation of the environment”	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2011 Target
Agree	92%	89%	94%	93%	93%
Neither agree/disagree	4%	8%	4%	5%	4%
Disagree	3%	3%	2%	2%	3%
Don't know	1%	-	-	-	-

Note to this Indicator

The high level of agreement achieved in 2011 is in line with the trend of previous years, with the exception of the abnormal result in 2008-09.

During 2010-11, Perth Zoo has continued to promote wildlife conservation and the importance of habitat protection to the community. The Zoo continued its participation in two national conservation campaigns, including ‘Don’t Palm Us Off’, supporting orangutan conservation and ‘They’re Calling on You’, seeking visitor participation in mobile phone recycling. A new campaign in 2010-11, ‘Wipe for Wildlife’, encouraged visitors to consider the positive environmental impact of purchasing recycled paper products.

The primary focus of Perth Zoo’s fundraising program, Wildlife Conservation Action, continues to be supporting wildlife conservation.

Effectiveness Indicators continued

1.3 Number of offspring produced by threatened animals for re-introduction

Perth Zoo aims to breed threatened Australian animals for future re-introduction into their natural environments. These species are all part of programs managed by the Department of Environment and Conservation through Recovery Teams. The actual animals produced for each of the reported species only includes animals that survive more than 30 days after birth.

	2008 Actual Animals Produced	2009 Actual Animals Produced	2010 Actual Animals Produced	2011 Actual Animals Produced	2011 Target
Western Swamp Tortoise	13	28	33	47	30
Numbat	8	12	9	14	12
Dibbler	30	36	65	94	50
TOTAL	51	76	107	155	92

Note to this Indicator

Some Western Swamp Tortoises bred earlier than expected, significantly increasing the number of animals bred. A new approach to Dibbler breeding resulted in better than anticipated results, with all paired females producing offspring. The captive population will continue to be managed through the Dibbler release to the wild program.

Efficiency Indicators

Service 1: Community Engagement and Awareness in Conservation

1.4 Cost of Services per Visitor

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

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2011 Target
Total visitors admitted to the Zoo	620,705	636,969	635,136	611,793	625,000
Total cost of services (\$000's)	\$15,867	\$17,559	\$18,348	\$19,217	\$18,571
Average cost per visitor	\$25.56	\$27.57	\$28.89	\$31.41	\$29.71

Note to this Indicator

The combination of a fall in total visitors admitted to the Zoo with an increase in the total cost of services has resulted in the average cost per visitor increasing in 2010-11 to \$31.41.

Staff salary award rate increases and planned increases to preventative maintenance programs, including provision for maintenance of new capital developments, has increased the total cost of services.

Extended periods of very hot weather during summer had a significant impact on general visitor attendance. General visitor attendance figures have remained strong during other periods but failed to make up for the lower attendance during the traditionally busiest season. Coupled with lower concert and education attendances during the year, the Zoo's total visitors admitted decreased by 3.7%.

Efficiency Indicators continued

Service 2: Wildlife Management Medicine and Research

1.5 Research Communications Produced per Full Time Equivalent (FTE)

Research communications have been defined to include refereed papers published in professional journals, conference presentations and the publication of major articles authored or co-authored by Perth Zoo staff or Perth Zoo-supported researchers. The indicator is calculated using a three year moving average of the number of research communications produced and the number of FTEs to reflect that research is conducted over an extended period before the communications can be produced.

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2011 Target
Number of research communications produced	20	25	29	27	22
Total FTEs to produce research communications	17.92	18.06	18.97	20.11	17.39
Research communications produced per FTE	1.13	1.40	1.51	1.36	1.26

Note to this Indicator

The result for this indicator is a measure of the Authority's contribution to the important areas of wildlife management, medicine and research.

This indicator is affected by the funding available to undertake research work and therefore it is influenced by the level of external grants and other funds that Perth Zoo is able to access for this work. While external grant funding has declined over the period, other resources have been allocated to support this function and maintain a higher than expected ratio of research communications produced per FTE.

