

**2013-14
ZOOS VICTORIA
ANNUAL REPORT**



ZOOS
VICTORIA





The Orange-bellied Parrot is one of only three migratory parrot species in the world.

The bird migrates annually from Tasmania to south-eastern Australia every winter.

Orange-bellied Parrots are critically endangered and at risk of extinction in the next 3-5 years unless urgent action is taken.

Zoos Victoria plays a key role in the recovery of this species by maintaining a genetically viable captive population at Healesville Sanctuary.

The captive population will provide insurance against the extinction of the Orange-bellied Parrot in the wild.

CONTENTS

About Zoos Victoria	2
Our Vision and Mission	3
Becoming the World's Leading Zoo-based Conservation Organisation	4
Fighting Wildlife Extinction	5
Chairman's Message	6
CEO's Message	7
Major Highlights 2013-14	8
Financial Summary	11
Our Year in Review	
Melbourne Zoo	16
Healesville Sanctuary	18
Werribee Open Range Zoo	20
Wildlife Conservation and Science	22
Visitor and Community Development	24
Community Inclusiveness	26
Zoos Victoria Foundation	28
Our Sustainable Operations	29
Carbon Neutral	30
Our People	32
Zoos Victoria Organisational Chart	34
Corporate Plan	35
Board Profiles	36
Corporate Governance and Other Disclosure	37
Publications, Conferences, Proceedings & Presentations	42
Our Partners and Supporters	44
Financial Report	47

ABOUT ZOOS VICTORIA

At Zoos Victoria, conservation is the foundation of everything we do. From the animals we care for, the experiences we offer and through sharing our passion with the community to save wildlife and natural habitats, we are inspiring more people to care about the natural world around them.

The task of mobilising one of the largest and most passionate fan bases to take everyday actions that support wildlife is helped by the growing popularity of Healesville Sanctuary, Werribee Open Range Zoo and Melbourne Zoo.

Home to more than 300 species, many which are endangered or, in some cases extinct, in the wild, we are helping more people to love, appreciate and take action to save wildlife here and around the world.

We have record visitation with more than 2 million people coming through our gates each year, 3 million online visits and over 170,069 Zoo Members.

By coming face-to-face with some of our weirdest and most wonderful species, more people are supporting consumer campaigns and changing their own behaviour to support wildlife.

This year we have had significant success with our *Don't Palm Us Off* campaign, with more major grocery manufacturers switching or committing to making the switch to Certified Sustainable Palm Oil.

Our schools are becoming important hubs for fighting extinction with students helping us manage threatened species, like the Lord Howe Island Stick Insect. *Our Youth at the Zoos* program is promoting the importance of supporting wild populations and habitats of our most endangered species with young adults.

More and more we are seeing the value of inspiring visitors and supporting work with animals that need our help to survive in the wild.

Our Three Zoos

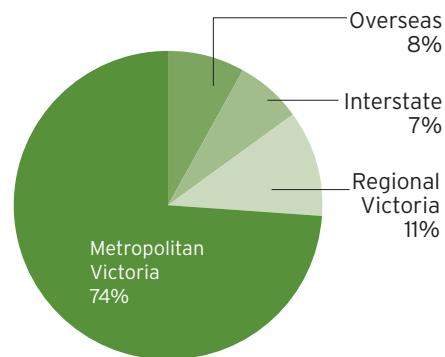
Melbourne Zoo was the first zoo in Australia, one of the founding public institutions in Victoria, and has always taken a 'worldly' view of nature by providing a 'window into the world's wildlife'. The latest addition this year has been Lemur Island that speaks to the heart of the Melbourne Zoo brand and comes to us through support from the Victorian Government. This year the Zoo also took out top honours as Victoria's

favourite destination at the RACV Tourism Victoria Awards.

Healesville Sanctuary steeps our visitors in the warmth and familiarity of the Australian bushland. The hub of Zoos Victoria's native threatened species breeding programs, the Sanctuary holds a strong connection to the Wurundjeri culture, heritage and community.

Werribee Open Range Zoo is home to the majestic animals of the African Savannahs and the grasslands of North America, Asia and Australia. These vast plains take visitors through the beauty and tribulations of life on the open range. A new entry and car park is now accommodating the growing visitor numbers thanks to support from the Victorian Government.

Where Our Visitors Come From



Zoos Victoria total animal collection* at 30 June 2013

Animal Type	Number of Specimens
Fish	245
Amphibians	517
Reptiles	473
Birds	1426
Mammals	788
Total	3449

* Not including invertebrate collection

VISION AND MISSION

OUR VISION

To be the world's leading zoo-based conservation organisation.

OUR MISSION

To galvanise communities to commit to the conservation of wildlife and wild places by connecting people and wildlife by:

Opening the door to exceptional wildlife encounters that reach beyond the boundaries of our properties.

Leading the way by communicating and demonstrating the role of conservation and research in all we do.

Catalysing action through inspiring experiences that motivate participation leading to conservation and sustainability outcomes.

BECOMING THE WORLD'S LEADING ZOO-BASED CONSERVATION ORGANISATION

Zoos Victoria strives to be the world's leading zoo-based conservation organisation by taking a leading role in fighting the extinction of wildlife in Australia and overseas. We do this by focusing our efforts in five key areas:

1 Conservation

Conservation of threatened species requires more than the captive breeding and management of animals, it is essential we work with our visitors and the broader community so they are engaged, motivated and empowered to save wildlife from extinction.

2 Animals

Our animals are the most important part of our quest in fighting wildlife extinction. They engage and inspire our visitors to take conservation actions and this is why we are working to ensure every species in our collection has conservation relevance. We are passionate about and committed to the care and welfare of every animal in our collection.

3 Visitors

To inspire our visitors to take conservation action means that we need to provide equally inspiring recreational and learning experiences, so we are committed to creating experiences that make our visitors want to save animals.

4 People

Just as our animals are vital to our journey, so are our people. We are committed to their development because they are leading our transformation into a zoo-based conservation organisation.

5 Financial Sustainability

Ensuring our long-term financial sustainability is critical to all aspects of our operations because it enables us to make meaningful and measurable investments in conservation.



FIGHTING WILDLIFE EXTINCTION

Anthony and Joshua Del Papa have taken on an extraordinary mission: to help save gorillas in the wild. They follow in the footsteps of some acclaimed conservationists such as Jane Goodall and Diane Fossey.

What sets Anthony and Josh apart is their age; Anthony is 8 and Josh is 6. On a recent visit to Melbourne Zoo with their family, the brothers were, like most people, entranced with the new Lemur Island. As they made their way progressively from Lemur Island to the Gorilla Rainforest, they became increasingly aware of the plight of gorillas in the wild and the impact that mobile phones are having on them due to coltan mining in the last remaining mountain gorilla habitat.

The brothers have made a commitment to collect 1,000 phones in support of our mobile phone recycling program, *They're Calling on You* that raises much needed funds for gorilla conservation in the Democratic Republic of Congo and for the care of our gorilla family at Werribee and Melbourne Zoos.

The Del Papas are Zoo Members and they are part of a growing movement of people who are being inspired to save wildlife after having an emotional connection with animals at our Zoos.

Over the last five years we have progressed our journey towards being a zoo-based conservation organisation and Anthony and Josh's story is one that speaks to the heart of what we want our zoos to achieve: to inspire our visitors to do something for the benefit of wildlife.

Designing a visitor experience that empowers this connection with wildlife is the mission of all our zoos because it means we can empower more than 2 million people to join us in the fight against wildlife extinction.

Alongside this is our work with threatened species and recovery programs that is clearly set out in our new Wildlife Conservation Master Plan. This plan directs how we will save twenty of South-eastern Australia's most endangered species from extinction. As lofty and ambitious as the mission that Anthony and Josh have set themselves, the Master Plan is the first fully costed and staged approach to recovering Victorian species in the wild. Our first priority is to recover the Eastern Barred Bandicoot. Classified as extinct in the wild, we believe that, with the help of donors our community and particularly our extinction fighting Members like Anthony and Josh, we have a real chance of taking this animal off the endangered species list.

CHAIRMAN'S MESSAGE

A giant Fig Tree is the centrepiece of the new Predators' Precinct at Melbourne Zoo - a beautiful symbol of the growth, strength and deep-rooted support we enjoy at Zoos Victoria.

For the first time in Australia, a Moreton Bay Fig with a 7.5 metre wide root system was successfully transplanted to help transform the old Lion Park into a world-class home for lions and wild dogs and the critically endangered Philippines Crocodile.

We thank the Victorian Government for delivering the \$5 million funding for the new Precinct. It is the next milestone in a significant rebuilding effort that includes the \$4 million investment in the new Lemur Island exhibit at Melbourne Zoo and the \$2.5 million new visitor arrivals precinct at Werribee Open Range Zoo that both opened this year.

The Lemur Island exhibit is world leading, allowing visitors to get up close and personal with ring-tailed lemurs in an immersive experience to interact with these endearing animals, while the new entry to Werribee has improved accessibility for a record-breaking 480,000 visitors in its 30th anniversary year.

Further funding to maintain and upgrade veterinary and rehabilitation services for injured native wildlife is leading to outstanding conservation outcomes at Healesville Sanctuary. We welcome the Victorian Government's acceptance of all 13 recommendations from the Leadbeater's Possum Advisory Group, and the investment of \$11 million to support the recovery of the Leadbeater's Possum. We will see the timber industry move towards a more sustainable practice and an increased protection of areas around possum habitat.

This vital support for our conservation work and the infrastructure at our three campuses is transforming the wildlife experience for an increasing number of visitors and members and putting us at the forefront of zoological institutions around the world.

Our ability to provide affordable, inspiring and educational experiences with the wonders of the animal kingdom is driving growing numbers of visitors to our zoos. The Government's introduction of free entry for children on weekends, public holidays and school holidays is now in its 4th year and is helping to connect more families to our wild and wonderful nature like never before. The increased visitation from free entry has seen 2,106,375 people visit us in the last year - up by more than 380,000 since the initiative began in 2011.

During the year, more of our visitors elected to deepen their relationship with us by becoming Zoos Victoria members. Our supporter base has never been stronger, with an additional 30,000 members joining us in the last year to help us reach a new peak of 170,069 members as well as growing philanthropic and corporate participation.

I thank the Board of Zoos Victoria for showing real leadership in meeting the challenges that increased visitation brings, and for achieving operational and business efficiency in tough economic times. The focus of 2013-14 was on deepening our relationships - and we have achieved this with significant increases in the number of visitors, members, communities and commercial partners.

I am delighted with the overall performance of Zoos Victoria and look forward to working with the Minister, the Board, our talented staff and our growing community of supporters as we continue to strive to be the world's leading zoo-based conservation organisation.



Anne Ward
Chairman
Zoos Victoria Board



CEO'S MESSAGE

When I look back on the last 12 months, it is with a great sense of pride in our collective achievements. There were lots of headline acts, from being named Victoria's best major tourism attraction to opening the new Lemur exhibit at Melbourne Zoo.

But there is one milestone that gives emphasis to all others: the successful release back into the wild of six endangered species. The Mountain Pygmy-possums, Helmeted Honey Eaters, Orange-bellied Parrots, Eastern Barred Bandicoots, Tasmanian Devils and Southern Corroboree Frogs are all growing in numbers, showing that we can not only save species from extinction, but support their recovery to healthy numbers.

This meaningful contribution to the recovery of some of our most critically endangered local wildlife stems from our public commitment in 2012 that no native terrestrial vertebrate species in Victoria will go extinct under our watch. By reaching beyond the zoo gates and recruiting more families, schools, businesses, volunteers and visitors to help, the future of our 20 most endangered species is now looking much, much brighter.

Over and above the work we are doing around conservation and fighting extinction, we are running three outstanding zoos that are attracting record numbers of visitors, members and volunteers.

While zoos may be seen as purely for entertainment and tourism in the past, we now know that the best way to share important messages about conservation is to provide opportunities and experiences that put people and animals close together - building the connections that enable people to care. And we have never connected more people to more animals. More than 2.1 million people have come through the gates of our three zoos this year.

The growth in visitation and membership is a real strength, reflecting the value the community sees in our zoos as safe places to bring your children and fall in love with animals.

The opening of the Victorian Government-funded Lemur exhibit at Melbourne Zoo, and the new entry at Werribee Open Range Zoo are the big investments of the year, with more to look forward to in the year ahead with work underway on the new Predator Precinct at Melbourne Zoo.

While Healesville Sanctuary has brought to the fore the often unseen efforts of fighting extinction with new visitor experiences around our threatened species breeding programs, the Sanctuary has also spent the last 12 months honouring its cultural heritage. In August we paid homage to William Barak and the history of the Coranderrk with the unveiling of his statue. The new Dreaming Place highlighting the stories of the Sanctuary's past and in summer we themed the Sanctuary's visitor experience Corroboree to highlight its unique heritage. The Sanctuary turned 80 years young and each day it seems to blossom with renewed vigor as the staff and volunteers further embrace the wildlife conservation and cultural heritage purpose that is part of the Zoos Victoria story.

These developments are symbolic of our approach to moving away from the big blockbuster model to one of continual improvement of the zoo experience is sustaining our visitation and our conservation efforts.

In terms of zoo leadership around the world, we are now in the position where the world is very interested in what we are up to, especially in our conservation work. How we engage visitors in our conservation work is being held up as a model, and we are leading in other areas too, including animal welfare.

Looking ahead, a new education model will be rolled out to all campuses in February. Based on the notion of inquiry-based learning techniques, this new model will take students out of the traditional classrooms and into the four corners of our zoos. Each student will have a self-directed learning journey that is guided by our best and brightest staff. This journey will bring to life the world of conservation,

animal care, biology, philosophy, ethics and a range of other important subjects using the stimulating environment of our zoos as the centre for learning.

Our next challenge as a not for profit organisation is to grow our funding sources so we can do more conservation. We are tremendously grateful for the support we have received from the Victorian Government. Equally we are grateful for the support of our philanthropic and corporate supporters, particularly AGL Energy, ANZ, the Nine Network, Herald Sun, Yulgilbar Foundation and the Ian Potter Foundation. This coming financial year we will continue to broaden our reach to find new philanthropic donors and corporate sponsors to support our work with the launch of our Wildlife Conservation Master Plan to help guide our next fighting extinction steps.

My thanks to all our incredible staff and the Board of Zoos Victoria for a wonderful year that has improved the zoo experience for millions of visitors and helped some of our most threatened species to thrive.



Jenny Gray
Chief Executive Officer
Zoos Victoria



MAJOR HIGHLIGHTS 2013-14

13
Mountain Pygmy Possums released at Mount Buller



24
Orange-bellied Parrots released in Tasmania



12
Helmeted Honeyeaters released at Yellingbo



47
Eastern Barred Bandicoots released at Woodlands Victoria



8
Tasmanian Devils released on Maria Island Tasmania



378
Southern Corroboree Frog eggs released at Mt Kosciusko National Park



109
Northern Corroboree Frogs released at Tidbinbilla Nature Reserve



BACK TO THE WILD

This has been an incredible year with a record number of species released into the wild

New experiences

We opened some outstanding exhibits at Melbourne Zoo over the past year to engage new audiences in one-of-a-kind experiences. Lemur Island is an incredible new home for a bachelor troop of 11 Ring-tailed Lemurs, a species native to Madagascar that takes visitors through a hand-woven bamboo tunnel into the mystical world of the Lemur.

Construction has also begun on the new \$6.1 million Stage 1 Predator's Precinct as the new home of Africa's iconic predators: lions and wild dogs. Through the construction of new exhibits as well as general operations, and tourism, an independent Ernst and Young analysis found that Melbourne Zoo contributes more than \$311.9 million a year to the state's economy and supports more than 1,700 jobs.

Turning 30

In celebration of Werribee Open Range Zoo's 30th year, a new arrivals precinct was unveiled including a stunning new animal sculpture designed especially for kids with seats for climbing, tunnels to crawl through and hidey-holes to explore. With 470,000 visitors in the last year, the new ticketing windows and express lane for members along with the new retail and café area were very well received. A new play space, Ranger Kids has also been a hit with kids exploring life in an African village. They can become a wildlife ranger or a vet, fueling up the helicopter for a field survey or scrubbing up for surgery on a toy lion.

Marine Rescue

Help is at hand for our marine wildlife with the establishment of Victoria's first dedicated marine response unit. In partnership with AGL Energy Ltd (AGL) the AGL Marine Response Unit has responded directly to more than 200 cases of marine wildlife in trouble, including saving five seals from potentially fatal entanglement in its first summer of operation. In other cases, the unit has coordinated a response through a stakeholder network including wildlife carers, local councils, and colleagues in Parks Victoria and the Department of Environment and Primary Industries. The Unit is also supported by Future Fish and the Department of Environment and Primary Industries.

Top Tourism Honours

Melbourne Zoo took out the top honour at the RACV Victorian Tourism Awards, winning the Coveted Major Tourism Attraction Award out of 150 tourism operators. The Hon Ryan Smith MP, Minister for the Environment and Climate Change, described it as a richly deserved achievement. Melbourne Zoo progressed to the Qantas Australian Tourism Awards where we won the silver award for the nation's top major tourism attraction.

New Snake Named After Us

A distinctive new wolf snake species discovered in Cambodia has been named in honour of Zoos Victoria for the support we have provided Fauna & Flora International's (FFI) studies in the Cardamom Mountains. Named *Lycodon zoosvictoriae*, the new species of wolf snake has a unique colour that scientists believe helped it remain overlooked since concerted survey efforts began in 2000. Zoos Victoria has helped build the capacity of Cambodian researchers and conservationists and greatly improved understanding of Cambodia's reptiles and amphibians.

Hollywood treatment

Healesville Sanctuary was given the Hollywood treatment with a special advance preview screening of the feature film *Healing*, starring Hugo Weaving that was filmed at the Sanctuary. The film is a tale of redemption based on a true story inspired by the Sanctuary's long running raptor rehabilitation program run in partnership with Justice Victoria.

We provided training to actors working with the birds and some of the Sanctuary's dedicated raptor keepers and vet team were cast into roles for the film, while 600 excited Zoos Victoria members were invited to be extras.

Success in Fighting Extinction

Zoos Victoria has recorded its best breeding season ever, with the ultimate success being the increase in wild populations of six of our most endangered native species. The first release of captive bred Mountain Pygmy-possums to Mt Buller was a real highlight this year, along with a greater than 10 per cent increase in the wild population of Helmeted Honey Eaters, Orange-bellied Parrots, Eastern Barred Bandicoots, Tasmanian Devils and Southern Corroboree Frogs.

Community Conservation

The power of our *Don't Palm us Off* community conservation campaign has delivered again, with Ferrero, makers of Nutella and Kinder, shifting their entire supply chain to 100 per cent Certified Sustainable, traceable palm oil. The switch one year ahead of schedule was an important signal to the market that certified sustainable palm oil should be the norm, not the exception, for food manufacturers. Deforestation associated with the unsustainable production of palm oil is one of the biggest threats to the survival of the orang-utan and other forest species such as the Sumatran Tiger.

MAJOR HIGHLIGHTS 2013-14

Zoos Victoria Awards			
Award Program	Category	Nominee	Our results
Banksia Award	Carbon neutral across the three zoos	Large Organisation category	Finalist
Zoo and Aquarium Association	Award for Educational Excellence	Zoopermarket	Winner
RACV Tourism Victoria Awards	Major Tourism Attraction	Melbourne Zoo	Winner and National finalist
Melbourne Awards	Profile Award	Melbourne Zoo's 150th Birthday	Finalist
Fundraising Institute Awards	Special Projects Award	<i>Mali in the City</i>	Winner
Creative Partnerships	Toyota Community Award	<i>Mali in the City</i>	Winner
Worksafe Awards	Health and Safety Committee of the Year	Healesville Sanctuary	Winner
Wyndham Awards	Business Person of the Year Award	Sally Lewis, Werribee Open Range Zoo	Winner

FINANCIAL SUMMARY

Current Year Financial Overview

The last financial year has been one of success and is a story best told in numbers: 170,000 Zoo Members, 2.106 million visitors, thousands of donors and animal adopters and more than 150,000 school students. Attracting people to our zoos is thanks to strong marketing and brand positioning and, above all, giving people a reason to visit us over and over again. This past year has seen investment in capital projects such as the building of the Predator's Precinct at Melbourne Zoo - thanks to a Victorian Government grant - and creative investment in developing innovative seasonal campaigns that draw people to our zoos repeatedly. The Zoo's membership program has grown from strength-to-strength with a 30,000 member increase on last year.

We have also worked hard to attract more interstate and international tourists particularly from the key markets of China, United Kingdom, Europe, United States, New Zealand, Singapore and Malaysia. Through representations at the Victorian Government Super Trade Mission to China Trade Shows and attendance at a range of domestic trade shows including the Australian Tourism Exchange, ATEC Meeting Place, Tristates New Zealand and FANTASVIC supported by sales calls in Melbourne, Sydney and the Gold Coast, we have raised the profile of our three zoos as a strong tourism destination. We have also grown local partnerships with the revitalisation of packaging opportunities with accommodation operators leading to a 45 percent increase in partner pass ticket sales.

In December we raised the cost of adult admission after many years of only increasing our prices in line with CPI. This increase from \$26.10 to \$30.00 has assisted with meeting ongoing maintenance costs that have increased year-on-year. The other admission categories such as children and schools increased in line with CPI.



FINANCIAL SUMMARY

Financial Summary (\$ thousands)					
	2013-14	2012-13	2011-12	2010-11	2009-10
Recurrent					
Revenue Zoo Activities ¹	51,187	50,971	44,368	44,297	39,847
Parks and Reserve Trust Fund ^{2,3}	19,672	15,206	17,135	12,701	12,161
Total Income	70,859	66,177	61,503	56,998	52,008
Total Depreciation	(7,745)	(7,917)	(7,896)	(6,263)	(6,117)
Total Operating Expenses	(62,335)	(59,454)	(61,294)	(51,131)	(46,151)
Total Expenses	(70,080)	(67,371)	(69,190)	(57,394)	(52,268)
Net Result from transactions	779	(1,194)	(7,687)	(396)	(260)
Other economic flows ⁴	(2,498)	8	20	34	30
Net Result for the period	(1,719)	(1,186)	(7,667)	(362)	(230)
Assets, Liabilities and Equity					
Total Assets	262,531	258,100	249,253	252,433	226,934
Total Liabilities	(14,814)	(14,715)	(13,610)	(12,201)	(9,449)
Total Equity	247,717	243,385	235,643	240,232	217,485
Capital Contributions for⁵					
Predators and Prey Exhibit	5,000				
Lemur Exhibit		4,000			
Safari Fleet		2,200			
Werribee Zoo Arrival Precinct		2,500			
Bridge and Bus Stop Shelter			2,500		
Gorilla Exhibit					1,500
Wild Seas					1,500

¹ Recurrent Total operating expenses is comprised of high fixed costs, linked to the care of animals and assets rather than visitor numbers or visitor appeal. Operating income or expenses reflects the receipt of funds or payment of expenses as they are incurred during the year. For example any funds received by the Board and not refundable are shown in the year of receipts and any expenditure such as back pay of wages for EBAs are shown in the year the agreements are enforceable and paid.