Pricing Policies of Services Provided

Perth Zoo's admission prices are reviewed annually as part of the State Budget process and any recommended increases by the Zoological Parks Authority require the approval of the Minister. The Zoological Parks Authority has discretion over pricing for other goods and services rendered. An increase in Perth Zoo admission prices from 1 July 2010 was approved as part of the 2010-11 State Budget. Admission prices are advertised on Perth Zoo's website and at the front entrance.

Capital Works

Perth Zoo's capital works program consists of projects that are funded from either Government capital appropriations or internally-generated revenue such as sponsorships and bequests. The Zoo undertook \$2.3 million worth of capital works in 2010-11. Details of the major completed works and works in progress are outlined below.

Completed Capital Projects

Eco-Toilet

A new Eco-Toilet facility opened in August 2010 providing additional toilet and parenting facilities for Perth Zoo's visitors. The facility incorporates environmentally friendly technology and promotes the use of sustainable building materials. A total of \$52,028 was spent in 2010-11 bringing the total project expenditure to \$592,726 from State Government capital works funding.

PABX

A new PABX was installed in August 2010 to replace the Zoo's outdated system. A total of \$42,200 was spent in 2010-11 bringing total project expenditure to \$50,000. State Government capital works funding was directed towards this project.

Koala Boardwalk

The visitor boardwalk at the Koala exhibit was replaced providing improvements to the visitor experience within the Australian Bushwalk. A total of \$173,575 was spent in 2010-11 using State Government capital works funding.

African Painted Dog Exhibit

Upgrades to exhibit fencing for the on-display and off-display facilities for this species was undertaken during the reporting period. A total of \$131,015 was spent in 2010-11 using State Government capital works funding.

Other

Other capital projects completed in 2010-11 included various exhibit and facility upgrades. Over \$435,000 was spent on upgrades to various African savannah exhibits, primate exhibits, the crocodile exhibit, Dingo exhibit, sewer monitoring infrastructure and general storage facilities.

A total of \$71,604 was spent on the purchase of computer equipment using State Government capital works funding.

Capital Works continued

Capital Works in Progress

Asian Small-clawed Otter Exhibit

A new, additional otter exhibit was completed in 2009-10. Delays were experienced in 2010-11 on stage 2 of the project to upgrade the off-display area of the existing otter exhibit, with this stage now expected to be completed in early 2011-12. The total project budget is \$200,000 of which \$7,264 was spent in 2010-11 bringing the total project expenditure to date to \$183,000. The remainder of the budget will be required in 2011-12 to complete the project. The project is funded from Perth Zoo's internally generated sponsorship funds and will provide two otter exhibits in support of breeding plans for this species.

Asian Elephant Exhibit

The Asian Elephant exhibit redevelopment opened in January 2009. The original \$5.26 million budget for this project was provided by the State Government. An additional \$300,000 was allocated to the project from Perth Zoo's internally generated sponsorships in 2008-09 bringing the total budget for the project to \$5.56 million. A total of \$68,640 was spent in 2010-11 on flooring and heating for the animal night quarters, resulting in total expenditure of \$5.55 million on this project at year end. The remaining budget of \$13,000 will be required in 2011-12 to complete further upgrades to the animal night quarters.

Customer Management System

The detailed system requirements for the upgrade of Perth Zoo's existing ticketing and customer management system were finalised with the software provider in 2010-11. This project includes replacement of computer hardware along with upgraded software which is being implemented in a staged approach. New hardware and software was installed in October 2010 and additional software functionality installed in April 2011. This has provided the Zoo with a system to manage all admission ticketing, revenue receipting, debtor invoicing, education bookings, venue bookings, Zoo Friends memberships, corporate sponsors and fundraising business capabilities.

Work will continue in 2011-12 to finalise the remaining aspects of the software installation, mainly associated with enhanced management reporting capabilities. The final phase of the project will deliver e-commerce capability with detailed planning expected to be completed in early 2011-12. The development and testing work will be staged to enable the phasing in of e-commerce functionality across various business functions by the end of 2011-12.

A total of \$243,991 was spent in 2010-11 bringing total expenditure to date to \$342,991. The original project budget of \$253,000 for this stage of the project was increased by \$90,000 during the reporting period to provide for additional project management and quality assurance resources. Some software development originally planned for a later stage of the project was also brought forward and required additional resourcing. A further \$160,000 has been budgeted for in 2011-12 to complete the project including the new e-commerce business capabilities.

Sumatran Orangutan Exhibit

Design work continued in 2010-11 for the visitor viewing aspect of this project including a new boardwalk for visitors and new interactive interpretation. A total of \$228,762 was spent on the project in 2010-11 bringing the total project expenditure to \$1.3 million, funded from the State Government's capital contribution for the project. Design work will be finalised in 2011-12 to progress this project to construction stage.

Capital Works continued

Baboon Exhibit

Perth Zoo's existing Hamadryas Baboon exhibit, built in the late 1980s, is based around a moat system which restricts the surface area available for the animals and also contributes to difficulties with water management. The exhibit design also limits the opportunity for external exhibit maintenance. Design work to expand the animal night quarters and the exhibit to accommodate a group of up to eight adult baboons was completed in 2010-11. Construction work began in May 2011. A total of \$272,269 was spent in 2010-11 bringing total project expenditure to \$314,384. The project is expected to cost \$972,000 and is due for completion in 2011-12.

Australian Wetlands

The Zoo began planning for the replacement of the mesh netting that covers the Australian Wetlands exhibit in 2009-10. The design was finalised and progressed to tender in late 2010-11. The existing netting along with the infrastructure suspending the netting sustained significant damage during the severe hail storm that hit Perth in March 2010, so aspects of this project are subject to an insurance claim. In 2010-11, \$160,063 was spent on finalising the design, bringing the project expenditure to date to \$184,848. The total project budget is \$2.4 million. The project scope includes upgrades of the netting infrastructure, boardwalk, filtration systems and penguin pool.

Solar Energy

Following Perth Zoo's 2009-10 success in securing grant funding through the Commonwealth Government-funded Perth Solar City Program, stage one of a solar installation progressed in 2010-11. The program provides grant funding of \$1.2 million to supplement Perth Zoo's contribution of \$1.5 million towards the installation of a solar system at the Zoo. In 2010-11, \$130,510 was spent on the installation of 303 solar panels on eight buildings across the Zoo to complete stage one of the solar system. The official launch of stage one was held on 8 March 2011. Perth Zoo's project expenditure to date is \$448,412. In 2011-12, work will progress on the design and installation of the final stage of the project. Perth Zoo's \$1.5 million commitment is being met using \$1.1 million from State Government capital works funding and \$400,000 from internally-generated funds.

Planning and Development

In the reporting period, concept design and preliminary planning was undertaken for various future developments linked to Perth Zoo's Master Plan. This included planning for facilities linked to animal breeding, the delivery of education outcomes and veterinary medicine. A total of \$144,280 was spent on these planning initiatives in 2010-11.

Other

Other work in progress at year end included minor exhibit work in the African Savannah, new nursery shade houses, provision of temporary marquee facilities for events/functions and upgrades to waste management facilities. Expenditure on these minor works was \$106,332 in 2010-11 with the remaining budget of \$193,000 required in 2011-12 to complete these works.

Water Infrastructure Management

In 2010-11, Perth Zoo completed concept planning and a business case in support of a capital funding bid for a major water infrastructure management project. A total of \$80,859 was spent in 2010-11 to complete this work and the business case was submitted to the State Government for consideration. As part of the 2011-12 State Budget, the State Government announced it would provide capital works funding of \$11.9 million over six years, commencing with a \$1 million allocation in 2011-12, for the project. The aim of the Integrated Water Management project is to provide an effective and environmentally sustainable water management system through the replacement of old infrastructure and the development of innovative water capture, storage, filtration, re-use and reticulation systems to support the Zoo's water needs into the future.

Employment and Industrial Relations

Staff Profile

Perth Zoo employed 248 people in 2010-11 representing an average of 167 full time equivalents (FTE) over the year. The high head count to FTE ratio reflects the Zoo's continuing commitment to more flexible work practices incorporating part time staff and use of different staffing arrangements to meet relief and seasonal demands for the Zoo's visitor services and education programs. The use of casual staffing pools provides employment opportunities for students studying in relevant fields to gain experience in their chosen careers and professions. Staff employed under external grant funds also affect the annual FTE level.