² The Parks and Reserves Trust Account funding is a rate levied on metropolitan properties under the provisions of the *Water Industry Act 1994* and is provided for the purposes of conservation, recreation, leisure and tourism within the metropolitan area.

³ Includes \$2m grant allocation paid to the Board in 2013-14 which was initially allocated for 2012-13 and re-cash flow into the current period. Accounting Standards requires us to recognise the grant on receipt of the fund.

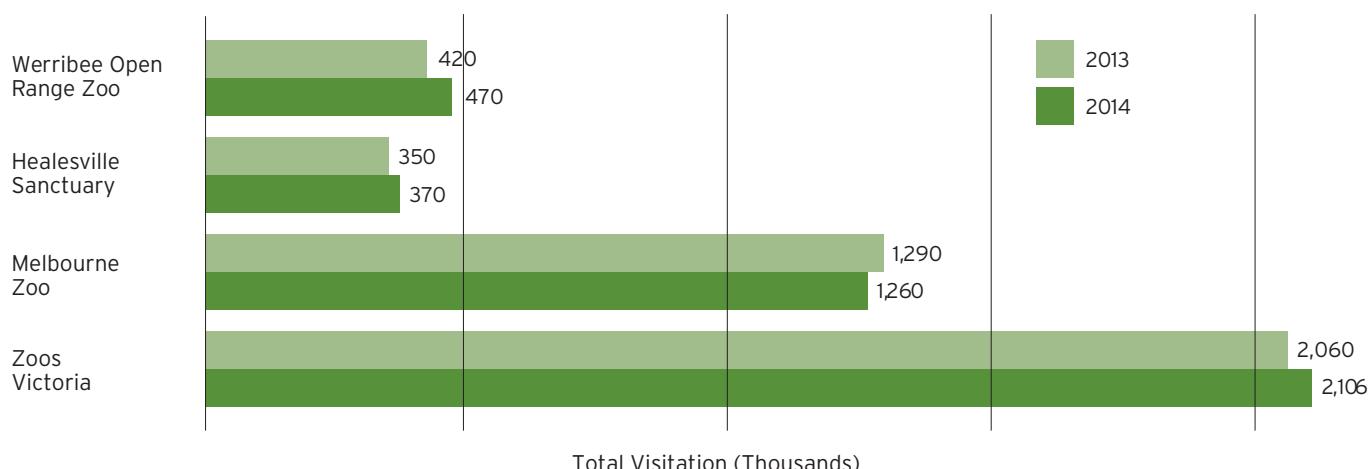
⁴ Other economic flows consist of \$1.75 million for net loss on decommissioning (disposal) of old Buildings and exhibits to make way for new buildings and exhibits during the year. Previously the amounts were included in depreciation. It also includes a one-off amount of \$0.7 million bad debt written off due to a contractor being placed in liquidation.

⁵ Capital Contribution by State Government and is treated as Equity.



FINANCIAL SUMMARY

Visitor Numbers 2013-14



Admission Charges

Details	2013-14	2012-13	2011-12
Adult (16 years of age or more)	\$30.00	\$26.10	\$25.40
Child (under 16 years of age)	\$13.20	\$12.90	\$12.60
Child (under 16 years of age) on weekends, public holidays and Victorian school holidays.	Free	Free	Free
Physically or intellectually disabled child under 16 years of age	\$6.00	\$6.00	\$6.00
Family (a group of 4 persons including up to 2 Adults)	\$68.50	\$59.50	\$58.00
Full time student on presentation of proof of full time enrolment in secondary school or post secondary educational institution	\$23.10	\$20.20	\$19.60
Eligible recipient or eligible beneficiary within the meaning of the <i>State Concessions Act 1986</i> on presentation of a current pensioner or Health Care Card issued by the Commonwealth Government	\$23.10	\$20.20	\$19.60

OUR YEAR IN REVIEW

The following section outlines our key achievements for 2013-14 and upcoming priorities.



Melbourne Zoo's 152nd year continued to breed success, with the survival to froglet stage of 66 Baw Baw frogs and the hatching of 12 critically endangered Philippines crocodiles. With nearly 1.2 million visitors being inspired to care about nature and animals, the Zoo was recognised as Victoria's top major tourism attraction.

Visitors		
Total Visitors 2013-14		1,260,000
Average time spent per visit (hours)		3-4
Animal Collection		
Animal Type	Number of species	Number of specimens
Fish	32	209
Amphibians	13	316
Reptiles	70	286
Birds	82	406
Mammals	56	257
Total	253	1,474
Not including invertebrate collection		
Number of injured/rescued animals brought to Melbourne Zoo for specialist care and rehabilitation		482

Key Achievements

New Lemur Island display

New investment in improved visitor experiences, including the opening of the \$4.4 million Lemur Island, is helping to engage record numbers of visitors in conservation action. Stepping through a bamboo tunnel into the Madagascan habitat of 11 Ring-tailed Lemurs, visitors passing through this immersive gateway to the Gorilla Rainforest Precinct to learn of the importance of habitat loss associated with illegal mining of coltan, a mineral used in mobile phones.

Life-line for marine animals

More than 200 marine animals found entangled, stranded, injured or ill have been helped by Victoria's first dedicated Marine Response Unit that began in October 2013 through a partnership between Zoos Victoria and AGL Energy (AGL). The specialist marine unit involves keepers and veterinarians from Melbourne Zoo coordinating rapid responses to sick, injured and distressed mammals found in Port Phillip Bay and along Victoria's coast. Victorians can contact the unit directly on 0447 158 676 to report sick, injured or distressed marine wildlife.

Victoria's top tourism honour

Melbourne Zoo took out top honours at this year's RACV Victorian Tourism Awards for the coveted Major Tourism Attraction Award in recognition of a mammoth 150th Anniversary celebration with unique events such as *Mali in the City* and *Mali in my School*. The zoo went on to win the silver prize for the Australian Tourism Awards as the nation's best major attraction. The *Mali in the City* Campaign also won the Special Project award for events and the Overall Most Effective Creative Campaign at the Fundraising Institute of Australia Awards ceremony in February.

Safety first with elephants

Among the Zoo's most popular animals, our herd of Asian elephants have matured as a group have moved into a new management system. The new system is a 'protected contact' management system where the keepers are not in the same space as the elephants, as distinct from the previous 'free-contact' management system where keepers manage the herd from inside the same space. This has helped to develop the dynamics of a growing herd, maintain elephant health and welfare while ensuring keeper safety. The safety-first approach is being evaluated by the zoo's Wildlife and Conservation Science staff for the effects of the change on elephants' behaviour, and will also be evaluated by an international expert next year. The Trail of the Elephants precinct is proudly supported by our banking partner ANZ.

Four seasons for all-weather friends

Providing more opportunities for return visits at all times of year is a priority, because we know Zoo members and visitors alike are more likely to become active conservationists if they return again and again to keep the love of nature alive. The Zoo has introduced themed programs for each season to give people even more reason to visit the zoo, rain, hail or shine. Undercover areas, such as Keeper Kids, have been expanded to ensure a warm, dry and fun environment indoors during the winter months.

Priorities for the coming year

Predator Precinct underway

Construction is well underway for stage one of the Predator's Precinct to house the African Wild Dogs and Lions. Due to open in December 2014 following demolition of the 1967-built Lions Park and its concrete pedestrian walkover, the \$6.1 million precinct will give visitors a unique understanding of the lives of predators - how they live and hunt and the challenges they face. A Predator Precinct Learning Centre funded by members and donors, in particular a matching grant from The Yulgilbar Foundation and the Sid and Fiona Myer Family Foundation, will be constructed as part of the development and to accommodate up to 100 students. The new exhibit will allow animals to live closer to the way they would in the wild and, for visitors, more effectively illuminate the precarious nature of the relationship between predators and humans. As part of plans to make the precinct energy neutral, nearly all materials from the former Lion Park will be reused. Thank you to the Victorian Government for their \$5 million grant towards the project. We also thank the Yulgilbar Foundation, the Sid and Fiona Myer Family Foundation and the Ian Potter Foundation for their generous support of the Learning Centre.

What Our Visitors Think		
Topic	Result	Description
Melbourne Zoo shows a high standard of care for the animals	89%	% response for good & very good
The animals at Melbourne Zoo look like they are in a natural setting	74%	% response for good & very good
It is important to me that Melbourne Zoo is involved in programs for saving wildlife	98%	% who agree
I am motivated to do more about wildlife conservation	87%	% who agree
I have learnt something I can do to save wildlife	85%	% who agree

Online visitor surveys conducted from 1 January to 28 February 2014

Preparing for the East-West Link construction

With construction of this infrastructure project next year, Melbourne Zoo has been working with the Linking Melbourne Authority and the Victorian Government to ensure that the Zoo, our visitors and our animals will not be significantly impacted. The decision of the Minister for Planning, the Hon Matthew Guy MP, to remove the Elliott Avenue ramp and to minimise disruption to Royal Park has further reinforced our position that there will be no significant impacts on us. We will, however, use the opportunity to do an independent baseline study for sound, light, noise and vibrations to ensure we have a full monitoring program for our animals before, during and following construction. We will continue to keep our members abreast of the study.

A Master Plan for the future

Melbourne Zoo will develop and launch a five-year Master Plan by year's end to set the direction for new growth and identify key areas needing upgrade and development. The plan will set the Zoo's direction in line with Zoos Victoria's 20-year Strategic Plan and its five-year Corporate Plan.

Inspiring people to save wildlife

Melbourne Zoo is preparing a Customer Service Charter to ensure it offers superior and inspiring animal-based experiences that connect people with wildlife and conservation action. Annual visitor numbers to Melbourne Zoo are expected to top 1.3 million in the next financial year. Once developed, staff will undergo training and monitoring to implement the charter across the three zoos.

HEALESVILLE SANCTUARY

A bush haven for more than 1,600 native animals and birds, Healesville Sanctuary plays a critical role in fighting the extinction of native Australian species with first class breeding facilities. This year has been the best breeding season yet.

Key Achievements

Breeding success

Healesville Sanctuary is the beating heart of our threatened species breeding efforts. This year has seen the best breeding season yet.

We have also been involved in the successful release of Tasmania Devils, Orange-bellied Parrots and Helmeted Honey-eaters.

Serendipitous encounters

The introduction of 'serendipitous' encounters between visitors and wildlife, overseen by keeping staff, volunteers and indigenous staff, have been a great success. Getting up close with emus, koalas, wombats and wedge-tailed eagles is a powerful experience, and the Sanctuary plans to create even more opportunities for visitors to meet the native wildlife and support conservation campaigns.

New ways of learning

Exploratory learning and the end of traditional, classroom-style teaching has resulted in more effective and efficient teaching of large numbers of students. The sanctuary's new nature play area, inspired by local Wurundjeri culture and designed by Green and Dale Associates, is a magnet for children – an intriguing, surprising, eye-catching play space. The path winding through the assemblage of wood, rocks, mounds and dry creek bed represents Mindi, the Giant Snake from the Dreamtime. Bunjil the eagle's huge nest sits atop the largest mound, which also serves as an excellent lookout for children.

Cool Conservation

The addition of this new exhibit has enabled the Sanctuary to bring the lives of two remarkable (and critically endangered) animals front and centre of the visitor experience. Visitors step into the bushland habitat of the Orange-bellied Parrot and the Helmeted Honeyeater on their way to a refashioned shipping container that provides a windowed world into the lives of the Mountain Pygmy Possum and Southern Corroboree Frog. Visitors can watch the staff at work and on occasion even meet a Pygmy Possum at close quarters.

Between Two Worlds

In August the Sanctuary honoured the 110th anniversary of William Barak's death with the unveiling of a sculpture by Gillie and Mark titled *Between Two Worlds*. William Barak's descendants, Murrundindi and Aunty Joy Wandin Murphy praised his efforts as a diplomat and leader and officially opened Wurundjeri Walk and a Dreaming Place in tribute to the history of and people that were part of the Coranderrk station, an Aboriginal refuge from 1863 - 1923.

Visitors		
Total Visitors 2013-14		370,000
Average time spent per visit (hours)		3-4
Animal Collection		
Animal Type	Number of species	Number of specimens
Fish	4	22
Amphibians	5	189
Reptiles	48	151
Birds	94	965
Mammals	31	306
Total	182	1,633
Not including invertebrate collection		
Number of injured/rescued animals brought to Healesville Sanctuary for specialist care and rehabilitation		
1,246		

Corroboree

This year the Sanctuary hosted a seasonal offering dedicated solely to celebrating Aboriginal culture. Corroboree enabled visitors of all ages to connect to country through music, dance, arts and crafts, food and storytelling on sacred Coranderrk land. They left with a greater understanding of our sustainable relationship and connection that Aboriginal people had and still have with the land and wildlife, the meaning and purpose of Dreaming stories and the cultural significance and history of the Coranderrk Bushland. Corroboree will become the staple feature for visitors to the Sanctuary each Autumn.

Coranderrk Bushland Restoration

The philanthropic funding of a predator proof fence and two Aboriginal trainees through the Ian Potter Foundation and the William Buckland Foundation has also enabled the restoration of this unique 142 hectare bushland haven to begin. Significant vegetation restoration is underway through the support of the JT Reid Trust and the Vizard Family Foundation and invasive species have been removed to allow for the site to be used as a future soft release site for our endangered species. The restoration work has also paid particular attention to the significant Aboriginal cultural heritage of the area.

What Our Visitors Think		
Topic	Result	Description
Healesville Sanctuary shows a high standard of care for the animals	91%	% response for good & very good
The animals at Healesville Sanctuary look like they are in a natural setting	84%	% response for good & very good
It is important to me that Healesville Sanctuary is involved in programs for saving wildlife	95%	% who agree
I am motivated to do more about wildlife conservation	87%	% who agree
I have learnt something I can do to save wildlife	89%	% who agree

Online visitor surveys conducted from 1 January to 28 February 2014

Priorities for the coming year

Improved exhibits

The koalas are one of the Sanctuary's most popular animals. For many years they have delighted visitors, young and old but their present home is getting a little tired so over the course of the next year we will be giving it a facelift. *Echoes in the Mist*, the new Lyrebird aviary will receive a major upgrade resulting in a magical forest experience with flowing streams, stories of the Wurundjeri mist people and will ring with the lyrical chatter of the Lyrebirds and the booming calls of forest pigeons. *The Land of Parrots*, our second most popular visitor experience at the Sanctuary, will welcome another flock of cheeky Rainbow Lorikeets.

Stronger visitor focus

Zoos Victoria and Tourism Victoria are working with Healesville Sanctuary to create enticing travel packages to attract more overseas visitors, who now comprise about a third of all visitors to the Sanctuary. Planned itineraries that encompass authentic and fascinating experiences will help boost international and domestic tourism and increase visitor numbers to the Sanctuary in the cooler months. Well-targeted quarterly campaigns will help boost visitor numbers to 450,000 by 2018 and increase public support for wildlife conservation.

WERRIBEE OPEN RANGE ZOO

Now in its 30th year, Werribee Open Range Zoo has become famous for its open range African experience, with another year of record visitation. The 235-hectare zoo is home to animals of the African savannah and those from the grasslands of Asia, North America and Australia, including the critically endangered Eastern Barred Bandicoot.

Key Achievements

Birthday bonanza

As our Werribee Open Range Zoo turns 30 years old, we have attracted record visitation of 480,000 with nearly 15 per cent growth on 2012-13. The quality and uniqueness of the Zoo's open-range setting and safari experience has generated strong revenue growth for the organisation.

Entering a new era

Our new \$4.2 million arrivals area is now complete with a café, amenities and visitor information centre. The revitalized precinct has made entry not only faster but more fun and welcoming. A VIP fast-track entry for Zoo members and a beautiful, 'hands-on' sculpture greet guests on arrival, and the redevelopment includes a new retail area and an additional car park to keep up with the growth in visitation.

Ranger Kids

A new indoor play and learning space for toddlers has been a huge success in attracting Zoo members and sustaining visitor numbers in off-peak times. The space has three themed areas: an African village, savannah and field hospital and includes a new parents' room. Children can dress up as wildlife rangers, vets, villagers and even tortoises and, in playing, explore the relationships between people and life in an African village. Weekday visits by Zoo Members continue to grow at a higher rate than other visitor categories.

New baby hippo

Brindabella's calf Pansy (named by Lady Potter AC) was born in November 2013 following extensive preparations by our expert animal care staff. Hippo births are, by their very nature, risky and have high rates of infant mortality. By implementing video monitoring, new animal husbandry techniques and fitting out a new protected, private birthing suite, the staff were able to reduce any risks to mother and baby. Brindabella and Pansy were monitored off display for more than a month before moving onto exhibit as they sought privacy to bond with each other. Mother and calf are doing well and you can see little Pansy frolicking in the water as her mother takes a well-earned snooze.

New Bandicoot Hideout

A new nocturnal exhibit, Bandicoot Hideout has opened in the Australian Journey. The new display provides visitors with a glimpse into the nighttime world of the Eastern Barred Bandicoots. Extinct in the wild, the bandicoots are a mysterious species and this new exhibit provides a much needed connection between the visitor and this shy animal. The Bandicoot Hideout is located within the Zoo's predator-proof release site and uses our extinction fighter ambassador 'Baz' to lead visitors on a journey through the native grasslands of Australian Journey. An interactive donation box will enable visitors to register interest in supporting Zoos Victoria's breeding and release program that involves captive breeding, habitat management and predator control.

The Bandicoot Hideout is also home to other Australian natives including Squirrel Gliders, Fat-Tailed Dunnarts, Growling Grass Frogs, the Tawny Frog Mouth and Striped Legless Lizards.

Visitors		
Total Visitors 2013-14		470,000
Average time spent per visit (hours)		3-4
Animal Collection		
Animal Type	Number of species	Number of specimens
Fish	2	14
Amphibians	2	12
Reptiles	13	36
Birds	7	55
Mammals	29	225
Total	53	342
Not including invertebrate collection		
Number of injured/rescued animals brought to Werribee Open Range Zoo for specialist care and rehabilitation		145

Priorities for the Coming Year

Orange-bellied Parrot flight aviary

A huge free flight aviary is the next project in the Australian Journey, a 3.7 hectare, predator-proof native grassland precinct created as a haven for threatened native species. Due for completion in 2015, the aviary will improve the fitness, flight and foraging skills of zoo-bred birds to improve their chances of breeding, migrating and surviving in the wild, and give visitors a special viewing site.

There are around 60 Orange-bellied Parrots left in the wild and for the past 20 years Zoos Victoria has been at the forefront of breeding this critically endangered bird. In the last breeding season 59 birds fledged, a record for the breeding program. The Zoo has so far released 244 of these parrots back into the wild. The aviary will supplement breeding facilities at Healesville Sanctuary.

Village Kids

Construction is now underway for a new outdoor play area that will replace existing play equipment. Clever design and the use of natural materials will result in another exciting, engaging space for children to play and learn at the zoo all year round. Complementing indoor play space Ranger Kids, Village Kids will provide kids with the opportunity to explore the natural landscape using log bridges, stepping stones, ropes, slides and swings to make their way through tunnels and over hills, across the creek bed and up to the look-out for a bird's eye view.

What Our Visitors Think		
Topic	Result	Description
Werribee Open Range Zoo shows a high standard of care for the animals	90%	% response for good & very good
The animals at Werribee Open Range Zoo look like they are in a natural setting	84%	% response for good & very good
It is important to me that Werribee Open Range Zoo is involved in programs for saving wildlife	98%	% who agree
I am motivated to do more about wildlife conservation	81%	% who agree
I have learnt something I can do to save wildlife	75%	% who agree

Online visitor surveys conducted from 1 January to 28 February 2014

Hippo Beach expansion

Plans are underway to expand our hippo water play area, a popular new area in which children clamber on and around life-size hippo sculptures while doused with the sprays from water fountains. As the Zoo's real hippos laze on the sandy beaches nearby, Hippo Beach will provide a new play space for kids and offer opportunities for corporate functions and catering. It will also help spread visitation across busy summer months.

WILDLIFE CONSERVATION AND SCIENCE

Zoos Victoria is helping bring back from the brink some of southern Australia's most endangered creatures.

Having ramped up our native threatened species breeding programs, we are now seeing positive signs after a record breeding season and release of species on the edge of extinction.

Key Achievements

Success in Fighting Extinction

Zoos Victoria has recorded its best breeding season ever, with the ultimate success being the increase in wild populations of six of our most endangered native species. The first release of captive bred Mountain Pygmy-possums to Mt Buller was a real highlight this year, along with a greater than 10 per cent increase in the wild population of Helmeted Honeyeaters, Orange-bellied Parrots, Eastern Barred Bandicoots, Tasmanian Devils and Southern Corroboree Frogs.

Sweeter than Honey

There are now more than 100 Helmeted Honeyeaters in the wild at Yellingbo Reserve after the most successful release of the bird bred in captivity at Healesville. Setting a new record, 11 out of 12 Helmeted Honeyeaters released this November are doing well in the wild thanks to an innovative trial which involved training selected birds to avoid predators in order to improve their chances of survival. This predator avoidance training has been supported by the Merrin Foundation, which has just renewed their support for a further 3 years and increasing funding commitment.

The future of the Leadbeater's Possum is closely intertwined with that of Victoria's native bird emblem, the Helmeted Honeyeater, as they both rely on the same territory. By having a strong captive breeding population in conjunction with restoring the habitat there is a real chance of saving both native species from extinction.

An Orange-bellied boost

The Orange-bellied Parrot wild population has grown from less than 40 to 60 this year, following the first release of captive-bred birds since 2009. The national captive insurance population produced a record number of fledglings this breeding season, including 39 bred at Healesville Sanctuary that were released in south west Tasmania. With some captive birds producing offspring in the wild and successfully migrating to mainland Australia.

Backing the Bandicoot

The Eastern Barred Bandicoot is considered extinct on mainland Australia, but thanks to our captive breeding efforts of a new insurance population, the support of our partners at Mt Rothwell and the Eastern Barred Bandicoot recovery team, there is now a very real and exciting prospect of recovery for this species. More than 47 captive bred and wild translocated Eastern Barred Bandicoots were reintroduced to Woodlands Historic Park, which was previously home to a large population of about 600 bandicoots in the mid-1990s before being overrun by kangaroos and foxes. The construction of a new fox-proof fence and the removal of foxes from within this protected area will provide a safe habitat for several hundred bandicoots in the future.

Hopes high for endangered frogs

In a monumental leap forward for a tiny species rapidly approaching extinction, Melbourne Zoo keepers have successfully hatched and raised the critically endangered Baw Baw Frog to froglet stage.

An earlier attempt to get the eggs past the transition phase failed but keepers learnt a great deal from the experience and were thrilled to 'crack the code' by breeding 68 froglets. They are being kept in a climate controlled Baw Baw Bunker at Melbourne Zoo (a shipping container kept between 7 and 13 degrees). Zoos Victoria is working with the Baw Baw Frog Recovery Team and Mt Baw Baw Alpine Resort Management Board to bring the species back from the brink.