Employee Profile	2010-11	2009-10
Permanent Full Time	108	109
Permanent Part Time	37	44
Fixed Term Full Time	23	21
Fixed Term Part Time	11	4
Casual	65	65
Trainee	1	1
Cadets	3	3
Total head count	248	247
Full time equivalent (FTE)	167	164

During 2010-11, 19 recruitment processes were completed resulting in 40 new appointments. Of these, 18 were permanent appointments and 22 fixed-term appointments. The permanent appointments included 8 contract staff offered permanency following a merit-based selection process and 2 promotional opportunities for staff who secured their appointments through competitive merit selection.

Staff members, new and current, continued to be provided with options for flexible working arrangements where operationally possible. The table below indicates the level of take-up of these options.

Type of Flexible Working Arrangement	Permanent	Contract	Proportion of Total Staff* %
Working Part time	37	11	26.2
Flexible Start/Finish times	53	14	36.6
Purchased Leave Arrangements	7	0	3.8

*Total Staff = 183 (excludes casual staff)

Twenty staff elected to leave the Zoo in 2010-11 (representing a 10.9% staff turnover) compared to 14 staff in 2009-10 (7.6% staff turnover). Staff left for a number of reasons including retirement, study, relocation and family care commitments. The majority left to take up new and/or promotional positions within the private and public sectors.

The Zoo continued to work hard to attract and retain a diverse workforce. Workforce representation increased across Indigenous and youth target areas but decreased in culturally diverse and disability target areas. There was a strong focus on the Zoo's Indigenous Cadetship program and the Reconciliation Action Plan was completed. The Zoo's commitment to women in leadership also continued with a number of young women supported to attend various leadership forums and workshops. Cultural awareness training and more flexible recruitment strategies will be a focus for 2011-12.

Employment and Industrial Relations continued

Workforce Diversity	Target 2010-11 %	Achieved 2010-11 %	Achieved 2009-10 %
Women in management Tier 1	100	100	100
Women in management Tier 2&3	55	55	55
Indigenous Australians	2	1.6	1.5
People with disabilities	6.6	6.0	8
People from culturally diverse backgrounds	8	6.9	8
Youth (15 to 24 years)	13.4	14.5	13.6

Industrial Relations

New Industrial Agreements for all Zoo staff were registered during 2010-11. All staff received wage increases in line with the Public Sector Wages Policy.

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

	Permanent	Contract	Casual	Proportion of Total Staff %
Government Officers	70	20	52	57.3
Zoo Operations	71	18	13	41.1
Building & Engineering Trades	4	0	0	1.6
Total	145	38	65	100

During the year, a review of the Horticultural Career Competencies was finalised. This updated the language and ensured the competencies were relevant to current and future operations. While more detailed specifications were identified at higher levels, no material change was made to work value. As part of an ongoing review of operations, the Security, and Facilities and Environmental Services areas were restructured. A new position was also created to help drive the Zoo’s environmental sustainability initiatives.

Work continued on an extensive review of the keeping profession. All positions under the proposed classification structure have been through a work value assessment and a financial modelling tool has been developed. The revised classification structure has in-principle support from the Department of Commerce. Parallel to this has been ongoing work on alternative roster patterns to provide greater work-life balance.

Employment and Industrial Relations continued

Staff Development

The Zoo continued to promote a workplace which encourages staff learning and development. Staff received support for attendance at workshops and seminars, presentations at conferences, study assistance for formal studies, workplace assessments, recognition of prior learning, professional development assistance for in-situ conservation and volunteer work, and accredited programs for equipment, first aid and occupational safety and health.

The Zoo also continued to provide support for formal programs including Indigenous Cadetships, School-based Traineeship, Certificate III in Captive Animals and Public Sector Leadership Programs.