Hopes are also high for the Southern Corroboree Frog. In a real boost for amphibian conservation, 378 eggs bred at Melbourne Zoo and Healesville Sanctuary have been released at Mt Kosciusko.

A devil of a time in Tassie

A wonderful milestone was reached for our Tasmania Devil recovery efforts with eight Healesville Sanctuary-bred devils returned to the wilds of Tasmania on Maria Island. The healthy devils are the first of the insurance population devils - born in captivity on mainland Australia - to be returned to Tasmania and released into the wild. The devils are descendants of the first 20 wild-caught founders that established Healesville Sanctuary's program in 2007.

The Tasmanian Devil is sadly on the brink of extinction as Devil Facial Tumour Disease, a brutal cancer, rapidly spreads through the wild devil population. Total numbers in the wild have dropped by more than 80 per cent since 1996. Healesville Sanctuary aims to breed and manage a sustainable captive population of about 120 devils - it currently has 79 healthy, disease-free devils with nine joeys born this breeding season.

Priorities for the Coming Year

Activating our Wildlife Conservation Master Plan

Bold, brave and informed new conservation approaches are needed to ensure the survival of our most threatened native species. Activating Zoos Victoria's Conservation Master Plan 2014-19 will help secure funds for vital conservation interventions, including the return to the wild, in large numbers, of the Eastern Barred Bandicoot from 400 to 2500 with the upgrade of breeding facilities and the establishment of guardian dog trials.

Raising the Bar on Animal Welfare

Just as the welfare of the world's wildlife is paramount, so too is the welfare of the animals in our care. Zoos Victoria's newly appointed animal welfare specialist will lead the rollout of animal management reviews and initiate a number of research projects to keep raising the bar on animal training, enrichment, nutrition, welfare and ethics, and wildlife rescue and rehabilitation. We will ensure that all mammals in our collection have an innovative enrichment plan in place.

Reducing our carbon footprint

Zoos Victoria was the first zoo in the world to be certified carbon neutral but we will not stop there. Over the next five years we are looking to invest in a range of renewable technologies for animal precincts across our three campuses to increase our energy efficiency. As well as applying for recertification of our carbon neutral status, we aim to reduce our carbon footprint by a further 10 per cent reducing our power bills and leaving a lighter ecological footprint.

VISITOR AND COMMUNITY DEVELOPMENT

Zoos Victoria has one of the largest zoo memberships in the world with more than 170,000 members. As well as three million-plus hits on our website, we have 70,000 Facebook and 8,000 Twitter followers as more people join the conversation about conservation.

Key Achievements

More members, more social

Our growth in zoo membership is matched by continued growth in virtual visits and everyday connections through Facebook (up 21%) and Twitter (up 50%).

A changing program of seasonal attractions at all three zoos, invitations to member-only activities, effective marketing to families with young children, and the promotion of membership to general visitors, has all helped drive record growth this year.

Our active members are playing a vital role in community conservation campaigns by recycling mobile phones, protecting gorilla habitat, and getting their workplaces, schools and kindergartens behind our action days such as *Seal the Loop* to prevent plastic litter from entering waterways.

Teachers see the value

More than 500 teachers have joined the new teacher membership program since its launch at the start of the year. Annual membership costs \$50 and includes access to education, animal and conservation experts, behind the scenes tours, professional development workshops, lectures, networking evenings, unlimited free entry to our three zoos and free entry to five interstate zoos.

Toys fight wildlife extinction

The 20 Australian species that Zoos Victoria is fighting to save from extinction can now be purchased in delightful soft-toy form in our zoo shops. The toys include the Leadbeater's Possum, Eastern Barred Bandicoot and Regent Honeyeater.

New partnership with Nine

The Nine Network and Zoos Victoria have a long history of working together but a new three year broadcast partnership is giving even greater coverage to our work on Melbourne's highest rating news service. From precious milestone moments of births and deaths to encouraging community support for the *Don't Palm Us Off* campaign and a tax time appeal for the Healesville Animal Hospital, are among the stories Nine has aired about our important work.

Communities join the fight

The past year has seen great results as our community of visitors, members and supporters join the fight against wildlife extinction. We have welcomed the support and action of our communities who have helped achieve these great milestones:

- 23,058 mobile phones recycled as part of *They're Calling on You*, a campaign to tackle the threats to gorillas posed by the illegal mining of coltan in their prime habitat.
- 16,704 people have contacted food manufacturers through the Zoopermarket and 5 Australian food manufacturers have committed to Certified Sustainable Palm Oil by 2015 through our *Don't Palm Us Off* campaign.
- 20,000+ visitors have made the switch to using recycled toilet paper through our *Wipe for Wildlife* campaign.
- There are now 182 *Seal the Loops* bins across the State to help dispose of dangerous fishing line and protect our marine wildlife from entanglement.

Priorities for the Coming Year

Building on our community campaigns

A new master plan for community conservation action will set the direction for the way we work to reduce human-induced threats to wildlife species and habitats in the next five years. New, effective ways to save species from extinction will cement our position as a world leading zoo-based conservation organisation.

Through our *Don't Palm us Off* campaign we continue to inspire visitors to send emails and postcards as part of the *Don't Palm us Off* campaign encouraging manufacturers to meet their promise to use 100% certified sustainable palm oil (CSPO) in their products by the end of 2015.

New learning model

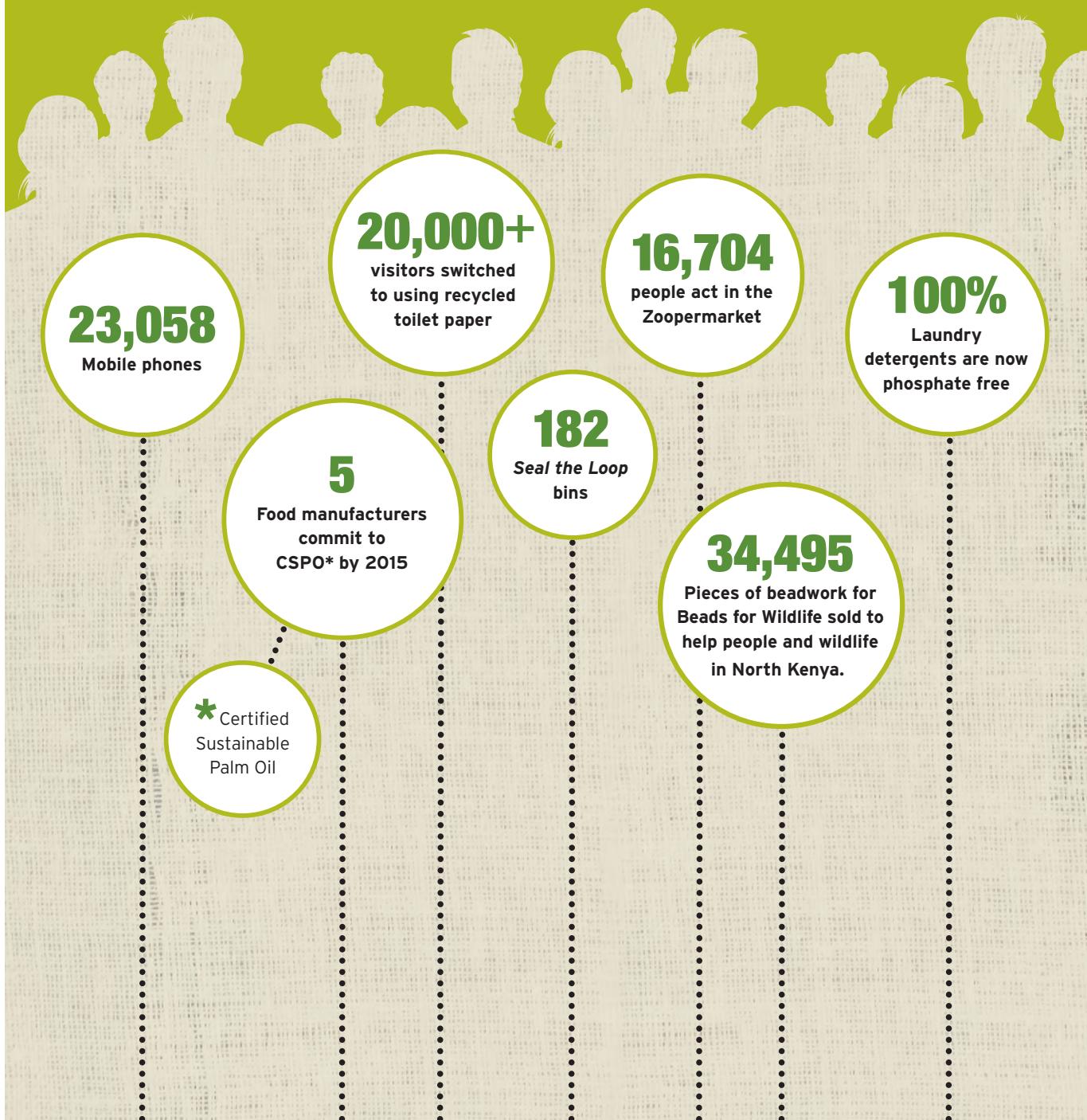
Schools and students are the hub of our community conservation efforts. We will be rolling out a new model for learning at Zoos Victoria in 2015 to give more students the chance to take action for wildlife. Education for Conservation will give all students visiting our three zoos access to rich learning experiences during their visit, with clear steps to continue their learning journey and be active players in wildlife conservation efforts when they return to school.

Community Conservation Master Plan

We will continue to support our ambitious plans to save wildlife through our Wildlife Conservation and Community Conservation Master Plans by focusing keenly in the coming year on growing our revenue to fund our plans. We will focus particularly on growing our visitation, membership and visits from international tourists as well as securing additional support from corporate partners.

COMMUNITIES ACTING FOR WILDLIFE

Over the last year we have worked
with our visitors and communities
to help save wildlife.



COMMUNITY INCLUSIVENESS

Our zoos hold a special place in the community as being among the most popular places to visit, giving millions of people a connection to the world's wild life and insights into our rich cultural heritage. We are bringing the zoos closer to our communities, with more opportunities to get involved and celebrate.

Between two worlds

Visitors coming through Melbourne Airport will soon be welcomed to Country by Wurundjeri Elder Aunty Joy Wandin-Murphy, AO, whose smoking ceremony at Healesville Sanctuary was filmed by Tourism Victoria. Aunty Joy's grandfather, William Barak, was a highly respected Aboriginal leader at Coranderrk Station, where Healesville Sanctuary stands today.

Healesville Sanctuary's connection to Coranderrk is now celebrated through a new Aboriginal cultural experience that takes visitors on a journey down Wurundjeri Walk from a commemorative life-size bronze sculpture of Barak, to a Dreaming Place used for storytelling, then onto a 250-year-old canoe tree.

One of Australia's best internationally recognised singer-storytellers, Archie Roach paid a fitting tribute to the cultural significance of the Coranderrk Bushland at an unforgettable Campfire Corroboree.

In another first, an exciting joint ticket partnership between the Sanctuary and TarraWarra Museum of Art offered entry to an exhibition exploring the effects of colonialism on Wurundjeri people and a pilgrimage to the Sanctuary on the same day to 'step onto Coranderrk'.

To provide empowering career opportunities to young Aboriginals, Healesville Sanctuary has continued a work-experience program with students from Worawa Aboriginal College. Students are provided with hands-on work experience opportunities delivering visitor-engaging activities during school holidays and weekends. A number of students are also working on apprenticeship-style programs with the Sanctuary's catering contractors, Healesville Harvest.

World Cup Fever

As World Cup fever swept across Brazil, more than 9,000 kilometres away in Northern Kenya, young warrior men played their very first match in the Melako Conservation Football League.

With pitches marked out in dusty, dried up river beds and branches or elephant dung for goal posts, this is a very different kind of football league, born out of a unique partnership to save wildlife under threat.

Kicking Goals for Wildlife is a new community program we've developed in partnership with the Melako Community Conservancy using football to address threats to wildlife, which is coming under increasing threat from hunting and habitat loss.

The program complements the existing Melako sustainable-livelihoods project, *Beads for Wildlife* that provides the women of the community a stable, alternative source of income from livestock grazing. Competition with livestock for precious resources is a key threat to the wildlife of Melako. This year we have sold 34,492 pieces of beadwork through our zoos and this has generated more than \$125,000 in income for the women of Melako.

Supporting the people of Morwell

In a show of support to the people of Morwell, the Victorian Government offered residents respite from the smoky conditions caused by the Hazelwood open-cut fire in March with free entry into Melbourne Zoo, Werribee Open Range Zoo and Healesville Sanctuary. More than 3,400 residents visited our three zoos as part of the initiative.

Sealing the Loop

Community conservation programs have seen tens of kilometres of deadly fishing line removed from the Victorian coastline by volunteers. Our second *Seal the Loop* Action Day involved hands-on conservation with more than 250 volunteers collecting 70 bags of rubbish and 1.4 kilometres of fishing line.

This is a great step forward in reducing the waste in our bays that threaten to entangle marine wildlife, and in developing schools as fighting hubs against extinction. Eight out of 10 volunteers found out about the day through their local schools, and they said the experience would make them more careful in future about how they dispose of waste near water. Now that is behaviour change. We plan to extend the event right along the Victorian coastline in years to come.

Youth at the Zoo - one year on

Zoos Victoria launched the *Youth at the Zoo* (YATZ) membership a year ago for 13-18 year old students. It turns out saving species and committing to creating a better environment is something that many young people have an appetite for, with more than 48 teenagers signing up for the education opportunities during school holidays, and enjoying the first camp held at Healesville Sanctuary. Students have met with conservation professionals, participated in education sessions and helped with the development of the Lemur Island entrance at Melbourne Zoo.

Love Your Locals day at Werribee

Most students have never heard of, let alone seen an Eastern Barred Bandicoot yet 100 local primary school students joined forces at Werribee Open Range Zoo to help us fight the extinction of this super cute endangered local marsupial.

The theme for the Wyndham Schools Sustainability Day was *Love Your Locals*, a campaign to raise awareness about the threats to Eastern Barred Bandicoot and come up with creative ways to spread the message. The students have now reached an audience of over 8,000 people with their ideas, including making a rap, a quiz, writing articles for school newsletters and websites, writing poetry, making posters, and sharing information with younger students in their school. The students from Manor Lakes College, Werribee Primary School, Point Cook College and Carranballac College gave us hope that the future of the native bandicoot and other local wildlife is in good hands.

Celebrating our volunteers

The 25th anniversary of National Volunteer Week was also the 25th anniversary of the Friends of the Helmeted Honeyeater, a passionate volunteer group that has been working with our threatened species team at Healesville Sanctuary to save this beautiful but critically endangered bird. The birds live at just two sites; Bunyip State Park, 20km south-east of Gembrook and Yellingbo Nature Conservation Reserve, 18km south of Healesville, where the wild population is closely watched by the volunteers.

Volunteer Program

During 2013-14, the Volunteer Program has been focusing on ongoing integration with Zoos Victoria. New roles have been developed in research, learning and animal encounters. Next year branding on uniforms will clearly display Zoos Victoria and there will be even more diversity of roles developed, including formalising back-of-house roles working with Life Sciences and horticulture departments.

A new Zoos Victoria Employee Volunteering Program has begun, with corporate volunteers from our closest partners taking part at Healesville Sanctuary and Werribee Open Range Zoo.

Playgroup Australia

Playgroup Australia hosted a special event at Werribee Open Range Zoo, with playgroup participants enjoying animal encounters with some of our Australian natives, a Junior Safari through the African savannah and story-telling with best-selling children's author Jeannette Rowe. Participants also enjoyed the new Ranger Kids play space and were encouraged to bring in old, unwanted mobile phones to donate in support of *They're Calling on You*.

The past year has seen promising results from our Foundation as they raise funds for capital works programs and our animal welfare and wildlife rescue objectives.

Key Achievements

Creating a Safe Haven

5 years ago we set about raising \$20 million via our Safe Haven Capital Fundraising appeal to upgrade vital infrastructure, capital works and make significant investments in our work to fight wildlife extinction. Our Foundation has raised cash and pledges of more than \$14 million with more than \$2 million of this raised in the past year, from individuals, trusts, foundations and corporations.

Something to roar about

A major philanthropic highlight this year has been the campaign to raise funds for Melbourne Zoo's new Predators' Precinct Learning Centre. Following a substantial \$5 million grant from the Victorian Government, our Foundation set about raising \$800,000 to build the new 100-student, state-of-the-art learning centre that will serve as the centerpiece for the Precinct. The Yulgilbar Foundation and the Sid and Fiona Myer Family Foundation provided a generous matching grant of \$400,000 to support the construction of the centre. The Foundation has raised nearly all of the challenge funds of \$400,000 this year including raising \$130,000 through a public appeal to our members and visitors.

Small and Often

Regular donations from more than 1,200 monthly donors ensures that we have committed donations we can rely on to continue to fund our conservation programs. Our Animal Adoptions Regular

Giving program has proved increasingly attractive to visitors and donors as a way to show their support for our work. Combined with our Christmas and End of Financial Year fundraising appeals, we are together increasing the amount of funding raised for wildlife conservation and protection in Victoria.

Making the transition

Our Foundation is guided by a Board of highly-respected individuals who understand the philanthropic and corporate environment. This year we said farewell to long-term Zoos Victoria Foundation Chairman, Sid Myer AM and welcomed new Chair Sonia Kent. Building on the legacy of Mr Myer, Ms Kent has already made great strides in raising the profile of Zoos Victoria as a worthy philanthropic cause to support and provided vital links to networks that will help us achieve our ambitious conservation and capital development aims.

Raising the profile of corporate sponsorship

Corporate sponsorship represents an important opportunity to further our conservation work and this year has seen a milestone in our efforts to attract such support. We have secured a three year Platinum Partner sponsorship with AGL Energy Ltd (AGL) to establish and run the AGL Marine Response Unit.

We also recognize the contribution of ANZ Bank in its 3rd year as our banking partner and Gold Sponsor. ANZ supports our Trail of the Elephants precinct at Melbourne Zoo and has helped promote the work of Zoos Victoria to millions of Victorians. We also hosted ANZ presents Disney's Beauty and the Beast at Melbourne Zoo in January 2014. Over 5000 people attended the two concerts and enjoyed seeing the story of Belle and the Beast play out in the unique surrounds of Melbourne Zoo.

Australian Wildlife Hospital Appeal - Caring for injured local wildlife

Drawing attention to the wonderful work

of carers and vets across our properties and in particular at Healesville Sanctuary Animal Wildlife Hospital, our end of year fundraising appeal helped raise \$200,000 for the rescue, treatment and release of injured Victorian wildlife.

Priorities for the Coming Year

Supporting our Wildlife Conservation Master Plan

Bold, brave and informed new conservation approaches require significant investment. Over the coming year our Foundation will promote the need to support of our Wildlife Conservation Master Plan to save some of our most endangered species from extinction. With less than 5 per cent of total giving in Australia going towards environmental causes, the philanthropic environment is challenging. However, through positioning ourselves our work and our leadership in threatened species management we hope to buck this trend for the better of our native wildlife.

If you are interested in hearing more about how you can help us save a native species, contact the Foundation's Executive Director, Pamela Sutton Legaud on 03 9340 2718.

Building on success

Our Foundation will enter the final stages of the Safe Haven campaign. This will build on the previous two years of success. We will also ramp up our efforts to attract and retain corporate sponsorships across our three zoos through offering unique, meaningful partnership opportunities and onsite sponsor activations that reach our already-engaged audiences and align with our business objectives.

If you are interested in hearing more about how you can become a corporate sponsor, contact the Foundation's Sponsorship Manager, Laura Hillis on 03 9340 2773.

OUR SUSTAINABLE OPERATIONS

Zoos Victoria is proud to be the first zoos in the world to be certified carbon neutral. But we are not stopping there. To be the world's leading zoo-based conservation organisation, it is important we continue to 'walk the talk' on sustainability.

Key achievements

Reducing our Impact

We are committed to operating three carbon neutral zoos but there is always room for improvement.

The installation of 132.25 kW of Solar PV across our three zoos will produce 193MWh of green power and save \$29,000 from our energy bills per year.

We have further offset our carbon by 14,930 tonnes of CO²e by investing in precious Tasmanian habitat for the critically endangered Tasmanian Devils, and other major biodiversity hotspots in Sabah, Malaysia and the Amazon.

From buying compostable cutlery and low plastic drink bottles, to rolling out public waste collection and rainwater harvesting, our Environmental Management Systems are helping us minimise our impact on the environment. Zoos Victoria continues to have third party certification under the international standard ISO 14001: 2004 for Environmental Management to continuously improve our environmental programs.

Investing in a Sustainable Future

Zoos Victoria has developed an Environmental Sustainability Investment Prospectus to prioritise projects that will reduce our environmental footprint. As a carbon neutral organisation, the prospectus highlights a number of renewable energy initiatives as well as energy efficiency projects that can keep us moving towards sustainability in all aspects of our business. Projects on the horizon include a range of solar and wind projects to generate green power, reduce power bills and greenhouse gases.

If you are interested in hearing more about funding our sustainability projects, contact the Foundation's Executive Director, Pamela Sutton Legaud on 03 9340 2718.

Priorities for the coming year

Driving Sustainability

We have set ourselves a challenging target to reduce our carbon footprint by 10 per cent every year for the next five years through resource efficiency, renewable energy and greater staff engagement. Energy efficiency is also a major focus for our zoos as many of our animals require heating, such as our young elephants. We will measure our efforts through our greenhouse gas inventory.

Locking in Success

We will roll out our new Environmental Sustainable Development Guidelines to make all our new developments carbon neutral with zero waste to landfill. It is much harder to retrofit for sustainability, so the guidelines will make sure we curb and reduce our environmental impacts from the start with strict environmental conditions in all contracts.

Zero Waste to Landfill

We are taking our waste one step further by ensuring that our waste is separated and appropriately recycled, reused or converted to energy, thus achieving zero waste to landfill in 2019. We will achieve this through our existing in vessel composting system, expanding on our organics composting at all zoos through worm farming or other measures, separation of all other recyclables such as plastics for recycling and conversion of waste to energy.

CARBON NEUTRAL

Becoming the first zoo-based conservation organisation in the world to be certified carbon-neutral was a significant achievement, but the challenge remains for our complex business of operating zoos with a variety of activities such as animal husbandry and breeding, veterinary, horticulture, education, visitor services and administration to further reduce greenhouse gas emissions.

We have many animals in our collection who naturally inhabit different climates to Victoria so it's important that we provide them with appropriate conditions through all seasons. This can result in additional challenges for environmental sustainability whilst maintaining the best animal care and welfare.

Zoos Victoria maintains an annual greenhouse inventory under the National Carbon Offset Standard (NCOS) to support resource tracking. For 2012-13 our residual carbon footprint after efficiency measures amounts to 14,731 tonnes of CO²e.

To reach zero emissions, we purchase offsets with high biodiversity co-benefits from the following projects:

- + 5,972 tonnes CO²e from Native Forest Protection project, Tasmania, Australia
- + 2,986 tonnes CO²e from Infapro REDD project, Borneo Island, Malaysia
- + 2,986 tonnes CO²e from Madre de Dios Amazon REDD Project, Peru
- + 2,986 tonnes CO²e from Kasigau Corridor REDD Project, Kenya

Annual tracking	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09	
Electricity	26,299	25,723,030	24,779,909	20,486,867	20,226,916	17,435,198	MJ
Green Electricity	48,107	-	-	3,271,188	2,247,435	1,400,071	MJ
Total Electricity	26,348,077	25,723,030	24,779,909	23,758,055	22,474,351	18,835,269	MJ
Natural Gas	13,050,534	13,042,862	13,210,678	13,362,437	13,591,946	12,036,747	MJ
Total Stationary Energy ¹	39,705,138	39,072,419	38,217,662	37,257,430	36,252,431	31,324,417	MJ
Waste to Landfill ²	744	904	1,449	1,398	776	519	Tonnes
Waste Recycling Rate	58%	53%	27%	13%	56%	63%	%
Potable Water ³	197,869	214,941	196,582	165,285	187,291	164,778	KL
Office Paper Consumption ⁴	1,103	1,643	1,252	1,806	1,633	1,465	Reams A4
Greenhouse Gas Emissions ⁵	14,894	14,731	14,914	10,472	9,384	8,291	Tonnes CO ² e

¹ Total Energy and Gas has only increased by 2% despite new developments and increased visitor numbers. Our green power was generated on site through our renewable energy generation (Solar PV).

² Waste to landfill has decreased by 18% largely due to improvements in recovery of recycled materials and advancements in organics processing through Melbourne Zoo's in-vessel composter. As a result, our recycling rate has improved by 10%.

³ Potable water consumption has decreased by 8% mainly due to efficiency programs, better filtration units and leak detection programs.

⁴ Office paper consumption has reduced by 33%. Office paper consumption per employee is 2.63 reams A4 equivalent/FTE.

⁵ Greenhouse Gas emission measurements under the National Carbon Offsetting Standard (NCOS) commenced for the 2011-12 year. The 2013-14 figure is unverified greenhouse gas emissions due for verification in October 2014 as part of the NCOS certification and results displayed in the 2014-15 annual report. Overall there is a slight decrease in greenhouse gas emissions per year from 2011-12 indicating an overall improvement despite the increase in visitations and developments.

We will continue to scope areas where we can reduce our own emissions. Our new Environmental Sustainable Development Guidelines and a Project Prospectus will be used to drive the business case for greater resource efficiency and renewable energy across our three zoos and encourage external funding for projects with environmental benefits.

We will be incorporating wider organics in our recycling program and finding a low impact solution to separate recyclables from rubbish.

We will focus our attention on renewable energy such as Solar, Wind and Bioenergy and so far have installed 132.25kW of solar photovoltaic panels.

Finally, our carbon neutrality program has received a number of award recognitions namely:

- + Finalist and Special Commendation for Zoos Victoria's 'Becoming Carbon Neutral' in the United Nations Association of Australia World Environment Day Awards 2013 - Business Award for Best Specific Environmental Initiative category.
- + Finalist for Zoos Victoria's 'World's First Carbon Neutral Zoos' in the Banksia Awards 2013 - Leading in Sustainability - Setting the Standard for Large Organisations Award
- + Finalist for Zoos Victoria's 'Going Carbon Neutral' in the 2013 Melbourne Awards - Contribution to sustainability by a corporation.
- + Winner - Zoos and Aquarium Association 2014 Awards - Category: Innovation.

Total Carbon Footprint for 2012-13 (under NCOS certification)		
Scope	Emission source	t CO ² -e
1	Petrol for vehicles	100.20
1	Diesel for vehicles	233.83
1	B20 diesel for vehicles	4.63
1	LPG for vehicles	5.09
1	Refrigerant losses	78.88
1	Acetylene	0.01
1	Greases and lubricants for transport	15.20
1	Natural gas usage for buildings	669.49
1	LPG usage for buildings	18.36
2	Purchased electricity for buildings	8,359.98
3	Purchased electricity for buildings (fuel extraction, production & transport and transmission & distribution losses)	1,078.40
3	Natural gas usage for buildings (extraction, production & transport)	50.87
3	LPG usage for buildings (extraction, production & transport)	1.53
3	Petrol for vehicles (extraction, production & transport)	7.94
3	Diesel for vehicles (extraction, production & transport)	17.75
3	B20 diesel for vehicles (extraction, production & transport)	0.34
3	LPG for vehicles (extraction, production & transport)	0.42
3	Municipal solid waste	1,084.39
3	Air travel	146.80
3	Purchased animal food	1,645.89
3	Purchased office paper	5.25
3	Employee travel to and from work	711.52
3	Reticulated water supply	502.96
3	Acetylene	0.001
Total (gross) carbon footprint in tonnes CO²-e		14,739.75
Purchased Carbon Neutral flights		9.00
Net carbon footprint in tonnes CO²-e		14,730.76

OUR PEOPLE

Our passionate staff are our greatest asset in transforming Zoos Victoria into the world's leading zoo-based conservation organisation. Our people save threatened species, inspire our visitors, and help us make money and save money so we can invest more in fighting extinction. Supporting our staff to be leaders in environmental sustainability remains a key focus and ensuring their safety are of prime importance to us.

Key Achievements

Staying safe

Our staff work in complex and sometimes dangerous environments. The health and safety of our staff is paramount and we have worked hard to build an injury prevention culture across the organisation. It was pleasing that the Occupational Health and Safety Committee at Healesville Sanctuary was awarded the *Health and Safety Committee of the Year* award by WorkSafe.

The benefits of this safety culture has resulted in a significant reduction in lost time injuries, which have fallen by 52 per cent and a drop in WorkCover claims from 69 to 26.

The introduction of on-site physiotherapy services and a very supportive return to work program is helping staff stay healthy in their professions for the long-term.

Work Readiness

Supporting our staff to be the best they can be is the reason behind our first Workforce Readiness Program. Over the year we provided 15 different training programs for more than 600 staff to help them increase their leadership, business and commercial skills to be at the forefront of compliance areas including Occupational Health and Safety, Equal Employment Opportunity and workplace bullying issues.

Workplace Giving

As a not for profit organisation, Zoos Victoria understands the importance of supporting people to make philanthropic donations to charities. That's why we have made it simpler for staff to make a contribution to a small number of charitable organisations from their pre-tax pay as part of our Workplace Giving program. Partnerships have been established with three charitable organisations with an additional option of staff being able to support the conservation work of their zoos.

Organisational Health

The annual health check of our organisation, the People Matter Survey, was generally positive with 79 per cent of staff satisfied with their work. Nine out of 10 staff said they are engaged with our zoo-based conservation goals, reflecting the passion our people have in fighting extinction. Focus groups were held across the three zoos to identify specific issues with senior management, and areas identified for future improvement include more opportunities for career development and greater communication between departments.

For we are jolly good fellows

Our program of fellowships and scholarships are giving many staff valuable experiences in the field to develop skills and build friendships with our conservation partners. Five staff were awarded Dunbavin Scholarships to work on projects ranging from supporting the reintroduction of the Lord Howe Island Stick Insect, to developing technical conservation skills in breeding, managing and re-introducing the Tasmanian devil and conducting community activities in support of the *Seal the Loop* campaign.

Eight staff received Zoos Victoria Fellowships that have supported the monitoring of wild Orange-bellied Parrots in South West Tasmania, the release of captive-bred Mountain Pygmy Possums at Mount Buller and the Eastern Barred Bandicoot. The fellowships have also helped staff improve husbandry of captive-reared Philippine Crocodiles at the Mabuwaya Foundation's Philippine Crocodile rearing centre and support the Port Moresby Nature Park in Papua New Guinea to develop a master plan.

Priorities for the Coming Year

Organisational Development

Refreshed performance planning, feedback and recognition processes will help maintain the high levels of staff satisfaction and our single focus on conservation. As we have high expectations as a world-leading conservation organisation, we also have high expectations of our staff. A clear statement of our values tells all staff what we expect, and we will support and listen to our staff to deliver their best.

Staff Development

Our staff development focus in 2014-15 will be on Lean systems thinking. We want to equip staff with the skills to review the way they work and look for ongoing improvements. Equipping leaders to support staff to make evidence-based decisions and share best practice is part of the plan to get consistently high standards to maintain our position as a world-leading conservation organisation.

A workforce readiness program including face-to-face orientation for all new staff and skills-based training in technical, professional, business and commercial competencies will support all our staff to do their work as well as they can. There will be regular opportunities for staff to come together and update their knowledge, learn new skills and share experiences.

Health and Safety

Zoos Victoria wants to keep our staff safe and put the savings from reduced WorkCover premiums into conservation measures. Reducing risks will be a strong focus with the rollout of the RiskWare safety information management system to standardise safe operating procedures and train staff in risk assessment. This will enable timelier reporting of incidents to organisation leaders and better analysis of risks.

Improving pay and conditions

Two new enterprise agreements will be negotiated with staff by 30 June 2015. The aim is to fund improved pay and conditions for Zoos Victoria staff through real improvements in the way we work.

Our Workplace Profile	
As at 30 June 2014	
Employees	
Male	244
Female	441
Casual	
Male	54
Female	155
Full-time	
Male	157
Female	172
FTE Part-time and Full-time	413
FTE Casual	48
Indigenous Employees	5
Executive	
Male	3
Female	6
Senior Managers	
Male	10
Female	7

ZOOS VICTORIA ORGANISATIONAL CHART

Jenny Gray

Chief Executive Officer
Executive Assistant

Pamela Sutton-Legaud	Lawrence Tai	Gillian Hoysted	Katie Pahlow	Rachel Lowry	Kevin Tanner	Sally Lewis	Glen Holland
Executive Director Zoos Victoria Foundation	Chief Financial Officer	Director Human Services	Director Visitor and Community Development	Director Wildlife Conservation and Science	Director Melbourne Zoo	Director Werribee Open Range Zoo	Director Healesville Sanctuary
General Manager, Foundation Grants Manager	Record and Administration Officer	Senior HR Advisor	General Manager, Community Conservation	Sustainability Manager	Executive Assistant	Executive Assistant	Executive Assistant
Sponsorship Manager	General Manager, IT	Finance Manager	General Manager, Commercial Development	Life Sciences Manager	General Manager, Operations	General Manager, Visitor Experiences	General Manager, Operations
Fundraising Manager	Budget and Planning Manager	Administration and Procurement Manager	General Manager, Visitor Engagement and Learning	Conservation Partnership Manager	General Manager, Visitor Experiences	Governance and Administration Manager	General Manager, Life Sciences
General Manager, Communications and Stakeholder Relations	Senior Scientist	Senior Scientist	Senior Scientist	General Manager, Operations	General Manager, Visitor Experiences	Governance and Administration Manager	General Manager, Life Sciences
General Manager, Memberships							

CORPORATE PLAN

Corporate Plan Key Performance Indicators 2012-13					
Action Area	Measure	Performance Indicator	June 2009 Base	June 2014 Target	Status at June 2014
Conservation	Recognition as a leading conservation organisation	% of Victorians who recognise that Zoos Victoria is active in conservation in Victoria through fighting extinction	2.5%	5%	9.8%
Conservation	% of Zoos Victoria total budget delivering conservation outcomes	Clear alignment of activities to wildlife and community conservation outcomes	13%	30%	25%
Conservation	A reduction in Zoos Victoria's carbon footprint	Carbon equivalent (CO2e)	9012 tonnes CO2e	10% reduction and 90% offset	Zoos Victoria became certified carbon neutral in March 2013
Animals	Alignment of the collection with conservation objectives	Conservation value of the animal collection tracked by the species selection tool	10/70	15/70	18/70
Animals	High standards of care	Avoidable deaths as investigated through the Animal Welfare Reporting procedure	5	0	9
Visitors	Improved total visitor numbers	Total of all visitors to the three properties	1,626,900	1,850,000	2,106,000
Visitors	Improved Net Promoter Score	The promoters minus the detractors as measured on the exit survey	49%	55%	57%
Visitors	Participation in conservation action	Number of people influenced to undertake measurable conservation action	120,000	200,000	154,430
People	Staff engagement with the strategy	% response of good or very good to the statement 'I am engaged with the vision of Zoos Victoria'	85%	90%	91%
People	Staff satisfaction	% response of good or very good to the statement 'I am satisfied with my job'	74%	74%	79%
People	Lost time injury rate	Number of lost time injuries rated against hours worked	18	12	11
People	Injury severity	Premium cost	\$929,185	\$340,000	\$731,330
Financial Sustainability	Average yield per visitor	Total revenue (excluding government grant) divided by total visitors	\$22.84	\$27.36	\$24.57
Financial Sustainability	Asset Maintenance	Total spent on maintaining assets, plant and equipment	\$5,300,000	\$4,600,000	\$5,643,000

BOARD PROFILES

Ms Anne Ward

BA, LLB (Melb), FAICD
Chair

Anne was appointed as Chair in March 2013. She came to the Board with over 30 years of experience in business management, strategy, finance, risk and governance across a range of industries including banking, agriculture, property and tourism. Prior to becoming a professional director, Anne was a commercial lawyer advising major corporations on strategic transactions, mergers and acquisitions, capital markets, contract law and regulation and corporate governance.

She was a corporate partner at two major Australian law firms, Minter Ellison Lawyers and Herbert Geer in Melbourne. Anne is presently Chairman of Colonial First State Investments, Avanteos Investments, Qantas Superannuation and the Centre for Investor Education and a director of FlexiGroup Ltd.

Members

Dr Kenneth Hinchcliff

BVSc (Hons), MS, PhD, DACVIM

Kenneth was appointed to the board in May 2008. He is a graduate of the Melbourne Veterinary School and Dean of the Faculty of Veterinary Science at the University of Melbourne. He has completed an advanced training program in large animal internal medicine at the University of Wisconsin-Madison, and a PhD at the Ohio State University. Kenneth was a faculty member in the College of Veterinary Medicine at Ohio State University, rising to professor before joining the University of Melbourne in 2007.

Mr Sahil Merchant

LLB (Hons), B Comm, MBA, GAICD

Sahil was appointed to the Board in April 2013. He is the CEO of REDStrategy and brings a deep level of expertise in marketing, online commerce and digital consumer engagement to the Board. Sahil also founded Mag Nation, a chain of retail stores specialising in mainstream and niche magazines and stationery. He was nominated for the Ernst & Young Entrepreneur of the Year Award in 2009, and prior to Mag Nation, spent 4 years working for international management consultancy McKinsey & Company.

Ms Natasha Bowness

B. Ec, ACA, GAICD

Natasha was appointed to the Board in April 2013. She is an Executive Director of the Wilbow Group, a private family investment group whose activities include property, listed and unlisted investments and private equity. Natasha has experience in governance, strategy, business management, finance, accounting, audit and philanthropy. Prior to joining Wilbow, she had a 7 year career with PricewaterhouseCooper in Australia and Internationally. Natasha is Chair of the Bowness Family Foundation and has been Deputy Chair of the Zoos Victoria's Foundation Board.

Ms Helen Thornton

B.Ec ACA

Helen was appointed to the board in February 2010; she was appointed as Chair of the Audit & Risk and Compliance Committee in March 2010. Helen has extensive experience in risk management and both internal and external audit. She has worked in a number of executive positions in the private sector. She was an independent member of the Audit & Risk and Compliance Committee for a number of years prior to her appointment to the board. Helen is also on the boards of Rural Finance Corporation and Big Sky Credit Union.

Jon Hickman

B Comm, MBA, MAICD

Jon was appointed to the Board in 2011 as Deputy Chair. Jon is Chair of the Victorian Coastal Council and a Member of the Heritage Council of Victoria. His professional roles have included Deputy Vice-Chancellor of Victoria University, Deputy Secretary responsible for planning, heritage and local government at the former Department of Infrastructure, National Director at the Australian Crime Commission, Deputy Secretary at the Tasmanian Treasury and Chief Executive Officer at the City of Port Phillip. Jon has worked in financial and general management, in education property and marketing and communications.

Associate Professor Geoff Wescott

B.Sc (Hons), M.Sc, M.Sc, Ph.D FEIANZ

Geoff was appointed to the Board in 2011 and is Associate Professor of Environment at Deakin University in Melbourne, a Fellow of the Environment Institute of Australia and New Zealand, a member of the World Commission for Protected Areas of the IUCN and Vice President of the Australian Coastal Society. He has served on the Australian National Oceans Advisory Group, the Victorian Coastal Council, Parks Victoria and has just written a new edition on rocky shores, flora and fauna of Wilsons Promontory National Park.

Kylie White

B.Sc, M.Sc

Kylie was appointed to the Board in 2011 and is the former Executive Director of Biodiversity and Ecosystem Services of the then Department of Sustainability and Environment. Kylie has extensive experience in government and more than twenty years experience in natural resource management. She is also on the board of the Bjarne K Dahl Trust. Kylie has a degree in forest science and a masters degree in environmental management and is a graduate of the Harvard Business School Advanced Management Program.

CORPORATE GOVERNANCE AND OTHER DISCLOSURE

Manner of Establishment and Responsible Minister

The Zoological Parks and Gardens Board is the governing body of Victoria's three great zoos: Melbourne Zoo, Healesville Sanctuary and Werribee Open Range Zoo. Set up in 1973 as a Statutory Authority, the Board's role is to protect and promote the zoos and their roles in conservation, research and education.

The Board is appointed by the Victorian Minister for Environment and Climate Change, the Hon. Ryan Smith. The responsible Minister for the period from 1 July 2013 to 30 June 2014 was the Hon. Ryan Smith MP, Minister for Environment and Climate Change.

Our Patron: The Governor of Victoria, the Hon, Alex Chernov AC, QC.

Our Minister: The Hon. Ryan Smith, Minister for Environment and Climate Change.

The Zoological Parks & Gardens Act 1995

The Zoological Parks & Gardens Board (ZPGB) operates under the *Zoological Parks and Gardens Act 1995* and has responsibility for the Royal Melbourne Zoological Gardens, Healesville Sanctuary and Werribee Open Range Zoo. Zoos Victoria is the trading name for the organisation managed by the Board.

Objectives and Functions of the Board as set out in the Act, are:

- + To conserve, protect, manage and improve the zoological parks and managed land and the zoological collections
- + To promote and increase public enjoyment of the zoological collections and the zoological parks and managed land
- + To increase public knowledge and awareness of the zoological collections and the zoological parks through exhibition of the zoological collections, publications, educational programs, advisory services and other activities
- + To carry out and promote zoological research, the conservation of wildlife and its natural habitats and the maintenance of biodiversity
- + To advise the Minister of matters relating to the Board's functions and powers or on any other matter referred to by the Minister
- + To provide consultancy and advice services to the public on zoological matters
- + To provide services and facilities for visitors to the zoological parks and managed land
- + To carry out any other functions conferred on it by this or any other Act.
- + Duties reserved for the Board include:
 - Approval of the strategic direction and vision
 - Setting appropriate Board policies providing strategic, ethical and operational guidance
 - Approval of annual and corporate plans
 - Approval of annual financial reports
 - Reviewing risks, governance and internal controls
 - Reporting to the Minister.

Board Members	No. of Meetings Eligible to Attend	No. of Meetings Attended	Appointed
Anne Ward	9	9	Appointed 19/03/13
Geoff Wescott	9	9	Appointed 07/09/11
Jon Hickman	9	8	Appointed 07/09/11
Ken Hinchcliff	9	6	Reappointed 10/08/11
Helen Thornton	9	9	Reappointed 23/03/13
Kylie White	9	8	Appointed 07/09/11
Sahil Merchant	9	8	Appointed 30/04/13
Natasha Bowness	9	9	Appointed 30/04/13

CORPORATE GOVERNANCE AND OTHER DISCLOSURE

Name of Committee Management	Committee Responsibility	Zoos Victoria Board Members	Zoos Victoria Management	Independent Members
Business Development Committee	To advise and make recommendations to the Board in relation to business plans, funding, models, long-range planning, branding and environmental and social impacts.	Anne Ward (Acting Chair) Sahil Merchant Natasha Bowness Jon Hickman	CEO	Larisa Moran
Remuneration & Governance Committee	To advise, monitor and make recommendations to the Board of Directors in relation to executive remuneration, overarching industrial relations policies and guidelines and governance matters, nominations to Board positions and strategic risk management.	Anne Ward (Acting Chair) Kylie White Natasha Bowness	CEO HR Director	N/A
Audit & Risk Management Committee	To review the quality of financial reporting, the financial management of the capital development program, review of financial risk management procedures and monitor regularly, legal and internal control compliance.	Helen Thornton (Chair) Jon Hickman Dr Geoff Wescott	CEO CFO	Peter Riley
Science Advisory Committee	To advise and assist Zoos Victoria in discharging its responsibilities in relation to science, research and conservation activities. The Committee consists of senior Zoos Victoria staff, a nominated representative from the Department of Environment and Primary Industries and at least three independent external members with recognised scientific and research disciplines.	Prof Ken Hinchcliff (Chair) Dr Geoff Wescott	Director Wildlife Conservation Senior Veterinarian Senior Scientist	Andrew Bennett David Gardner Betty Weiler David Middleton Michael Clarke Graeme Coulson
Animal Welfare Peer Review Committee	To confirm that the care of animals is conducted in accordance with Zoos Victoria and industry policies and procedures, review all animal welfare incident reports and peer review decisions made and conclusions drawn from any investigation into issues from complaints or concerns about animal welfare. A separate report is provided on the Animal Welfare Peer Review Committee as an addendum to this annual report.	Kylie White (Chair) Helen Thornton	CEO Senior Veterinarian Life Sciences Manager	Graham Mitchell John Henley Matthew Jackson Helen Cocks Alice Skipper Justice Tony Pagone
Health and Safety Review Committee	To oversee the health and safety functions of Zoos Victoria with a view to having a zero Lost Time Injuries workplace.	Sahil Merchant (Chair) Kylie White Jon Hickman	CEO HR Director Foundation Director FOTZ President	Loren Murray Natasha Bowness
East West Link Project Committee	To advise and make recommendations to the Board with respect to the construction and operations of the East West Link project. To ensure that the welfare of animals, safety of visitors and the interests of Melbourne Zoo are identified and communicated to the project proponent, Linking Melbourne Authority.	Anne Ward (Chair) Jon Hickman Natasha Bowness	CEO MZ Director	

Compliance with the Australian/New Zealand Risk Management Standard

I, the Chair of the Audit and Risk & Compliance Committee of the Board certify that the Zoological Parks and Gardens Board has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The Zoological Parks and Gardens Board verifies this assurance and that the risk profile of the Board has been critically reviewed within the last 12 months.