In 2010-11, Perth Zoo provided 2,043 hours of formal training to staff at a cost of \$77,425, up slightly from 1,998 hours in 2009-10 but delivered more efficiently through the use of in-house training and 'topic champions'. These training hours do not include informal on-the-job learning that is largely unrecorded.

Employee Profile	2010-11	2009-10
Total formal training hours provided to staff	2043	1998
Average hours per FTE	12.2	12.2
Total training Costs	\$77,425	\$81,571
Average training investment per FTE	\$464	\$498
No of staff receiving study assistance	1	1
No of staff receiving professional development assistance	5	8
No of staff who undertook Cert III in Captive Animals	5	8
No of staff attending conferences	12	8
No of staff participating in public sector leadership Programmes	2	2
No of Indigenous cadetships	3	3
No of school-based traineeships	1	1

Training Focus	Staff No	Outcome for the Business
Ethical Conduct	32	Greater understanding and capacity to manage risks such as conflict of interest and to build confidence
Procurement	50	Improve internal skill base for efficient contracting of goods and services
Records Management	77	Improve record keeping skills to enable effective use of information for planning, compliance and audit
Leadership Development	36	Increased capacity to meet operational objectives of the organisation's business plan
Occupational Safety & Health	84	Improved ability to manage risk and provide a safe workplace for staff and visitors
Personal / Team Development	38	Improved understanding & ability to proactively manage staff and self in times of change, conflict and stress
Visitor Engagement	33	Improved capability to reach our markets and improve the visitor experience

Indemnity Insurance Premium

Perth Zoo takes out Directors and Officers Liability Insurance covering members of the Zoological Parks Authority Board and senior management. The limit of liability is \$10 million. The Zoo contributed \$9,092 to the annual premium in 2010-11 with Board members and senior management staff making a small individual contribution.

Electoral Act 1907

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

Expenditure with Advertising Agencies The Brand Agency	\$11,844
Expenditure with Market Research Organisations Synovate Pty Ltd	\$55,770
Expenditure with Polling Organisations	Nil
Expenditure with Direct Mail Organisations Disco Direct Mailing Service Platform Interactive Salmat Limited Toll Transport	\$49,251
Expenditure with Media Advertising Organisations Optimum Media Decisions (WA) Ltd Mitchell and Partners Australia Pty Ltd Adcorp Australia Ltd Facebook Ireland Limited	\$174,174
Total Expenditure	\$291,039

Disability Access and Inclusion Plan Outcomes (Disability Services Act 1993, S29)

In 2010-11, Perth Zoo continued the implementation of its 2007-2011 Disability Access and Inclusion Plan (DAIP). The Zoo's Disability Services Group prioritised activities according to the Plan. Initiatives in 2010-11 are outlined here against the Government's six disability standards.

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

- The Zoo's Disability Services Group increased its meetings to monthly to help progress DAIP outcomes.
- A range of school holiday activities was provided to suit children with different needs.
- Ten ACROD parking bays for Zoo visitors including two ACROD bus bays were maintained.
- Wheelchair access was provided at major concert events.
- Information relating to Zoo events, including details on how to purchase tickets by phone or internet, was made available on the Zoo's website.
- The Zoo reviewed its pricing and discount structure and ensured that the free-of-charge carer/companion admission was maintained. Free day admission was provided to 1863 carers of people with a disability.

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

- The Zoo maintained its fleet of electric scooters for visitors with mobility impairment (234 hires) and its fleet of 11 wheelchairs for free use by those with mobility impairment (478 hires).
- Affordable Zebra Car tours for the elderly and frail visitors or parents with small children were provided for almost 2700 visitors.
- Ten ACROD parking bays for Zoo visitors including two ACROD bus bays were maintained.
- Quarterly audits were undertaken to review access impediments and resulting recommendations.
- A review of the inclusive playground was undertaken. An upgrade is scheduled to begin in 2011.
- Consideration of access/inclusion issues including non-mobility disability is now a formal part of Perth Zoo's project management framework and must be included in all capital works projects.