Helen Thornton

Chair of the Audit and Risk Management & Compliance Committee
Zoological Parks and Gardens Board
6 August 2014

Compliance with the Ministerial Standing Direction 4.5.5.1 - Insurance

I, the Chief Executive Officer, certify that the Zoological Parks and Gardens Board has complied with Ministerial Direction 4.5.5.1 - Insurance.

Jenny Gray

Chief Executive Officer
Zoological Parks and Gardens Board
6 August 2014

Gifts, Benefits and Hospitality Framework Attestation

I, the Chief Executive Officer, certify that:

- + my public entity has gifts, benefits and hospitality policies and procedures in place;
- + these policies and procedures are consistent with the minimum requirements and accountabilities outlined in the Gifts, Benefits and Hospitality Policy Framework for the Victorian Public Sector - Revised April 2012 issued by the Public Sector Standards Commissioner; and
- + these policies and procedures are updated, promulgated and provided to the audit committee for review at least once a year.

Jenny Gray

Chief Executive Officer
Zoological Parks and Gardens Board
6 August 2014

Audit and Risk Management & Compliance Committee

The Audit and Risk Management & Compliance Committee consists of the following members (refer table below) at 30 June 2014.

The main responsibilities of the Audit and Risk Management & Compliance Committee are:

- + To review the quality of statutory financial reporting and support the Board in making informed decisions regarding accounting practices and disclosures.
- + To review the quality of management financial reporting and support the Board in making informed decisions regarding corporate and business plans and forecasting.
- + To review the financial management of the capital development program.
- + To review the effectiveness of internal controls and financial risk management procedures.
- + To review the appointment, scope, findings and independence of the internal and external audits.
- + To monitor regulatory, legal and internal control compliance.
- + To review and assist the development of strategies for key financial areas.

Audit and Risk Management and Compliance Committee

Names	Position	No. of Meetings Attended to No. of meetings held	Appointed to committee since
Helen Thornton (Chair)	Board Member	4/4	8 February 2006
Jon Hickman	Board Member	4/4	7 September 2011
Geoffrey Westcott	Board Member	4/4	7 September 2011
Peter Riley	Independent	2/4	16 June 2010
Zoo Management in attendance but are not members of the committee			
Jenny Gray	Chief Executive Officer		
Lawrence Tai	Chief Financial Officer		

CORPORATE GOVERNANCE AND OTHER DISCLOSURE

Freedom of Information

The *Freedom of Information Act 1982* allows the public a right of access to documents held by the Board. Details of FOI requests received during the financial year are outlined below.

Details	Number 2013-14	Number 2012-13
Access granted in part	2	0
Access denied in full	0	2
No Documents	1	0
Matters not finalised	1	0
FOI withdrawn	1	-
Total	5	2

Requests as detailed in Section 17 of the FOI Act must be made in writing along with the prescribed fee of \$26.50 (as at 1 July 2014) to:

Contact Details

FOI Officer
P.O. Box 74, Parkville, Vic 3052
Telephone: (03) 9285 9300
Fax: (03) 9340 2795
Email: foi@zoo.org.au

Major External Reviews

There were no major external reviews conducted in 2013-14.

Subsequent Events

There were no matters subsequent to the financial report being finalised that would significantly affect finances.

Significant changes in the financial position during the year

There were no significant changes in the financial position during the year.

Major changes or factors affecting performance

There were no major changes or factors during the year that would significantly

affect financial or operational performance throughout the year.

Disclosure of Major Contracts

No contracts over \$10 million were entered into during the reporting period.

Consultancies

Details of consultancies over \$10,000

There were no consultancies paid over \$10,000 for the 2013-14 financial year.

Details of consultancies under \$10,000

There were no consultancies paid under \$10,000 for the 2013-14 financial year.

National Competition Policy

In 1995, all Australian Governments (Federal, State and Territory) agreed to review and, where appropriate, reform all existing legislative restrictions on competition. Under the National Competition Policy, the guiding legislative principle is that legislation, including future legislative proposals, should not restrict competition unless it can be demonstrated that:

- + the benefits of the restriction to the community as a whole outweigh the costs; and
- + the objectives of the legislation can only be achieved by restricting competition.

The Board continues to comply with the requirements of the National Competition Policy.

Protected Disclosure Act 2012

Compliance with the *Protected Disclosure Act 2012* (formerly the *Whistleblowers Protection Act 2001*).

The *Protected Disclosure Act 2012* encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

The Board does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The Board will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

Reporting procedures

Disclosures of improper conduct or detrimental action by the Board or any of its employees and/or officers may be made to any of the following Board personnel:

- + the Protected Disclosure Coordinator;
- + the Chief Executive Officer of the Board;
- + a Protected Disclosure Officer of the Board;
- + a manager or supervisor of a person from the Board who chooses to make a disclosure; or
- + a manager or supervisor of a person from the Board about whom a disclosure has been made.

Alternatively, disclosures of improper conduct or detrimental action by the Board or any of its employees and/or officers may also be made directly to the Independent Broad based Anti corruption Commission (IBAC):

Level 1, North Tower,
459 Collins Street Melbourne, VIC 3000
Telephone: 1300 735 135
Internet: www.ibac.vic.gov.au
Email: (see the website above for the secure email disclosure process, which also provides for anonymous disclosures)

Further information

The Protected Disclosure Policy and Procedures, which outline the system for reporting disclosures of improper conduct or detrimental action by the Board or any of its employees and/or officers, are available on the Board's website.

Disclosures under the Protected Disclosure Act 2012

	Number 2013-14	Number 2012-13
The number of disclosures made by an individual to the Board and notified to IBAC	0	n/a

Compliance Statement for Financial Management

The Zoological Parks and Gardens Board of Victoria has complied with the Financial Compliance Framework Direction requirements.

Compliance with the Building Act 1993

The Zoological Parks and Gardens Board Victoria complies with the building management provisions of the *Building Act 1993*. The Zoological Parks and Gardens Board Victoria ensures that all works requiring building approval have plans certified, works in progress inspected and Occupancy Permits issued by independent Building Surveyors engaged on a local job by job basis. It also ensures that plans for these works are lodged with the relevant local council.

The Zoological Parks and Gardens Board Victoria requires all building practitioners engaged on building works to be registered and maintain registration throughout the course of the works.

Building works

The major building work completed in 2012-13 was the construction of the Growing Wild Exhibit at Melbourne Zoo.

The Zoo ensures that all building projects were constructed by registered builders in accordance with approved drawings and specifications. The exhibits are now being used by the staff and public.

All works had plans certified, works in progress inspected and Occupancy Permits issued where required by independent Building Surveyors.

Maintenance

Maintenance and improvement works are regularly carried out on Zoological Parks and Gardens Board's buildings to ensure that they are maintained in a safe and serviceable condition.

Conformity

Work is continuing to ensure that all existing buildings conform to standards.

Pecuniary Interest Disclosures

Board members are required to complete a statement of pecuniary interest including any relevant shareholdings during the year and have done so. Members are also given the opportunity to declare specific interest at the start of each Board meeting.

Implementation of the Victorian Industry Participation Policy

In October 2003, the Victorian Parliament passed the Victorian Industry Participation Policy Act 2003 which requires public bodies and Departments to report on the implementation of the *Victorian Industry Participation Policy* (VIPP). Departments and public bodies are required to apply VIPP in all tenders over \$3 million in metropolitan Melbourne and \$1 million in regional Victoria.

Details of contracts to which VIPP applies

Contract commenced	Number	Value
2013-14	1	\$5 million
Contract completed	Nil	Nil
2012-13	Nil	Nil

Statement of Availability of Other Information

Information relevant to the headings listed in Financial reporting Direction 22B of the *Financial Management Act 1994* is held at Zoos Victoria offices and is available on request, subject to the *Freedom of Information Act 1982*.

Compliance with DataVic Access Policy

Consistent with DataVic Access Policy issued by the Victorian Government in 2012, Zoos Victoria has not submitted any datasets to DataVic. If in the future relevant datasets become available, these will be provided to DataVic in accordance with the policy.

Disclosure of Government Advertising expenditure

No Government advertising expenditure was incurred by Zoos Victoria during the reporting period.

PUBLICATIONS, CONFERENCE PROCEEDINGS & PRESENTATIONS

Publications

Keren Cox-Witton, Andrea Reiss, Rupert Woods, Victoria Grillo, Rupert T. Baker, David J. Blyde, Wayne Boardman, Stephen Cutter, Claude Lacasse, Helen McCracken, Michael Pyne, Ian Smith, Simone Vitali, Larry Vogelnest, Dion Wedd, Martin Phillips, Chris Bunn & Lyndel Post (April 2014). Emerging Infectious Diseases in Free-Ranging Wildlife-Australian Zoo Based Wildlife Hospitals Contribute to National Surveillance. *PLoS ONE* 9(5)

Fanson KV, Lynch M, Vogelnest L, Miller G and Keeley T. (2013) Response to long-distance relocation in Asian elephants (*Elephas maximus*). Monitoring adrenocortical activity via serum, urine, and feces. *European Journal of Wildlife Research*. 59: 655-664.

Ramos P, Lynch M, Hu M, Arnould JPY, Norman R and Beveridge I. (2013) Morphometric and molecular characterization of the species of *Uncinaria Frölich, 1789* (*Nematoda*) parasitic in the Australian fur seal *Arctocephalus pusillus doriferus* (Schreber), with notes on hookworms in three other pinniped hosts. *Systematic Parasitology*. 85(1): 65-78.

Rohan Cleave, Jon Birkett, Kate Pearce, Norman Dowsett, Robert Anderson, Sarah Silcocks and Hans van Weerd (2014) Connecting people with Invertebrates, observations of the Lord Howe Island Stick Insect: *Dryococelus australis*. *Thylacine*, 38(1): 2-4

Emile F. Prins and Hans van Weerd (2014) Studbook analysis on birth sex-bias, predictors for sex of the offspring and survival in three captive giraffe (*Giraffa camelopardalis*) populations. IUCN newsletter, in press.

Sherwen, SL., Magrath, MJ., Butler, KL., Phillips, CJ., Hemsworth, PH. (2014) A multi-enclosure study investigating the behavioural response of meerkats to zoo visitors. *Applied Animal Behaviour Science*. 2014. 156: 70-77.

McFadden, M., Hobbs, R., Marantelli, G., Harlow, P., Banks, C. and D. Hunter

(2013) Captive management and breeding of the Critically Endangered Southern Corroboree Frog (*Pseudophryne corroboree*) (Moore 1953) at Taronga and Melbourne Zoos. *Amphibian & Reptile Conservation* 5 (3): 70-87.

McClure, G. and C. Banks. (2013) Survey results for captive management of the Philippine Crocodile, *Crocodylus mindorensis*. *Proceedings of 22nd Working Meeting of the IUCN-SSC Crocodile Specialist Group*; Sri Lanka, May 2013: 151-155. *Oryx* 48 (2): 171.

Pearson, E. L., Lowry, R., Dorrian, J. and Litchfield, C. A. (2014) Evaluating the conservation impact of an innovative zoo-based educational campaign: *Don't Palm Us Off* for orang-utan conservation. *Zoo Biology*. Vol 11 No 1-13 doi: 10.1002/zoo.211

Banks, C. and E. Dunstan (2014) Zoos Victoria influencing consumer palm oil purchasing behaviour. *Oryx* 48 (2): 171.

Banks, C., Birkett, J., and D. Gilbert. (2014) Developing Baw Baw Frog husbandry at Melbourne Zoo. *AArk Newsletter* 26: 11-12.

Banks, C., Traher, R. and R. Hobbs (2014) Captive management and breeding of the Stuttering Frog (*Mixophyes balbus*) at Melbourne Zoo. *Herpetological Review* 45 (1): 43-49.

Suarez, L. and C. Banks (2014) ZAP - building zookeeper outputs in the Philippines. *WAZA News* 1-2/14:46.

Lowry, R. & Yoong K. (2013) Zoos Victoria - Carbon Neutral Zoos. *World Association of Zoos and Aquaria News*. Vol 3 No 3-4

Lowry, R (2014) Zoo-based Education and the Decade of Biodiversity. *World Association of Zoos and Aquaria News*. 14 No 1-2

Harley, D. K.P., Holland, G.J., Hradsky, B.A.K., and Antrobus, J.S. (In press). The use of camera traps to detect arboreal mammals: lessons from targeted surveys for the cryptic Leadbeater's Possum *Gymnobelideus leadbeateri*. *Camera Trapping in Wildlife Research and Management* (Meek, P. D., Ballard, A. G., Banks, P. B., Claridge, A. W., Fleming, P. J. S., Sanderson, J. G., and Swann, D. E., Eds.), CSIRO Publishing, Melbourne, Australia.

Schut E, Vedder O, Komdeur J and Magrath M (2014) Sperm depletion does not account for undeveloped eggs in Blue Tits *Cyanistes caeruleus*. *Ibis* 156: 366-373

Vedder O, Magrath M, van der Velde M, Komdeur J (2013) Covariance of paternity and sex with laying order explains male bias in extra-pair offspring in a wild bird population. *Biology Letter* 9: 20130616

Jacquie O'Brien (January/February 2014). Fighting Extinction (Werribee Open Range Zoo). *Australasian Leisure Management Magazine*, p.36 - 39

Kimberley Polkinghorne (Spring 2013) Celebrating 30 years: Werribee Open Range Zoo. Victorian Tourism Industry Council, Tourism Excellence, p.16-17. for a Free Flight Bird Show. 6th Annual Training & Conditioning Workshop.

Conferences

Fiona Ryan Comparison of Asian Elephant (*Elephas maximus*) Foot Radiography Using Direct Digital and Analog Modalities (Abstract only). *Proceedings of the Association of Zoo Veterinary Technicians Annual Conference*, Seward, Alaska. September 2013

Fiona Ryan The Development of a Standard Technique for Direct Digital Radiography of Asian Elephant (*Elephas maximus*) Feet. *Proceedings of the Association of Zoo Veterinary Technicians Annual Conference*, Seward, Alaska. September 2013

Fiona Ryan The Development of a Standard Technique for Direct Digital Radiography of Asian Elephant Feet (*Elephas maximus*). Transitioning from Film to Direct Digital Radiographs University of Melbourne Veterinary Nurses Annual Conference, Werribee. November 2013

Fiona Ryan Solutions for Moving Large Anaesthetised Animals in a Zoo Setting. *Veterinary Nurses Council of Australia Annual Conference*, Zoo VN Forum Day, Brisbane, QLD April 2014

Lynch M, Keeley T, Arnould JPY and Kirkwood R. Pollutant-associated

endocrine disturbance in a population of Australian fur seals with a high prevalence of alopecia in juvenile females. Proceedings of the annual conference of the Wildlife Disease Association, Australasian Section. Grampians, Victoria. Pp. 59. October 2013

Mark Keenan The AGL-Marine response unit based at Melbourne Zoo Ocean Diver's Marine Protection Evening - East Bentleigh. December 2013

Michael Lynch Health assessment of seals on beaches & The AGL-Marine response unit based at Melbourne Zoo Barwon Coast Committee of Management - Torquay. January 2014

Michael Lynch Health assessment of seals on beaches & The AGL-Marine response unit based at Melbourne Zoo Barwon Coast Committee of Management - Port Arlington. January 2014

Michael Lynch, Mark Keenan Health assessment of seals on beaches & The AGL- Marine response unit based at Melbourne Zoo. WHOMP (Wildlife Helpers On the Mornington Peninsula) - Mt. Martha. February 2014

Kate Bodley, Mark Keenan

Health assessment of seals on beaches & The AGL-Marine response unit based at Melbourne Zoo. Wildlife Victoria's Connect Series. February 2014

Mark Keenan The AGL-Marine response unit based at Melbourne Zoo Marine Care Ricketts Point Committee - Beaumaris. February 2014

Michael Lynch Girls losing their hair: Endocrine disturbance in a population of Australian fur seals with a high prevalence of alopecia. Presentation to DEPI and Parks Victoria as part of SWIFT series. April 2014

Lynch M, Keeley T, Arnould JPY and Kirkwood R. Girls losing their hair: Endocrine disturbance in a population of Australian fur seals with a high prevalence of alopecia. Proceedings of the annual conference of the International Association of Aquatic Animal Medicine, Gold Coast, Qld. May 2014

Rohan Cleave Connecting people with

Invertebrates, observations of the Lord Howe Island Stick Insect: *Dryococelus australis*. Presented at the annual ASZK conference, Healesvile. March 2014

Bianca Papadopoulos Training of primates at Melbourne Zoo. Presented at the annual ASZK conference, Healesvile. March 2014

Dominic Moss Zoos and Wildlife management in S Africa. Presented at the annual ASZK conference, Healesvile. March 2014

Amanda Embury and Hans van Weerd Animal Welfare Zoos Victoria. Presented at conference of ZAA, Auckland. March 2014

Hans van Weerd Zoo collection planning and management. Guest Lecture for Department of Agricultural Sciences, School of Life Sciences, La Trobe University, Bundoora. May 2014

Marcia Salverson Zoo animal training Guest Lecture for Department of Agricultural Sciences, School of Life Sciences, La Trobe University, Bundoora. May 2014

Helen McCracken Zoo veterinary medicine Guest Lecture for Department of Agricultural Sciences, School of Life Sciences, La Trobe University, Bundoora. May 2014

Richard Rowe The national Browse database, property developments. Proceedings of the ZAA Conference, Auckland, Horticulture Specialist Advisory Group meeting. 28th March 2014

Richard Rowe Emergency management at Melbourne Zoo. MFB Headquarters, Albert Street Melbourne. 29th July 2013

Richard Rowe Pinkerton Forest, a 20 year habitat recovery project. Western Water Community Reference Group planning day. 10th August 2013

Katie Pahlow Zoos As Agents of Change ZAA Conference, Auckland NZ. March 2014

Katie Pahlow Zoos As Agents of Change WAZA Marketing Conference, Bristol, UK. May 2014

Katie Pahlow Driving Community Action Hong Kong Ocean Park. Nov 2014

Jacquie O'Brien Consumer-demand for Certified Sustainable Palm Oil RSPO Roundtable on Sustainable Palm Oil

Medan. Oct 2013

Emily Dunstan *Don't Palm us Off:* what Australian consumers want. Roundtable on Sustainable Palm Oil European Summit. Sept 2013

Marissa Parrott, Dan Harley, Chris Banks, Michael Magrath and Rachel Lowry

Fighting extinction: Zoos Victoria's commitment that no Victorian species, slimy, scaled, feathered or furred, will go extinct on our watch. Australian Society of Herpetologists Conference, Canberra. 29 January - 1 February 2014

Marissa Parrott, Chris Banks

Conservation in the Kingdom of Cambodia. Australian Mammal Society Conference, Sydney. 7-10 July 2014

Marissa Parrott Mate choice increases captive breeding and conservation success: an overview of marsupial research. International Tree Kangaroo Workshop, Melbourne Zoo. 6-9 October 2013

Marissa Parrott, Tamika McIvor Keeping Tasmanian Devils Wild. International Congress on Environmental Enrichment, South Africa. 15-18 October 2013

Marissa Parrott Zoos Victoria: Fighting Extinction. Greenpeace Head Office, Sydney. 12 July 2013

Marissa Parrott Zoos Victoria: Fighting Extinction Sydney University. 11 July 2013

Marissa Parrott Fighting wildlife extinction in Australia and around the world. Free the Bears Annual Fundraiser, Melbourne. 12 October 2013

Jenny Gray Global Species Management PAAZAB Conference, Uganda. May 2014

Jenny Gray The Future of Zoos, St Louis Zoo. January 2014

Jenny Gray The Future of Zoos, Houston Zoo. October 2013

Jenny Gray Zoo Based Conservation Wildlife Conservation Network, San Francisco. October 2013

Jenny Gray Global Species Management World Association of Zoos and Aquariums, Orlando Florida. October 2013

OUR PARTNERS & SUPPORTERS

Zoos Victoria's 150 Club recognises the valuable work of our supporters towards our Safe Haven campaign to raise \$20 million for vital asset renewal and conservation programs.

Corporate Partners

Platinum

AGL Energy

Gold

ANZ

Silver

Aussie Recycling Program

Jetpets

Mailguard

Mattioli Bros.

Bronze

Cookers

CSL

Melbourne Veterinary Specialist Centre

Philanthropic Support

Platinum

Friends of the Zoos Ltd

The Ian Potter Foundation

The Yulgilbar Foundation

Silver

Bamford Family Foundation

Bowness Family Foundation

The William Buckland Foundation,
managed by ANZ Trustees

HGK Foundation,
managed by ANZ Trustees

IOOF Foundation

The Robert and Mem Kirby Foundation
and Village Roadshow

Lord Mayor's Charitable Foundation

Merrin Foundation

Sid and Fiona Myer Family Foundation

Sunraysia Foundation

Vizard Family Foundation

Alex, Heloise and Jake Waislitz

Albert George & Nancy Caroline
Youngman Trust as administered
by Equity Trustees

Bronze

The Merle Carroll Assistance Fund,
managed by Perpetual

John Cochrane

Jane and Andrew Fairley

Hermon Slade Foundation

Ian Hicks AM

John T Reid Charitable Trusts

Portland House Foundation

Snowy Nominees Pty Ltd

Supporters

Andrew and Shadda Abercrombie

Venise Alstergren

Ken and Joy Barassi

Andrew and Annie Bell

B M Investments

Miche Bonett-Horton

Vicki Callanan

Joseph Cappadona

Collier Charitable Fund

Andrew Derbyshire AM

Dr Simon Edelstein

The Trust Company Limited as trustee
for the Elizabeth Gabler Charitable Trust

Cliff and Jane Gale

James and Marged Goode

Alexander Gosling

Jenny Gray

The Hamilton Family

Dale and Ian Johnson

Sonia and Wayne Kent

Love Racing Pty Ltd

Mazda Foundation

Tina McMeekan

Christine Milton

Jacqueline Moth

The Myer Foundation

Valerie Newman

Lady Potter AC

Diana Ruzzene-Grollo and Rino Grollo

The Trust Company

University of Tasmania Foundation- Save
the Tasmanian Devil Appeal

Stephen Walmsley

Nicholas Whitby and Monica Grollo

Estates

Estate of Elaine Anderson

Estate of Faye Atkins

In loving memory of Margaret Bray

Estate of Gloria Cooper

Estate of Kevin Cowell

Estate of Christopher Ellis

Estate of Margaret Godbold

Estate of Mary Griffith

Estate of David Griffiths

Estate of Heather Hardy

In memory of John Graham Wilfred Head OAM

Estate of Mildred Heilman

Estate of Dorothea Hill

Estate of Winifred Mackenzie

Estate of Audrey Mason

Estate of Merlie Merchant

Estate of Ernest Pallot

Estate of Shirley Poole

Estate of Anne Elizabeth Raymond

Estate of Raymond Reynolds

Estate of Muriel Ryan

Peter and Barbara Shearer

Community

Cardinia Catchment Landcare

Country Fire Authority

Healesville Chamber of Commerce

Help for Wildlife

Lions Club of Healesville

Melbourne Airport

Member for Seymour, Cindy McLeish

Mission Australia

Monash Children's Hospital

Royal Children's Hospital

Victorian Youth Mentoring Alliance

Weerama (Werribee) Festival

Wildlife Victoria

Worawa Aboriginal College

Wyndham Children's Week Festival

Yarra Trams

Community and Public Sector Union

United Voice

Construction, Forestry, Mining
and Energy Union

Tourism

Destination Melbourne

Geelong Otway Tourism

Shire of Yarra Ranges

Regional Marketing Tourism Board

Wyndham Tourism Board

Yarra Valley Tourism Board

Yarra Valley Business and

Tourism Association

Yarra Ranges Regional Marketing
Finance & Risk Committee

Government

Animal Quarantine and
Inspection Service

City of Melbourne

City West Water

Commissioner for Environmental
Sustainability Vic

Department of Agriculture, Fisheries
and Forestry (Aust)

Department of Education and Early
Childhood Development

Department of Environment and
Primary Industries

Department of Sustainability and
Environment, Water, Populations
and Community (Aust)

Department of Treasury and Finance

Environment Protection Authority (EPA)

NSW Office for Environment and Heritage

Parks Victoria

Port Phillip and Western Port Catchment
Management Authority

Shire of Yarra Ranges

Sustainability Victoria

Tasmanian Department of Primary
Industry, Parks, Water and Environment

Tourism Australia

Tourism Victoria

Wyndham City Council

Reconciliation Action Plan

Wurundjeri Council

Wathaurung Aboriginal Corporation

Reconciliation Victoria

Victorian Youth Advisory Council

Education

Badger Creek Primary School

Biology Teachers Network

BirdLife

Box Hill TAFE

Casey Council

Catholic Education Office Melbourne

CERES

Christmas Hills Primary School

Education Interpretation and Visitor
Experience Specialist Advisory Group

Environmental Science Teachers Network

Greening Australia

Knox Council

Mater Christi College

Mount Lilydale Mercy College

Science Teachers Association of Victoria

St Bridget's Primary School

St Kevin's Primary School

Victorian Association for
Environmental Educators

Victorian Deaf Education Institute

Warringa Park School

Worawa Aboriginal College

Centre for Ecological Learning

Cool Australia

OUR PARTNERS & SUPPORTERS

Conservation

WWF
Taronga Conservation Society
Jane Goodall Institute
RMIT
University of Melbourne
University of South Australia
ACT Environment and Sustainable Development Directorate
ACT Parks and Conservation Land
Amphibian Research Centre
Animal & Gene Resource and Storage Centre - Monash University
Arthur Rylah Institute
Baw Baw Frog Recovery Team
Baw Baw National Park
Baw Baw Shire Council
Birds Australia
Brush-tailed Rock-wallaby Recovery Team
Conservation Breeding Specialist Group
Conservation Volunteers Australia
Corroboree Frog Recovery Team
Eastern Barred Bandicoot Recovery Team
Friends of the Helmeted Honeyeater
Friends of Leadbeater's Possum
Helmeted Honeyeater Recovery Team
Regent Honeyeater Recovery Team
Leadbeater's Possum Recovery Team
Lord Howe Island Board
Museum Victoria
Mountain Pygmy-possum Recovery Team
Mt Rothwell Biodiversity Interpretation Centre
Murray Catchment Management Authority
Office for Environment and Heritage (NSW)
Orange-bellied-Parrot Recovery Team

Parks Victoria
Phillip Island Nature Park
San Mariano Municipal Government
Save the Tasmanian Devil Program
Spotted Tree Frog Recovery Team
Taronga Conservation Society Australia
Tidbinbilla Nature Reserve
Victoria University
Zoo and Aquarium Association
Greenpeace
Mabuwaya Foundation
Northern Rangelands Trust
Partners
Woodland Park Zoo
Futurefish Foundation
World Association of Zoos and Aquariums

Melbourne Veterinary Specialist Centre
Monash University
Morning Peninsula and Westernport Biosphere Reserve Inc
Parks Victoria
Phillip Island Nature Parks
Queensland Government, Koala Disease Research
Royal Botanic Gardens Cranbourne
Sacramento Zoo
Taronga Conservation Society
University of Melbourne
Victoria University
Wildlife Disease Association
Worcestor Polytechnic Institute
Deakin University
Massey University New Zealand
Detect Pty Ltd

Commercial

Kitchen & Butcher
Compass Group
Schweppes
Unilever - Streets Ice Cream

James Cook University
Prof Heath McDonald, Swinburne University
Dr Liam Smith, BehaviourWorks, Monash Sustainability Institute
Dr Elissa Pearson, Uni SA
Forethought Research

Research

Department of Reproduction Management, Leibniz Institute for Zoo and Wildlife research
Department of Environment and Primary Industries
Dr Damien Higgins, University of Sydney
Dr Joanne Devlin, University of Melbourne
Dr Peter Timms, Queensland University of Technology
Drs. Thomas Hildebrandt, Frank Goritz, Robert Hermes
Fisheries, Oceans Canada
Grant, Department of Environment and Resource Management (DERM)
Jeffrey Skibins, Clemson University, South Carolina
Latrobe University

2013-14 ZOOS VICTORIA FINANCIAL REPORT



ZOOLOGICAL PARKS & GARDENS BOARD

Chairman, Chief Executive Officer and
Chief Financial Officer's Declaration

We certify that the attached financial statements for the Zoological Parks and Gardens Board have been prepared in accordance with Standing Direction 4.2 of the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards, including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and notes forming part of the financial statements, presents fairly the financial transactions during the year ended 30 June 2014 and financial position of the Zoological Parks and Gardens Board at 30 June 2014.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 6th August 2014.



Anne Ward
Chairman



Jenny Gray
Chief Executive Officer



Lawrence Tai
Chief Financial Officer

Melbourne
6 August 2014

ZOOLOGICAL PARKS & GARDENS BOARD

Comprehensive operating statement
for the financial year ended 30 June 2014

	Notes	2014 \$'000	2013 \$'000
Income from transactions			
Income from rendering of services and sale of goods	1(F)(i) and (ii),2(a)	45,922	45,141
Government and other grants	1(F)(iii),2(b)	20,537	16,228
Other income	1F(v) and (vi) 2(c)	4,400	4,808
Total income from transactions		70,859	66,177
Expenses from transactions			
Employee expenses	1(G)(i),3(a)	(40,017)	(36,393)
Supplies and services	1(G)(ii),3(b)	(22,281)	(23,035)
Depreciation and amortisation	1(G)(iii),3(c)	(7,745)	(7,917)
Finance expense	1(G)(iv),3(d)	(37)	(26)
Total expenses from transactions		(70,080)	(67,371)
Net result from transactions (net operating balance)		779	(1,194)
Other economic flows included in net result			
Net gain/(loss) on non financial assets	10(a)	1,750	8
Net gain/(loss) on financial assets	10(b)	(748)	-
Total other economic flows included in net result		(2,498)	8
Net result		(1,719)	(1,186)
Other economic flows - other comprehensive income			
Items that will not be classified to net result			
Changes in asset revaluation reserve	11	1,051	156
Total other economic flows - Other comprehensive income		1,051	156
Comprehensive result		(668)	(1,030)

* Amount restated refer to Note 1E.

The comprehensive operating statement should be read in conjunction with the notes to the financial statements.

ZOOLOGICAL PARKS & GARDENS BOARD

Balance sheet as at 30 June 2014

	Notes	2014 \$'000	2013 \$'000
Assets			
Financial assets			
Cash and cash equivalents	1(J)(ii),16(a)	28,039	28,012
Receivables	1(J)(iii),4	821	1,576
Total financial assets		28,860	29,588
Non-financial assets			
Inventories	1(J)(iv)	1,045	702
Intangible assets	1(J)(v),8	320	400
Property, plant and equipment & vehicles	1(J)(vi),9	232,169	227,299
Prepayments		137	111
Total nonfinancial assets		233,671	228,512
Total assets		262,531	258,100
Liabilities			
Payables	1(K)(ii),6	4,463	5,253
Interest bearing liabilities	1(K)(i),5	573	487
Provisions	1(K)(iii),7	9,778	8,975*
Total liabilities		14,814	14,715*
Net assets		247,717	243,385*
Equity			
Accumulated surplus/(deficit)		(269)	1,450*
Contribution by owners	1(L)	120,623	115,623
Asset revaluation reserves	11	127,363	126,312
Net worth		247,717	243,385*
Commitments for expenditure	13		
Contingent liabilities and contingent assets	14		

* Amount restated refer to Note 1E.

The above balance sheet should be read in conjunction with the notes to the financial statements.

ZOOLOGICAL PARKS & GARDENS BOARD

Statement of changes in equity for the financial year ended 30 June 2014

Movements in carrying amounts	Note	Asset revaluation reserves	Accumulated Surplus	Contribution by Owner	Total
		\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2012		126,156	2,564	106,923	235,643
Restated employee expense	1E	-	43	-	43
Restated balance as at 1 July 2012		126,156	2,607	106,923	235,686
Net result for the year		-	(1,186)	-	(1,186)
Restated employee expense	1E	-	29	-	29
Other comprehensive income for the year	11	156	-	-	156
Contributed capital by owners		-	-	8,700	8,700
Balance at 30 June 2013		126,312	1,450	115,623	243,385
Net result for the year		-	(1,719)	-	(1,719)
Other comprehensive income for the year	11	1,051	-	-	1,051
Contributed capital by owners		-	-	5,000	5,000
Balance at 30 June 2014		127,363	(269)	120,623	247,717

The statement of changes in equity should be read in conjunction with the notes to the financial statements.

ZOOLOGICAL PARKS & GARDENS BOARD

Cash flow statement for the financial year ended 30 June 2014

	Notes	2014 \$'000	2013 \$'000
Cash flows from operating activities			
Receipts			
Receipts from sales of goods and services		48,875	45,635
Receipts from government and other grants		20,537	17,535
Sponsorship, grants and donations received		3,172	3,433
Goods and services tax recovered from the ATO ¹		455	604
Receipts from other sources		487	694
Interest received		779	685
Total receipts		74,305	68,586
Payments			
Payments to employees		(38,356)	(35,951)
Payments to suppliers		(27,098)	(25,250)
Interest and other costs of finance paid		(37)	(26)
Total payments		(65,491)	(61,227)
Net cash flows from/(used in) operating activities	16(b)	8,814	7,359
Cash flows from investing activities			
Payments for Property, Plant & Equipment & Vehicles		(13,700)	(11,352)
Payments for Intangible assets	8	0	(32)
Proceeds from sale of Plant & Equipment & Vehicles		110	43
Net cash flows from/(used in) investing activities		(13,590)	(11,341)
Cash flows from financing activities			
Owner contributions by State Government		5,000	8,700
Repayment of finance leases		(197)	(132)
Net cash flows from/(used in) financing activities		4,803	8,568
Net increase/ (decrease) in cash and cash equivalents		27	4,586
Cash and cash equivalents at the beginning of the financial year		28,012	23,426
Cash and cash equivalents at the end of the financial year	1J(ii) and 16(a)	28,039	28,012

¹ Goods and Service Tax (GST) refunded by the Australian Taxation Office (ATO) is presented on a net basis.

The above cash flow statement should be read in conjunction with the notes to the financial statements.

ZOOLOGICAL PARKS & GARDENS BOARD

Index to notes to the financial statements

Note	Description	Page
1	Summary of significant accounting policies	54
2	Income from transactions	66
3	Expenses from transactions	67
4	Receivables	68
5	Interest bearing liabilities	69
6	Payables	70
7	Provisions	70
8	Intangible assets	71
9	Property, plant & equipment and vehicles	72
10	Other economic flows included in net result	74
11	Asset revaluation reserves	75
12	Auditor's remuneration	75
13	Commitments for expenditure	75
14	Contingent assets and contingent liabilities	75
15	Subsequent events	75
16	Cash flow information	76
17	Superannuation	76
18	Responsible persons	77
19	Remuneration of executives	78
20	Ex-gratia payments	78
21	Financial instruments	79
22	Glossary of terms	83

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements for the year ended 30 June 2014

Note 1 - Summary of significant accounting policies

These annual financial statements represent the audited financial statements for the Zoological Parks and Gardens Board (the Board) for the year ending 30 June 2014. The purpose of the report is to provide users with information about the Board's stewardship of resources entrusted to it.

A. Statement of compliance

The financial report is a general purpose financial report which has been prepared on an accrual basis in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards (AASs) and Interpretations issued by the Australian Accounting Standard Board (AASB).

In complying with AASs, the entity has, where relevant, applied those paragraphs applicable to not-for-profit entities.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

To gain a better understanding of the terminology used in this report, a glossary of terms can be found in Note 22.

These annual financial statements were authorised for issue by the Board on 6th August 2014.

B. Basis of accounting preparation and measurement

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid. These financial statements are presented in Australian dollars, the functional and presentation currency of Zoos Victoria.

In the application of AASs, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial report has also been prepared on a going concern basis. Zoos Victoria is economically dependent on the Victorian State Government grants to assist in funding its operations. This report has been prepared in accordance with the historical cost convention. Historical cost is based on the fair values of the consideration given in exchange for assets.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision, and future periods if the revision affects both current and future periods.

The accounting policies set out below have been applied in preparing the financial report for the year ended 30 June 2014 and the comparative information presented for the year ended 30 June 2013.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy.

For the purpose of fair value disclosures, the Board has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, the Board determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

C. Reporting entity

The financial report covers the Zoological Parks and Gardens Board trading as Zoos Victoria, as an individual reporting entity.

The Board is a Statutory Authority of the State of Victoria, established under the *Zoological Parks and Gardens Board Act 1995*. It also trades under the business name of Zoos Victoria and operates three zoos namely, Melbourne Zoo, Healesville Sanctuary and Werribee Open Range Zoo. Its principal address is: Elliott Avenue, Parkville, Victoria 3052.

D. Scope and presentation of financial statements

Comprehensive operating statement

The comprehensive operating statement comprises three components, being 'net result from transactions' (or termed as 'net operating balance'), 'other economic flows included in net result', as well as 'other economic flows - other comprehensive income'. The sum of the former two, together with the net result from discontinued operations, represents the net result.

The net result is equivalent to profit or loss derived in accordance with AASs.

Refer to Note 22 Glossary for the definitions of 'net result from transactions', 'other economic flows included in net result' and 'other economic flows - other comprehensive income'.

Balance sheet

Assets and liabilities are presented in liquidity order with assets aggregated into financial assets and non-financial assets.

Current and non-current assets and liabilities (those expected to be recovered or settled beyond 12 months) are disclosed in the notes, where relevant.

Cash flow statement

Cash flows are classified according to whether or not they arise from operating activities, investing activities, or financing activities. This classification is consistent with requirements under AASB 107 Statement of Cash Flows.

Statement of changes in equity

The statement of changes in equity presents reconciliations of each non-owner and owner changes in equity from the opening balance at the beginning of the reporting period to the closing balance at the end of the reporting period. It also shows separately changes due to amounts recognised in the 'Comprehensive result' and amounts recognised in 'Other economic flows - other movements in equity' related to 'Transactions with owner in its capacity as owner'.

E. Changes in accounting policies

AASB 13 – Fair Value Measurement

AASB 13 establishes a single source of guidance for all fair value measurements. AASB 13 does not change when the Board is required to use fair value, but rather provides guidance on how to measure fair value under Australian Accounting Standards when fair value is required or permitted. The Board has considered the specific requirements relating to highest and best use, valuation premise, and principal (or most advantageous) market. The methods, assumptions, processes and procedures for determining fair value were revisited. In light of AASB 13, the Board has reviewed the fair value principles as well as its current valuation methodologies in assessing the fair value, and the assessment has not materially changed the fair values recognised.

However, AASB 13 has predominantly impacted the disclosures of the Board. It requires specific disclosures about fair value measurements and disclosures of fair values, some of which replace existing disclosure requirements in other standards, including AASB 7 Financial Instruments: Disclosures

The disclosure requirements of AASB 13 apply prospectively and need not be applied in comparative information before first application. Consequently, the 2012-13 comparatives of these disclosures have not been provided, except for financial instruments, of which the fair value disclosures are required under AASB 7 Financial Instruments: Disclosures.

AASB 119 – Employee benefits

In 2013-14, the Board has applied AASB 119 Employee benefits (September 2011, as amended) and the related consequential amendments for the first time. The revised standard changed the definition of shortterm employee benefits. These were previously benefits that were expected to be settled within twelve months after the end of the reporting period in which the employees render the related service, however, shortterm employee benefits are now defined as benefits expected to be settled wholly within twelve months after the end of the reporting period in which the employees render the related service. As a result, accrued annual leave balances which were previously classified by the Board as shortterm employee benefits no longer meet this definition and are now classified as longterm employee benefits. This has resulted in a change of measurement for the annual leave provision from an undiscounted to discounted basis.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements for the year ended 30 June 2014

Comparative amounts for 2012-13 and the related amounts as at 1 July 2012 have been restated in accordance with the relevant transitional provisions set out in AASB 119.

The impact on the financial statements are outlined below:

Details	As 1 July 2012 previously reported	AASB 119 adjustments	As at 1 July 2012 (restated)
	\$'000	\$'000	\$'000
Impact on Comprehensive result			
Employee expenses	(35,300)	43	(35,257)
Total expense from transactions	(69,170)	43	(69,127)
Net result	(7,667)	43	(7,624)
Comprehensive result	(7,089)	43	(7,046)
Impact on liabilities and equity			
Current Employee Benefit Provision - Annual Leave	4,045	(43)	4,002
Total Provision	8,604	(43)	8,561
Total Liability	13,610	(43)	13,567
Accumulated surplus	2,564	43	2,607
Total Equity	235,643	43	235,686

F. Income from transactions

Income is recognised to the extent that it is probable that the economic benefits will flow to the Board and the income can be reliably measured at fair value. The following specific recognition criteria must also be met before income is recognised:

(i) Rendering of services

Income from rendering of services is recognised when the services are rendered. It includes items such as income from gate admission, zoo membership, catering commission and income from zoo activities.

(ii) Sale of goods

Income is recognised at the point of sale when the significant risks and rewards of ownership of the inventories have passed to the buyer and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

(iii) Government and other Grants

Government Grants are recognised as income in the financial statements on receipt of the cash during the year and where Zoos Victoria has control over the funds. The recurrent grant represents the ongoing grants for the operations of the zoos and other grants are for specific programs or activities.

Capital contributions from the State Government are normally recognised as capital appropriations on receipt of the funds and will be reflected as equity in the financial statements.

Other grants are usually one-off grants from other partners or Commonwealth Departments for conservation or educational purposes.

(iv) Interest received

Interest income includes interest received on bank and short term deposits from the Treasury

Corporation of Victoria. Interest revenue is recognised on a time proportionate basis that takes into account the effective yield on the financial asset.

(v) Sponsorship, grants and donations

Sponsorship, grants, bequests, donations and contributions from Corporate, Trust & Foundation, Friends of the Zoos and the general public are recognised as income on receipt of the funds and there is reasonable assurance that all the attaching conditions can be complied with.

(vi) Sundry

Sundry income includes rental income from zoo residences, outgoings recovered from caterers or miscellaneous items that are one-off income items received in the financial year. Sundry income is recognised when the services are rendered, or the charges are recoverable from the end users.

G. Expenses from transactions

(i) Employee expenses

Employee benefits include all costs related to employment including wages and salaries, leave entitlements, redundancy payments and superannuation contributions. These are recognised when incurred.

The amount recognised in the comprehensive operating statement in respect of superannuation plans represents the employer's contributions to the various superannuation funds during the reporting period. Employer superannuation expenses in relation to employees who are members of defined benefit superannuation plan are described below.

State superannuation defined benefit plan

Contributions to the State superannuation defined plan (Emergency Services and State Super (ESSSuper)) are expensed when incurred. The amount recognised in the comprehensive operating statement in relation to the employer contributions for members of defined benefit superannuation plan is simply the employer contributions that are paid or payable to the plan during the reporting period. Superannuation contributions are made to the plan based on the relevant rules of the plan.

The Board does not recognise any defined benefit liability in respect of the superannuation plan because the Board has no legal or constructive obligation to pay future benefits relating to its employees; its only obligation is to pay superannuation contributions as they fall due. The Department of Treasury and Finance administers and discloses the State's defined benefit liabilities in its financial report. Amounts paid by the employer are outlined in Note 17.

(ii) Supplies and services

Supplies and services generally represent the day-to-day running costs, including maintenance costs, incurred in the normal operations of the zoos. These items are recognised as an expense in the reporting period in which they are incurred.

Cost of goods sold is included in purchases of supplies and consumables. The cost of goods sold represents the amount of inventories sold during the year from retail activities and the cost of food and beverages for zoo activities. Cost of goods sold also include inventory write down, packaging and freight charges associated with the acquisition of the goods for sale.

The amount of any write-down of inventories to net realisable value and all shrinkage of inventory is recognised as an expense in the period the write-down or shrinkage occurs. Any reversal of write-downs of inventories will be recognised as a reduction in the amount of inventories sold during the period which the reversal occurs.

(iii) Depreciation and Amortisation

The following are typical estimated useful lives for the different asset classes for current and prior years.

Asset Class	Useful Life
Property (Buildings and infrastructure)	2 to 60 years
Plant, equipment and vehicles (include lease assets)	2 to 20 years
Intangibles - capitalised software cost	3 to 10 years

All non-current physical assets that have a limited useful life are depreciated. Where assets have separate identifiable components that have distinct useful lives and/or residual values, a separate depreciation rate is determined for each component. Depreciation is calculated using the straight line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, commencing from the time the asset is held ready for use. The assets residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

Land is considered to have an indefinite life and is not depreciated. Depreciation is not recognised in respect of land because its service potential has not, in any material sense, been consumed during the reporting period.

Intangible assets with finite useful lives are amortised as an expense on a systematic basis (typically straight-line), commencing from the time the asset is available for use. The amortisation periods are reviewed and adjusted if appropriate at each balance date. Intangible assets with indefinite useful lives are not amortised. However, all intangible assets are assessed for impairment annually.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

(iv) Finance expense

Borrowing costs are recognised as expenses in the period in which they are incurred. Borrowing costs include finance lease.

H. Other economic flows included in the net result

(i) Disposal of non-financial assets

Any gain or loss on the disposal of non-financial assets is recognised at the date of disposal and is determined after deducting from the proceeds the carrying value of the asset at that time.

(ii) Impairment of assets

The carrying amounts of non-current assets, with the exception of available-for-sale assets, are assessed annually for indications of impairment. If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off by a charge as an 'other economic flow' to the comprehensive operating statement except to the extent that the write-down can be debited to an asset revaluation reserve amount applicable to that class of asset.

The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell. It is deemed that, in the event of the loss of an asset, the future economic benefits arising from the use of the asset will be replaced unless a specific decision to the contrary has been made.