Disability Access and Inclusion Plan Outcomes (Disability Services Act 1993, S29) continued

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

- Access to information about Perth Zoo services was available by various mechanisms (in person, telephone, publications, internet and email).
- A prominent link was included on the Zoo's website homepage leading to comprehensive accessibility information for website users on both the technical aspects of using the site and also general information about accessible aspects of a visit to Perth Zoo.
- Plain English was 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 was available in alternative format upon request (no requests made in 2010-11).

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

- On-the-ground volunteers and trained staff provided assistance to people with special needs.

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

- A range of mechanisms for making a complaint, including in-person, by telephone, email, internet and comment cards was available to all members of the community.
- Key complaints about a service or product related to Accessibility and Inclusion were tabled with the Disability Services Group for specific discussion and/or action.

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

- Market research was conducted with awareness of DAIP Outcome 6. Random collection protocols statistically ensured inclusion of those with a disability but in a way that was unbiased towards or against those with a disability.

Compliance with Public Sector Standards and Ethical Codes

Public Sector Management Act 1994 Section 31 (1)

The following compliance issues arose during 2010-11:

Public Sector Standards: No breaches were lodged.

WA Code of Ethics: No claims were lodged.

Perth Zoo Code of Conduct: Two suspected breaches of conduct were reported during the year, down from four the previous year. Following investigation, one claim was substantiated and appropriate action was taken.

Various measures are in place to ensure all Zoo staff are familiar with the Code of Ethics and the Zoo's Code of Conduct. Information on Public Sector Standards, the Public Sector Code of Ethics and the Zoo's Code of Conduct is available on the Zoo's intranet and is an important part of the face to face interactive induction program for new staff. Responsibilities are included on all job descriptions and managers and supervisors are provided with information about their role in upholding the standards, the Code of Ethics and the Code of Conduct. The standards and codes are also reinforced with all staff during regular performance management reviews.

In July 2010, the Zoo contracted Ernst & Young to roll out an on-line Fraud and Corruption Survey to measure staff understanding of the organisation's

cultural and behavioural expectations and provide an opportunity for staff to assist in identifying areas for improvement. A total of 69 staff took part, representing a response rate of 36%. This was followed by workshops with key staff to reveal potential areas for further attention. In response, the Zoo reviewed its performance management system, and gifts and hospitality policy. It also developed three new policies in the areas of secondary employment, part time work and use of social media. The senior management team also adopted a regular agenda item at its monthly meetings to discuss ethical dilemma scenarios as a strategy to build better understanding and confidence in dealing with ethical issues. Managers are encouraged to raise the same topics at team meetings to widen the understanding and awareness of such issues.

In assessing its compliance with the standards and codes, the Zoo looks at opportunities for continuous improvement. In addition to the activities outlined above, the Zoo participated in internal and external transactional audits, undertook internal reviews of its policies and practices, sought feedback from staff through performance and issue management and exit surveys, and undertook analysis of substantiated complaints or issues to identify opportunities to improve understanding through training, coaching and/or new standard operating procedures.

Record Keeping Plan

Perth Zoo's Record Keeping Plan details the record keeping program for the agency including which records are to be created and how those records are to be kept. Measures to ensure compliance with the State Records Commission Standard 2 Record Keeping plans: Principle 6 – Compliance include:

- The efficiency and effectiveness of the organisation's record keeping plan is evaluated not less than once every five years. Perth Zoo's record keeping systems are updated as necessary and evaluated for their efficiency and effectiveness. In line with Section 28 of the State Records Act 2000, Perth Zoo's Record keeping Plan and all associated documentation including the Records Management Policy and Procedures was reviewed and approved by the State Records Commission in 2010. As part of this review, Perth Zoo's Retention and Disposal Schedule underwent a major upgrade.
- The organisation conducts a record keeping training program. Information sessions on record keeping are developed and delivered to existing and new employees. Throughout the year, existing staff are given the opportunity to attend record keeping training and information sessions. One-on-one information sessions are undertaken with relevant employees and ongoing training and support in Records Management is provided.
- In 2010-11, TRIM training was delivered to 80 Perth Zoo TRIM users.
- Training sessions are delivered to Zoo sections twice a year with training tailored to sectional needs. This training aims to ensure Perth Zoo's compliance with the State Records Act 2000 through the capture of documents into the official record keeping system.
- The efficiency and effectiveness of the record keeping training program is reviewed annually to ensure it is efficient and effective. In 2010-11, the training program was updated to include the training and retraining of all TRIM users and sectional record keeping awareness sessions.
- Perth Zoo's induction program includes a section on record keeping and addresses employee roles and responsibilities in regard to their compliance with the organisation's record keeping plan.