I. Financial Instruments

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Board's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 Financial Instruments: Presentation. For example, statutory receivables arising from taxes, fines and penalties do not meet the definition of financial instruments as they do not arise under contract. However, if guarantees issued by the Treasurer on behalf of the Board will be considered financial instruments because, although authorised under statute, the terms and conditions for each financial guarantee may vary and are subject to an agreement.

Where relevant, for note disclosure purposes, a distinction is made between those financial assets and financial liabilities that meet the definition of financial instruments in accordance with AASB 132 and those that do not.

The following refers to financial instruments unless otherwise stated.

Categories of non-derivative financial instruments

Loans and receivables

Loans and receivables are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Loans and receivables category includes cash and cash equivalent (refer to Note 1(J)(ii)), trade receivables and other receivables, but not statutory receivables.

Financial liabilities at amortised cost

Financial instrument liabilities are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method.

Financial instrument liabilities measured at amortised cost include all contractual payables, deposits held and advances received, and interest bearing arrangements other than those designated at fair value through profit or loss.

J. Financial and non-financial assets

(i) Animal collections

The zoo animal collection managed by the Board is reflected in the Board's accounting records as one dollar. This is consistent with worldwide zoo industry practice. The Board regards the animals as part of a regional and international collection and not the specific property of the holding institution.

All non-current assets, including Crown land, controlled by the Zoological Parks and Gardens Board are reported in the balance sheet.

(ii) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, deposits at call and highly liquid investments with an original maturity of 3 months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

<p>For the cash flow statement presentation purposes, cash and cash equivalents includes bank overdrafts, which are included as current Interest bearing liabilities on the balance sheet.</p>	<p>(iv) Inventories</p> <p>Inventories comprised of finished goods held either for sale or for distribution in the ordinary course of business are measured at the lower of cost and net realisable value. Costs are assigned to individual items of inventory using the first in first out valuation method and include expenditure incurred in acquiring the inventories and bringing them to their existing condition and location. Net realisable value is determined on the basis of normal selling patterns.</p>	<p>(vi) Property, plant, equipment and vehicles</p> <p>Consistent with AASB 13 Fair Value Measurement, the Board determines the policies and procedures for both recurring fair value measurements such as property, plant and equipment, financial assets and liabilities and financial instruments in accordance with the requirements of AASB 13 and the relevant Financial Reporting Directions.</p>
<p>(iii) Receivables</p>	<p>Receivables are recognised initially at fair value and subsequently measured at amortised cost, using the effective interest rate method, less any accumulated impairment. A provision for doubtful receivables is made when there is objective evidence that the debts will not be collected. Bad debts are written off when identified.</p>	<p>Fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:</p>
<ul style="list-style-type: none"> + Contractual receivables such as, debtors in relation to goods and services, cheques received not bank, accrued interest, workcover premium refund claimed and finance lease receivable. Contractual receivables are classified as financial instruments and categorised as receivable (refer to Note 21(a)); and 	<p>Intangible assets represent identifiable non-monetary assets without physical substance.</p> <p>Intangible assets are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Costs incurred subsequent to initial acquisition are capitalised when it is expected that additional future economic benefits will flow to the Board. Refer to Note1G(iii) for information on useful lives and amortisation.</p>	<ul style="list-style-type: none"> + Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
<ul style="list-style-type: none"> + Statutory receivables are mainly for Goods and Services Tax (GST) input tax credits recoverable. Statutory receivables, are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments because they do not rise from a contract. 	<p>Intangible assets costing \$2,000 and above individually (or forming part of a network costing more than \$2,000) are capitalised. The capitalisation threshold of \$2,000 has not been changed since the 2011-12 financial year.</p>	<ul style="list-style-type: none"> + Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable. Likely valuation approach - Market approach; and
<p>The average credit period on sales of goods and services is 30 days. Interest is not charged unless it is specified in a written agreement.</p>		<ul style="list-style-type: none"> + Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. Likely valuation approach - Market approach or Depreciated replacement cost approach depending on the asset type. <p>All non-current physical assets are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment.</p>

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements for the year ended 30 June 2014

Non-financial physical assets such as Crown land are measured at fair value with regard to the property's highest and best use after due consideration is made for any legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset. Theoretical opportunities that may be available in relation to the asset are not taken into account until it is virtually certain that the restrictions will no longer apply. Therefore, unless otherwise disclosed, the current use of these non-financial physical assets will be their highest and best uses. The fair value of cultural and heritage assets and other non-financial physical assets (including crown land and infrastructure assets) that the Board intends to preserve because of their unique historical, cultural or heritage attributes, is measured at the replacement cost of the asset less, where applicable, accumulated depreciation (calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset) and any accumulated impairment. These policies and any legislative limitations and restrictions imposed on their use and/or disposal may impact their fair value.

Specialised land and specialised buildings

The market approach is also used for specialised land, although is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued. Specialised buildings for the Board means all physical structures, landscaping, infrastructure (pathways, underground facilities for water, power, information system), fences and any life support equipment associated with the exhibits.

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement, and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land would be classified as Level 3 assets.

For the Board's majority of specialised buildings, the depreciated replacement cost method is used, adjusting for the associated depreciations. As depreciation adjustments are considered as significant, unobservable inputs in nature, specialised buildings are classified as Level 3 fair value measurements.

Where specialised buildings are under construction (work-in-progress) the actual construction cost is used as the fair value. The specialised buildings will not be depreciated until the building is in full use, which is normally when the building is open to the public at large.

An independent valuation of the Board's specialised land and specialised buildings was performed by the Valuer General Victoria. The valuation was performed using the market approach adjusted for CSO. The effective date of the valuation is 30 June 2011.

Vehicles

Vehicles are valued using the depreciated replacement cost method.

The Board acquires new vehicles and at times disposes of them before the end of their economic life. Acquisition is by way of a finance lease. The process of acquisition mostly for light vehicles, use and disposal in the market is managed by experienced fleet managers, VicFleet who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Finance leases are capitalised. A leased asset and liability is measured at amounts equal to the fair value of the leased asset or, if lower, at the present value of minimum lease payments, each determined at the inception of the lease. Lease payments are allocated between the principal component of the lease liability and the interest expense. The finance lease facility is through the VicFleet facility and is restricted to vehicle acquisitions.

Other vehicles such as buses, people movers and trucks are held at fair value which is determined using the existing depreciated historical cost as a reasonable proxy for depreciated replacement cost because of the nature and short lives of the assets concerned.

Plant and equipment

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the depreciated replacement cost method. Existing depreciated historical cost is generally a reasonable proxy for depreciated replacement cost because of the short lives of the assets concerned. Plant and equipment costing \$2,000 and above individually (or forming part of a network costing more than \$2,000) are capitalised at the end of the financial year. The capitalisation threshold of \$2,000 has not been changed since the 2011-12 financial year.

There were no changes in valuation techniques throughout the period to 30 June 2014.

For all assets measured at fair value, the current use is considered the highest and best use.

(vii) Revaluation of non-current physical assets

Non-current physical assets measured at fair value are revalued in accordance with Financial Reporting Directions (FRDs) issued by the Minister for Finance. A full revaluation normally occurs every five years, based upon the asset's government purpose classification but may occur more frequent if fair value assessments indicate material changes in values. Revaluation increments or decrements arise from differences between carrying value and fair value.

Net revaluation increases (where the carrying amount of a class of assets is increased as a result of a revaluation) are recognised in 'other economic flows - other comprehensive income', and accumulated in equity under the asset revaluation reserve. However, the net revaluation increase is recognised in the net result to the extent that it reverses a net revaluation decrease in respect of the same class of property, plant and equipment previously recognised as an expense (other economic flows) in the net result.

Net revaluation decreases are recognised in 'other economic flows - other comprehensive income' to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of property, plant and equipment. Otherwise, the net revaluation decreases are recognised immediately as other economic flows in the net result. The net revaluation decrease recognised in 'other economic flows - other comprehensive income' reduces the amount accumulated in equity under the asset revaluation reserve.

Revaluation increases and decreases relating to individual assets in a class of property, plant and equipment, are offset against one another in that class but are not offset in respect of assets in different classes. The asset revaluation reserve is not transferred to accumulated funds on derecognition of the relevant asset.

Valuation of land

The valuation is in line with the latest FRD 103E on Non-Financial Physical Assets. Land valuations are derived by multiplying prior year land values with the current period indices provided by the Valuer-General Victoria to derive the current period valuation. The indices used for the valuation are outlined below:

Postcode	Municipality	Locality	2013-14		2012-13	
			Indices	Category	Indices	Category
3030	Wyndham	Derrimut, Point Cook, Werribee	1.09	Englobo	1.02	Englobo
3052	Melbourne	Parkville	1.01	Englobo	1.00	Englobo
3777	Yarra Ranges	Healesville, Toolangi	0.91	Rural	1.00	Rural

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements for the year ended 30 June 2014

K. Liabilities

(i) Interest bearing liabilities

Interest bearing liabilities consist of finance lease facility managed through the VicFleet leasing facility and is restricted to vehicle acquisitions. The liability is measured at amounts equal to the fair value of the leased asset or, if lower, at the present value of minimum lease payments, each determined at the inception of the lease. Lease payments are allocated between the principal component of the lease liability and the interest expense. Fair value is determined in the manner described in Note 21(f).

(ii) Payables

Trade and other payables consist predominantly of creditors and other sundry liabilities. Payables are initially recognised at fair value, then subsequently carried at amortised cost and represent liabilities for goods and services provided to the Board prior to the end of financial year that are unpaid, and arise when the Board becomes obliged to make future payments in respect of the purchase of these goods and services. Fair value is determined in the manner described in Note 21(f). Payables consist of:

- + Contractual payables such as, creditors in relation to goods and services and accruals. Contractual payables are classified as financial instruments and categorised as receivable (refer to Note 21(a)); and
- + Statutory payables are mainly for amounts payable to Statutory Authorities such as The State Revenue Office of Victoria and Australian Taxation Office for amounts by legislation. Statutory payables, are recognised and measured similarly to contractual payables, but are not classified as financial instruments because they do not rise from a contract.

(iii) Provisions

Provisions are recognised when the Board has a present obligation, the future sacrifice of economic benefits is portable, and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligations, its carrying amount is the present value of those cash flows, using discount rate that reflects the time value for money and risks specific to the provision.

When some or all of the economic benefits required to settle a provision are expected to be received from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

Annual leave

Liabilities for annual leave are all recognised in the provision for employee benefits as 'current liabilities', because the Board does not have an unconditional right to defer settlements of these liabilities.

Depending on the expectation of the timing of settlement, liabilities for wages and salaries, annual leave and sick leave are measured at:

- + undiscounted value - if the Board expects to wholly settle within 12 months; or
- + present value - if the Board does not expect to wholly settle within 12 months.

Long service leave (LSL)

The LSL calculation assumes the retention or probability of employees remaining with the Board has been calculated based on the 7 years eligibility model. Liability for LSL is recognised in the provision for employee benefits. Unconditional LSL is disclosed in the notes to the financial statements as current liability even where the Board does not expect to settle the liability within 12 months because it does not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

The components of this current LSL liability are measured at:

- + undiscounted value - if the Board expects to wholly settle within 12 months; and
- + present value - if the Board does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

Employee benefits on-costs

Employee benefits on-costs (payroll tax, workers compensation, superannuation) are recognised separately from provision for employee benefits. Refer to Note 7 for details.

L. Equity

Contributions by owners

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions or distributions have also been designated as contributions by owners.

M. Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flow.

N. Commitments

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of a note (refer to Note 13 Commitments for expenditure) at their nominal value and inclusive of the GST payable. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. Operating lease payments are associated with photocopier leases.

O. Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note (refer to Note 14 Contingent assets and contingent liabilities) and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

P. Rounding of amounts

Amounts in the financial statements have been rounded to the nearest thousand dollars, unless otherwise stated. Figures in the financial statements may not equate due to rounding.

Q. New accounting standards and interpretations

The Board has adopted all of the new and revised Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for annual reporting from 1 July 2014.

The Department of Treasury and Finance (DTF) issued the latest FRD 120H - "Accounting and Reporting Pronouncement applicable to the current reporting period" to assist with the assessment and the impact of these new standards and interpretations.

Management has given due consideration to new and revised standards and interpretations issued by the AASB that are not effective and not mandatory for the financial year ended 30 June 2014 and the advice and directions provided by DTF. Management are not aware of any material financial impact on the financial statements.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements for the year ended 30 June 2014

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on public sector entity financial statements
AASB 9 Financial Instruments	This standard simplifies requirements for the classification and measurement of financial assets resulting from Phase 1 of the IASB's project to replace IAS 39 Financial Instruments: Recognition and Measurement (AASB 139 Financial Instruments: Recognition and Measurement).	1 Jan 2017	The preliminary assessment has identified that all financial impacts of available for sale (AFS) assets will now be reported through other comprehensive income (OCI) and no longer recycled to the profit and loss. This should not have any impact for the Board as we do not have any for sale financial assets.
AASB 10 Consolidated Financial Statements	This Standard forms the basis for determining which entities should be consolidated into an entity's financial statements. AASB 10 defines 'control' as requiring exposure or rights to variable returns and the ability to affect those returns through power over an investee, which may broaden the concept of control for public sector entities. The AASB has issued an Australian Implementation Guidance for Not-for-Profit Entities - Control and Structured Entities that explains and illustrates how the principles in the Standard apply from the perspective of not-for-profit entities in the private and public sectors.	1 Jan 2014 (not-for-profit entities)	For the public sector, AASB 10 builds on the control guidance that existed in AASB 127 and Interpretation 112 and is not expected to change which entities need to be consolidated. This should not have any impact for the Board being the single entity for reporting purposes.
AASB 11 Joint Arrangements	This Standard deals with the concept of joint control, and sets out a new principles-based approach for determining the type of joint arrangement that exists and the corresponding accounting treatment. The new categories of joint arrangements under AASB 11 are more aligned to the actual rights and obligations of the parties to the arrangement.	1 Jan 2014 (not-for-profit entities)	The Board has no joint venture arrangements. This does not have any impact for the Board reporting requirements.
AASB 12 Disclosure of Interests in Other Entities	This Standard requires disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on the financial statements. This Standard replaces the disclosure requirements in AASB 127 Separate Financial Statements and AASB 131 Interests in Joint Ventures.	1 Jan 2014 (not-for-profit entities)	This does have any impact for the Board reporting requirements. The Board has no interest in Other Entities.
AASB 127 Separate Financial Statements	This revised Standard prescribes the accounting and disclosure requirements for investments in subsidiaries, joint ventures and associates when an entity prepares separate financial statements.	1 Jan 2014 (not-for-profit entities)	Our assessment indicates that the standard is not applicable to the Board being the single legal entity.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on public sector entity financial statements
AASB 128 Investments in Associates and Joint Ventures	This revised Standard sets out the requirements for the application of the equity method when accounting for investments in associates and joint ventures.	1 Jan 2014 (not-for-profit entities)	Our assessment indicates that the standard is not applicable to the Board being the single legal entity and does not have any investments in Associates and Joint Ventures.
AASB 1055 Budgetary Reporting	AASB 1055 extends the scope of budgetary reporting that is currently applicable for the whole of government and general government sector (GGS) to NFP entities within the GGS, provided that these entities present separate budget to the parliament.	1 July 2014	This is not applicable to the Board which does not present a separate budget to the parliament.
AASB 1056 Superannuation Entities	AASB 1056 replaces AAS 25 Financial Reporting by Superannuation Plans. The standard was developed in light of changes in recent years, developments in the superannuation industry and Australia's adoption of IFRS.	1 July 2016	Our assessment indicates that the standard is not applicable to the Board. Applicable to Superannuation Entities.

In addition to the new standards above, the AASB has issued a list of amending standards that are not effective for the 2013-14 reporting period (as listed below). In general, these amending standards include editorial and references changes that are expected to have insignificant impacts on public sector reporting. The two AASB Interpretations in the list below are also not effective for the 2013-14 reporting period and considered to have insignificant impacts on public sector reporting.

List of amending standards

AASB 2010-7	Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)
AASB 2011-7	Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards
2013-1	Amendments to AASB 1049 - Relocation of Budgetary Reporting Requirements
2013-3	Amendments to AASB 136 - Recoverable Amount Disclosures for Non-Financial Assets
2013-4	Amendments to Australian Accounting Standards - Novation of Derivatives and Continuation of Hedge Accounting
2013-5	Amendments to Australian Accounting Standards - Investment Entities
2013-6	Amendments to AASB 136 arising from Reduced Disclosure Requirements
2013-7	Amendments to AASB 1038 arising from AASB 10 in relation to consolidation and interests of policy holders
2013-9	Amendments to Australian Accounting Standards - Conceptual Framework, Materiality and Financial Instruments
AASB	Interpretation 21 Levies

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

Note 2 - Income from transactions

	2014 \$'000	2013 \$'000
(a) Income from rendering of services and sale of goods		
Sale of goods	6,112	5,965
Rendering of services	39,810	39,176
Total revenue	45,922	45,141
(b) Government and other grants		
Recurrent	17,535	13,078
Other	3,002	3,150
Total government grants	20,537	16,228
(c) Other income		
Sponsorship, grants and donations	3,172	3,433
Interest received	741	915
Sundry	487	460
Total other income	4,400	4,808

Note 3 - Expenses from transactions

	2014 \$'000	2013 \$'000
(a) Employee expenses		
Salary and wages	33,773	31,029
Payroll tax and workcover	2,514	2,239
Superannuation	2,927	2,682
Movements in annual leave and long service leave provisions	803	443*
Total employee benefits expenses	40,017	36,393
* Amount restated refer to Note 1E.		
(b) Supplies and services		
Administration	4,163	4,462
Animal food and veterinary	1,456	1,417
Bank fees	361	330
Cost of goods sold	3,932	3,576
Information technology	601	529
Maintenance	5,643	6,469
Marketing and promotion	2,889	2,839
Services	1,242	1,558
Utilities	1,994	1,855
Total supplies and services	22,281	23,035
(c) Depreciation and amortisation		
Property	6,217	6,662
Plant, equipment and vehicles	1,448	1,176
Depreciation of non-current assets	7,665	7,838
Amortisation of intangibles	80	79
Total Depreciation and amortisation	7,745	7,917
(d) Finance expense		
Finance charges payable under finance leases and hire purchase contract	37	26
Total finance expenses	37	26

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

Note 4 - Receivables

	2014 \$'000	2013 \$'000
Current		
Contractual		
Sale of goods and services	383	1,115
Other receivables	192	298
Total Contractual	575	1,413
Statutory		
Net goods and service tax receivable	246	163
Total current receivables	821	1,576

Note 5 - Interest bearing liabilities

		2014 \$'000	2013 \$'000
Current			
Finance lease obligations secured by assets leased		158	186
Total current Interest bearing liabilities		158	186
Non-current			
Finance lease obligations secured by assets leased		415	301
Total non-current Interest bearing liabilities		415	301
Total Interest bearing liabilities		573	487

Interest bearing liabilities is by way of finance lease through Vic fleet and is solely for acquisition of vehicles. Information on Finance lease is provided below.

Finance Lease (Vicfleet Facility)

	Minimum future lease payments		Present value of minimum future lease payments	
	2014	2013	2014	2013
Finance lease liabilities payable				
- Not longer than one year	188	209	158	186
- Longer than one year and not longer than five years	446	337	415	301
Minimum future lease payments	634	546	573	487
Less future finance charges	(61)	(59)		
Present value of minimum lease payments	573	487	573	487
Included in the financial statements as:				
Current Interest bearing liabilities			158	186
Noncurrent Interest bearing liabilities			415	301
			573	487

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

Note 6 - Payables

	2014 \$'000	2013 \$'000
Current		
Contractual		
Supplies and services	2,296	3,900
Other payables	2,012	1,175
Total Contractual	4,308	5,075
Statutory		
Fringe Benefit Tax, Payroll Tax, superannuation	155	178
Total Statutory	155	178
Total Payables	4,463	5,253

Note 7 - Provisions

	2014 \$'000	2013 \$'000
Current provisions		
Annual Leave		
- Unconditional and expect to settle wholly within 12 months	2,937	2,614
- Unconditional and expect to settle after 12 months	504	819*
Long Service Leave		
- Unconditional and expect to settle wholly within 12 months	473	426
- Unconditional and expected to settle after 12 months	3,512	3,266
	7,426	7,125
Provisions related to employee benefit on-costs:		
- Unconditional and expected to settle wholly within 12 months	617	517
- Unconditional and expected to settle after 12 months	701	695
	1,318	1,212
Total current provisions	8,744	8,337
Non-current provisions		
Long Service Leave benefits	878	545
Provisions related to employee benefit on-costs	156	93
Total non-current provisions	1,034	638
Total provisions	9,778	8,975

* Amount restated refer to Note 1E.

Note 8 - Intangible assets

	2014 \$'000	2013 \$'000
Non-current		
Gross carrying amount		
Opening balance	803	771
Additions	-	32
Closing balance	803	803
Accumulated amortisation		
Opening balance	(403)	(324)
Amortisation expense	(80)	(79)
Closing balance	(483)	(403)
Net book value at the end of the financial year	320	400

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

Note 9 - Property, plant, equipment and vehicles

a. Gross carrying amount and accumulated depreciation

Non-current	Work in progress at cost		Land at fair value		Property at fair value		Plant, equipment, and vehicles at fair value		Total	
Details	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
At Cost	2,838	6,177	-	-	-	-	-	-	2,838	6,177
At Fair Value	-	-	94,825	93,774	143,221	132,086	16,348	13,063	254,394	238,923
Acc. Depreciation	-	-	-	-	(18,338)	(12,321)	(6,725)	(5,480)	(25,063)	(17,801)
Net carrying amount	2,838	6,177	94,825	93,774	124,883	119,765	9,623	7,583	232,169	227,299

b. Movements in carrying amounts

Non-current	Work in progress at cost		Land at fair value		Property at fair value		Plant, equipment, and vehicles at fair value		Total	
Details	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
Opening balance	6,177	4,571	93,774	93,618	119,765	119,226	7,583	5,909	227,299	223,324
Additions	2,757	6,246	-	-	7,020	2,561	3,567	2,887	13,344	11,694
Disposal	-	-	-	-	(1,781)	-	(79)	(37)	(1,860)	(37)
Transfer in/out	(6,096)	(4,640)	-	-	6,096	4,640	-	-	-	-
Revaluation	-	-	1,051	156	-	-	-	-	1,051	156
Depreciation expense	-	-	-	-	(6,217)	(6,662)	(1,448)	(1,176)	(7,665)	(7,838)
Net carrying amount	2,838	6,177	94,825	93,774	124,883	119,765	9,623	7,583	232,169	227,299

For detail on the valuation methodology applied, please refer to Note 1J(vi).

c. Fair value measurement hierarchy and description of unobservable inputs to Level 3 valuations

Fair value measurement hierarchy			Description of unobservable inputs to Level 3 valuations.				
Details	Carrying amount at 30/06/14	Fair value measurement at the end of the reporting period using (refer Note J(vii))	Valuation technique	Significant unobservable inputs	Range (weighted average) (i)	Sensitivity of fair value measurement to changes in significant unobservable inputs	
(\$thousand)							
		Level 1	Level 2	Level 3			
Specialised land	94,825	-	-	94,825	Market approach	Community Service Obligation (CSO) adjustment	45-60% (i) A significant increase or decrease in the CSO adjustment would result in a significantly lower (higher) fair value
Specialised Property	124,883	-	-	124,883	Depreciated replacement cost	Cost per square metre Average cost per metre square: Melbourne- \$520 Healsville - \$320 Werribee - \$270	A significant increase or decrease in direct cost per metre square adjustment would result in a significantly higher or lower fair value
					Useful life of specialised buildings	2-60 years Weighted average in years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Plant and equipment and vehicles	9,623	-	-	9,623	Depreciated replacement cost	Cost per unit Average cost per unit: Plant & equipment - \$11,000. Vehicles: Weighted average cost Others- \$23,000 Specialised - \$293,000	A significant increase or decrease in cost per unit would result in a significantly higher or lower fair value. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
					Useful life of plant and equipment	2 to 20 years Weighted average in years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Total	229,331	-	-	229,331			

ⁱCSO adjustments were applied to reduce the market approach value for specialised land, with the weighted average 45-60 per cent reduction applied.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

d. Reconciliation of Level 3 fair value

Details	Land - Specialised	Property Specialised	Plant and Equipment & Vehicles	Total
	\$'000	\$'000	\$'000	\$'000
Opening balance	93,774	119,765	7,583	221,122
Additions and transfers from work-in-progress	-	13,116	3,567	16,683
Disposal	-	(1,781)	(79)	(1,860)
Gains or losses recognised in net result				
Depreciations	-	(6,217)	(1,448)	(7,665)
Gains or losses recognised in other economic flows				
- other comprehensive income				
Revaluation	1,051	-	-	1,051
Closing balance	94,825	124,883	9,623	229,331
Unrealised gains/(losses) on non-financial assets	-	-	-	-

e. Impairment of assets

There were no indications of any impairment of property, plant and equipment or vehicles at 30 June 2014.