Occupational Safety, Health and Injury Management

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

Activities at the Zoo are required to conform to relevant State and Federal legislation and Australian Standards. The Zoo provides staff with guidance and training in safe work practices. Staff are required to comply with the Zoo's occupational health and safety policies, procedures and guidelines, and to conduct themselves in a safe manner, not placing themselves or others at risk. Members of staff are responsible for the health and safety of staff and students working under their direction. Contractors working on the Zoo premises are also required to conduct activities in a manner that ensures the safety, health and welfare of others.

Perth Zoo is committed to consulting with staff in an effective manner on occupational safety and health (OSH) issues, enabling staff to contribute to decisions that may affect their health, safety and welfare at work. Formal mechanisms for consulting with staff on OSH matters include:

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

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

As part of this approach, the Zoo:

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

In 2010-11, external auditors (IFAP) conducted a desktop review and on-site interviews using the Worksafe Plan framework, compliant with the Australian Standard AS4801:2000. While acknowledging the facilities and operations are well managed and maintained, a key recommendation from the review was to adopt a more systematic approach to the Zoo's Safety Management System to help standardise and better communicate information and procedures, as well as facilitate opportunities for process improvement and development. A key project resulting from the review has been the development of a "one stop" on-line portal linking the Zoo's entire safety management system in one place for ease of navigation and understanding. Work is continuing with the portal expected to go live in 2011-12.

Occupational Safety, Health and Injury Management continued

The number of workers' compensation claims lodged during the year fell from 26 in 2009-10 to 18 in 2010-11. Of these, six claims involved time off work and only one claim resulted in significant lost time.

	2010-11	2009-10
Number of Lost Time Injuries/Diseases	6	6
Number of Severe Claims	1	1
Lost Time Injury Severity Rate	16.67	16.67

The Zoo's performance in 2010-11 against targets set out in the Public Sector Commissioner's Circular 2009-11, Code of Practice: Occupational Safety and Health in the Western Australian Public Sector is shown in the table below.

Indicator	Target	2010-11	2009-10
Number of fatalities	Zero (0)	0	0
Lost time injury/diseases (LTI/D) incidence rate	Zero (0) or 10% reduction on previous year	3.63%	3.66%
Lost time injury severity rate	Zero (0) or 10% improvement on previous year	16.67	16.67
Percentage of injured workers returned to work within 28 weeks	Actual percentage result to be reported	100%	100%
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 50%	70%	76.2%

Occupational safety and health initiatives in 2010-11:

- Established a Service Level Agreement with an Injury Management / Rehabilitation Provider
- Undertook audit of hazardous chemicals across the site
- Purchased Chemwatch Licence to improve access to compliant Material Safety Data Sheets
- Successfully supported and managed three long-term injury staff into new roles
- Trained four new safety representatives for the Zoo OSH Committee
- Made significant progress on the development of a Safety Management System Intranet Portal for staff
- Improved the process and resources for site inspections
- Reviewed the operating procedure and training requirement for knife handling and food preparation
- Developed an operating procedure for dealing with possible armed hold-ups
- Rolled out Construction White Card training to all Facilities staff and Project Officers
- Developed a map with the locations of fire extinguishers across the site

Occupational Safety, Health and Injury Management continued

- Reviewed the Emergency Plan and Procedures
- Provided recertification training for the Zoo's fire-arms team
- Provided accredited training in managing venomous animals
- Reviewed Contractor Induction Checklist
- Commenced a review of fire alarms across the site
- Conducted three emergency drills involving all staff
- Ongoing management of the Asbestos Management Plan and Register
- Continued a review of the on-line hazard reporting system