Note 10 – Other economic flows included in net result

	2014 \$'000	2013 \$'000
(a) Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	(1,750)	8
Total Net gain/(loss) on non-financial assets	(1,750)	8
(b) Net gain/(loss) on financial assets		
Bad debts written off	(748)	-
Total Net gain/(loss) on financial assets	(748)	-
Total Other economic flows included in net result	(2,498)	8

Note 11 - Asset revaluation reserve

	2014 \$'000	2013 \$'000
Balance at the beginning of the financial year	126,312	126,156
Revaluation increments/(decrements)	1,051	156
Balance at the end of the financial year	127,363	126,312

Note 12 - Auditor's remuneration

	2014 \$'000	2013 \$'000
Victorian Auditor-General's office	34	33
Total auditor's remuneration	34	33

Note 13 - Commitments for expenditure

	2014 \$'000	2013 \$'000
The following commitments have not been recognised as liabilities in the financial statements.		
(a) Capital expenditure commitments		
- Payable within 1 year	4,028	4,209
Total capital expenditure commitments	4,028	4,209
(b) Operating Lease commitments		
- Payable within 1 year	53	52
- Payable longer than 1 year and not longer than 5 years	100	139
Total operating lease	153	191

Note 14 - Contingent assets and contingent liabilities

The Board is not aware of any contingent assets and contingent liabilities at the end of the financial year.

Note 15 - Subsequent events

There are no matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly affect the operations of the Zoological Parks and Gardens Board, the results of those operations or the state of affairs of the Zoological Parks and Gardens Board in future financial years.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

Note 16 – Cash flow information

	2014 \$'000	2013 \$'000
(a) Reconciliation of cash and cash equivalents		
Cash on hand and at bank	28,039	28,012
Total cash and cash equivalents	28,039	28,012
(b) Reconciliation of net result for the period to net cash flows from operating activities		
Net result	(1,719)	(1,186)
Noncash movements:		
- Depreciation and amortisation of noncurrent assets	7,745	7,917
- (Gain)/loss on sale or disposal of non-financial assets	1,750	(8)
Movements in assets and liabilities:		
- (Increase)/decrease in inventories	(342)	351
- (Increase)/decrease in receivables	755	(959)
- (Increase)/decrease in prepayments	(26)	38
- (Decrease)/increase in payables	(152)	763
- (Decrease)/increase in provisions	803	443*
Net cash flows from/(used in) operating activities	8,814	7,359
(c) Non-cash financing and investing activities		
Additions to vehicles under finance leases during the financial year	283	341
Total additions to vehicles under finance lease	283	341

* Amount restated refer to Note 1E.

Note 17 – Superannuation

Employees of the Board are entitled to receive superannuation benefits and the Board contributes to various superannuation funds during the year.

However, superannuation contributions paid or payable for the reporting period are included as part of employee benefits in the comprehensive operating statement of the Board. The name, details and amounts expensed in relation to the major employee superannuation funds and contributions made by the Board are as follows:

	Contributions for the year		Contributions outstanding at the end of the year	
	2014	2013	2014	2013
ESSSuper (define benefit fund) Refer to Note 1(G)(i).	320	297	0	0
Vicsuper	2,112	2,039	0	0
Others	484	329	11	17
Total	2,916	2,665	11	17

Note 18 - Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the Financial Management Act 1994, the following disclosures are made regarding responsible persons for the reporting period.

Responsible Minister

The Hon Ryan Smith	
Minister for Environment and Climate Change	1 Jul 2013 to 30 Jun 2014

Members of the Board

Appointed since

Current

Anne Dorothy Fraser Ward (Chair)	19 Mar 2013	1 Jul 2013 to 30 Jun 2014
Jon Meredith Hickman (Deputy Chair)	7 Sep 2011	1 Jul 2013 to 30 Jun 2014
Kenneth William Hinchcliff	21 May 2008	1 Jul 2013 to 30 Jun 2014
Helen Lynette Thornton	23 Feb 2010	1 Jul 2013 to 30 Jun 2014
Geoffrey Charles Wescott	7 Sep 2011	1 Jul 2013 to 30 Jun 2014
Kylie Anne White	7 Sep 2011	1 Jul 2013 to 30 Jun 2014
Natasha Rose Bowness	30 Apr 2013	1 Jul 2013 to 30 Jun 2014
Sahil Suleman Merchant	30 Apr 2013	1 Jul 2013 to 30 Jun 2014

Chief Executive Officer

Jenny Gray	25 Feb 2009
------------	-------------

Remuneration bands of responsible persons

	No of person	
	2014	2013
\$0 to \$9,999	6	11
\$10,000 to \$19,999	2	1
\$290,000 to \$299,999	-	1
\$300,000 to \$309,999	1	-
Total number of person	9	13

Remuneration other than retirement benefits

Total remuneration received, due and receivable by responsible persons.

	2014	2013
	\$'000	\$'000
	376	356

Retirement benefits

Total retirement benefits paid to any Responsible Person.

	2014	2013
	\$'000	\$'000
	NIL	NIL

Related party transactions of responsible persons

Other related party transactions requiring disclosure under the Directions of the Minister for Finance have been considered and there are no matters to report.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

Note 19 – Remuneration of executives

a. Remuneration of executives

The numbers of executive officers, and their total remuneration during the reporting period are shown in the first two columns in the table below in their relevant income bands. The base remuneration of executive officers is shown in the third and fourth columns. Base remuneration is exclusive of bonus payments, long-service leave payments, redundancy payments and retirement benefits. The total annualised employee equivalent provides a measure of fulltime equivalent executive officers over the reporting period.

Several factors affected total remuneration payable to executives over the year.

Remuneration bands	Total remuneration		Base remuneration	
	2014	2013	2014	2013
\$150,000 to \$159,999	-	1	-	3
\$160,000 to \$169,999	1	2	3	1
\$170,000 to \$179,999	2	1	4	3
\$180,000 to \$189,999	4	3	-	-
\$190,000 to \$199,999	-	-	1	1
\$200,000 to \$209,999	1	1	-	-
Total number of persons	8	8	8	8
Total annualised employee equivalents*	8	8	8	8
Total remuneration (\$'000)	1,481	1,501	1,400	1,420

* (AEE) is based on working 38 ordinary hours per week over the reporting period

b. Payments to other personnel

There were no payments made to contractors charged with significant management responsibilities for the year.

Note 20 – Ex-gratia payments

	2014	2013
Forgiveness or waiver of debt greater than \$5,000	-	-
Property damage	-	-
Others	-	-
Total ex-gratia payments	-	-

Note 21 - Financial instruments

a. Categorisation of financial instruments

	2014 \$'000	2013 \$'000
Financial assets		
Cash and cash equivalents	28,039	28,012
Loans and Receivables at amortised cost excluding statutory amount	575	1,413
Total financial assets	28,614	29,425
Financial Liabilities		
Interest bearing liabilities	573	487
Payables at amortised cost excluding statutory amount	4,308	5,075
Total financial liabilities	4,881	5,562

b. Financial risk management objectives

The Board's principal financial instruments comprise finance leases and cash and short-term deposits. The main purpose of these financial instruments is to finance the acquisition of capital assets and the day-to-day operations. The Board has other financial assets and liabilities such as trade receivables and trade payables, which arise directly from its operations. It is the Board's policy that no trading in financial instruments, including derivative financial instruments, shall be undertaken. The main risks arising from the Board's financial instruments are liquidity risks, interest rate risk and credit risk. The policies for managing these risks are discussed in more detail below.

c. Liquidity risks

Liquidity risk is the risk that the Board would be unable to meet its financial obligations as and when they fall due. The Board operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

The Board's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet. There are no financial guarantees given by the Board. The Board manages its liquidity risk by:

- + close monitoring of its monthly cash flows, monthly reviews of its financial position and where required take any corrective actions;
- + maintaining an adequate level of uncommitted funds that can be drawn at short notice to meet its short term obligations;
- + holding investments and other contractual financial assets that are readily tradeable in the financial markets and invest its cash through secured and approved institution such as the Treasury Corporation of Victoria; and
- + careful maturity planning of its financial obligations based on forecasts of future cash flows.

The Board's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. Cash for unexpected events is generally sourced from liquidation of our deposit held with the Treasury Corporation of Victoria.

d. Credit risk

The Board's maximum exposure to credit risk at balance date for each class of recognised financial assets is the carrying amount of those assets as disclosed in the balance sheet. The Board minimises concentrations of credit risk by undertaking transactions with a large number of customers and counter parties. It is the Board's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Board's exposure to bad debts is not significant.

The Board is not materially exposed to any customer or counter party.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

e. Market risk exposure

The Board's exposures to market risk is primarily through interest rate risks. The processes used to manage each of these risks are disclosed in the paragraphs below.

Interest rate risk

Exposure to interest rate risk is insignificant. Minimisation of risk is achieved by mainly undertaking fixed rate or non-interest bearing financial instruments.

Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Board believes the following movements are 'reasonably possible' over the next 12 months.

A parallel shift of +1 per cent and -1 per cent in market interest rates (AUD) from year-end weighted average rates of 2.72 per cent (3.60% - 2012-13).

Table shown in Note 21(k) discloses the impact on net operating result and equity for each category of financial instrument held by the Board at year-end as presented to key management personnel, if the above movements were to occur.

f. Fair value

Financial assets / liabilities

Included in this category are cash and cash equivalent, accrued interest, receivable, Interest bearing liabilities (finance leases) and payable. For these balances the carrying value is considered to approximate the fair values, as they are short term in nature or are receivable / payable on demand. Interest bearing liabilities reflect the amount to be repaid in accordance with the agreed terms and conditions of the loans and leases.

The fair value and net fair values of financial instrument assets and liabilities are determined as follows:

- + Level 2 - the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly; and
- + Level 3 - the fair value is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable market inputs.

The Board considers that the carrying amount of financial instrument assets and liabilities recorded in the financial statements to be a fair approximation of their fair values, because of the shortterm nature of the financial instruments and the expectation that they will be paid in full. The following table below shows that the fair values of the contractual financial assets and liabilities are the same as the carrying amounts.

- + Level 1 - the fair value of financial instrument with standard terms and conditions and traded in active liquid market are determined with reference to quoted market prices.

Comparison between carrying amount and fair value	Carrying amount	Fair Value	Carrying amount	Fair Value
	2014 \$'000	2014 \$'000	2013 \$'000	2013 \$'000
Financial assets				
Cash and cash equivalents	28,039	28,039	28,012	28,012
Receivables at amortised cost excluding statutory amount	575	575	1,413	1,413
Total financial assets	28,614	28,614	29,425	29,425
Financial liabilities				
Interest bearing liabilities	573	573	487	487
Payables at amortised cost excluding statutory amount	4,308	4,308	5,075	5,075
Total financial liabilities	4,881	4,881	5,562	5,562

g. Significant terms and conditions

Financial assets

Receivables are carried at the nominal amounts due less any allowance for doubtful debts, when there is objective evidence that the receivable amount is impaired. Credit sales are normally on 7 to 30 day terms.

Interest-bearing deposits are carried at the lower of cost and net realisable value. Interest revenue is brought into account as it is earned. All interest-bearing deposits have a maturity of less than 180 days.

Financial Liabilities

Payables are recognised for future amounts to be paid in respect of goods and services received, whether or not billed to the Board. Settlement of creditors is normally within a 30-day term.

Interest bearing liabilities are carried at amortised costs. Interest is charged as an expense as it is incurred. All loans are secured by way of a charge over VicFleet's assets.

h. Significant accounting policies

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 1 to the financial statements

i. Interest rate exposure of financial instruments

Details	Interest rate exposure									
	Weighted average effective interest rate %		Carrying Amount		Fixed interest rate		Variable interest rate		Non-interest bearing	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Cash and deposits:										
Cash and cash equivalents	2.72	3.60	28,039	28,012	-	-	27,318	27,199	721	813
Receivables:										
Receivables at amortised cost excluding statutory amount.			575	1,413	-	-	-	-	575	1,413
			28,614	29,425	-	-	27,318	27,199	1,296	2,226
Interest bearing liabilities:										
Finance lease liabilities	6.29	6.71	573	487	573	487	-	-	-	-
Payables:										
Payables at amortised cost excluding statutory amount			4,308	5,075	-	-	-	-	4,308	5,075
			4,881	5,562	573	487	-	-	4,308	5,075

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements
for the year ended 30 June 2014

j. Maturity of financial instruments

Details	Carrying Amount		Maturity dates					
			Less than 1 year		Greater than 1 but less than 3 years		Greater than 3 but less than 5 years	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Cash and deposits:								
Cash and cash equivalents	28,039	28,012	28,039	28,012	-	-	-	-
Receivables:								
Receivables at amortised cost excluding statutory amount	575	1,413	575	1,413	-	-	-	-
	28,614	29,425	28,614	29,425	-	-	-	-
Interest bearing liabilities:								
Finance lease liabilities	573	487	158	186	415	301	-	-
Payables:								
Payables at amortised cost excluding statutory amount	4,308	5,075	4,308	5,075	-	-	-	-
	4,881	5,562	4,466	5,261	415	301	-	-

Note: There are no financial instruments with maturity date greater than 3 years

k. Market rate exposure of financial instruments

Details	Carrying Amount		Interest rate risk				
	2014 \$'000	2013 \$'000	-100 basis points		+100 basis points		
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Financial assets							
Cash and cash equivalents - and does not include non-interest bearing amounts held for daily use as change and petty cash.	27,318*	27,199*	(273)	(272)	273	272	
Sensitivity impact on net result due to a +/-100 basis points movement in market interest rate.			(273)	(272)	273	272	

* Not all cash balances are subject to interest rate risk. Refer to Note 21(i)

Note 22 - Glossary of terms

AASB

Accounting Standards issued by the Australian Accounting Standards Board

Amortisation

Amortisation is the expense which results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as another economic flow.

Comprehensive result

The net result of all items of income and expense recognised for the period. It is the aggregate of operating result and other comprehensive income.

Commitments

Commitments include those operating, capital and other outsourcing commitments arising from noncancellable contractual or statutory sources.

Depreciation

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Employee benefits expenses

Employee benefits expenses include all costs related to employment including wages and salaries, leave entitlements, redundancy payments and superannuation contributions.

Financial asset

A financial asset is any asset that is:

- (a) cash;
- (b) an equity instrument of another entity;
- (c) a contractual right:
 - + to receive cash or another financial asset from another entity; or
 - + to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

Financial liability

A financial liability is any liability that is:

A contractual or statutory obligation:

- (i) To deliver cash or another financial asset to another entity; or
- (ii) To exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity.

Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets or liabilities that are not contractual (such as statutory receivables or payables that arise as a result of statutory requirements imposed by governments) are not financial instruments.

ZOOLOGICAL PARKS & GARDENS BOARD

Notes to the financial statements for the year ended 30 June 2014

Financial statements

A complete set of financial statements comprises:

- (a) a statement of financial position as at the end of the period;
- (b) a statement of profit or loss and other comprehensive income for the period;
- (c) a statement of changes in equity for the period;
- (d) a statement of cash flows for the period;
- (e) notes, comprising a summary of significant accounting policies and other explanatory information;
- (f) comparative information in respect of the preceding period as specified in paragraphs 38 of AASB 101 Presentation of Financial Statements; and
- (g) a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraphs 41 of AASB 101.

Grants

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use. Grants could be provided to communities, Australian and International partners to mitigate threats to wildlife, develop sustainable livelihoods and foster community and government support for conservation. The grants are provided to support Zoos Victoria's Fighting Extinction commitment, to secure and recover species at risk of extinction before it is too late.

Intangible assets

Intangible assets represent identifiable nonmonetary assets without physical substance.

Interest expense

Costs incurred in connection with the borrowing of funds Interest expenses include interest on bank overdrafts and shortterm and longterm Interest bearing liabilities, amortisation of discounts or premiums relating to Interest bearing liabilities, interest component of finance leases repayments, and the increase in financial liabilities and nonemployee provisions due to the unwinding of discounts to reflect the passage of time.

Interest income

Interest revenue includes interest received on bank term deposits, interest from investments, and other interest received.

Net acquisition of non-financial assets (from transactions)

Purchases (and other acquisitions) of nonfinancial assets less sales (or disposals) of nonfinancial assets less depreciation plus changes in inventories and other movements in nonfinancial assets. Includes only those increases or decreases in nonfinancial assets resulting from transactions and therefore excludes writeoffs, impairment writedowns and revaluations.

Net result

Net result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other nonowner changes in equity'.

Net result from transactions/ net operating balance	Other economic flows - other comprehensive income	Supplies and services
Net result from transactions or net operating balance is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.	Other economic flows - other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards.	Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of the Board.
Non-financial assets	The components of other economic flows - other comprehensive income include:	Transactions
Non-financial assets are all assets that are not 'financial assets' such as property, plant and equipment, vehicles etc.	<ul style="list-style-type: none"> + changes in physical asset revaluation surplus; + share of net movement in revaluation surplus of associates and joint ventures; and + gains and losses on remeasuring available for sale financial assets; 	Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers.
Other economic flows included in net result	Payables	Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.
Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. It includes:	Includes short and long term trade debt and accounts payable, grants and interest payable.	
<ul style="list-style-type: none"> + gains and losses from disposals, revaluations and impairments of non-financial physical and intangible assets; + fair value changes of financial instruments and agricultural assets; and + depletion of natural assets (non-produced) from their use or removal 	Prepayments	
	Prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period. This is categorised as nonfinancial assets in the balance sheet.	
	Receivables	
	Includes short and long term trade credit and accounts receivable, grants, nett of goods and service tax receivable and interest receivable.	
	Sales of goods and services	
	Refers to revenue from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services, work done as an agent for private enterprises. It also includes rental income under operating leases and on produced assets such as buildings and entertainment, but excludes rent income from the use of nonproduced assets such as land. User charges includes sale of goods and services revenue.	

INDEPENDENT AUDITOR'S REPORT

To the Board Members, Zoological Parks and Gardens Board

The Financial Report

The accompanying financial report for the year ended 30 June 2014 of the Zoological Parks and Gardens Board which comprises the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of significant accounting policies and other explanatory information, and the accountable officer's and Chief Finance and Accounting Officer's declaration has been audited.

The Board Members' Responsibility for the Financial Report

The Board Members of the Zoological Parks and Gardens Board are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*, and for such internal control as the Board Members determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit, which has been 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 report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Board Members, as well as evaluating the overall presentation of the financial report.

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

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Opinion

In my opinion, the financial report presents fairly, in all material respects, the financial position of the Zoological Parks and Gardens Board as at 30 June 2014 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the financial report of the Zoological Parks and Gardens Board for the year ended 30 June 2014 included both in the Zoological Parks and Gardens Board's annual report and on the website. The Board Members of the Zoological Parks and Gardens Board are responsible for the integrity of the Zoological Parks and Gardens Board's website. I have not been engaged to report on the integrity of the Zoological Parks and Gardens Board's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in the website version of the financial report.

MELBOURNE
15 August 2014



for
John Doyle
Auditor-General

DISCLOSURE INDEX

Ministerial Directions, Report of Operations - FRD Guidance

Legislation	Requirement	Page reference
SD 4.2(j)	Sign off requirements	7-6 & 48
FRD 22E	Objectives, functions, powers and duties	37
FRD 22E	Manner of establishment and responsible Minister	37
FRD 22E	Nature and range of services provided	37
FRD 22E	Operational and budgetary objectives	35
FRD 22E	Summary of the financial results	12
FRD 22E	Major changes or factors affecting performance	40
FRD 22E	Subsequent events	40
FRD 22E	Significant changes in financial position during the year	40
FRD 22E & SD2.2(f)	Organisational structure	34
FRD 22E	Occupational health and safety policy	33
FRD 22E	Employment and conduct principles	33
FRD 29 & 22E	Workforce Data disclosures	33
FRD21B	Executive Officer disclosures	41
FRD 10	Disclosure index	88
FRD 25	Victorian Industry Participation Policy disclosures	41
FRD 22E	Details of consultancies in excess of \$10 000	40
FRD 22E	Details of consultancies under \$10 000	40
FRD 22E	Disclosure of government advertising expenditure	41
FRD 12A	Disclosure of major contracts	40
FRD 22E	Application and operation of Freedom of Information Act 1982	40
FRD 22E	Compliance with Building Act 1993	41
FRD 22E	Statement on National Competition Policy	40
FRD 22E	Application and operation of Protected Disclosures Act 2012	40
FRD 22E	Summary of environmental performance	29
FRD 22E	Statement of availability of other information	41
SD 4.5.5	Risk management compliance attestation	39
MRO	Compliance with VicData access policy	41
SD 4.5.5.1	Insurance attestation	39
PC 2012/02	Gifts, benefits and hospitality attestation	39
SD 4.2(g)	General information requirements	Entire document
	<i>Zoological Parks and Gardens Act 1995</i>	37
	<i>Financial Management Act 1994</i>	48
	<i>Building Act 1993</i>	41
	<i>Freedom of Information Act 1982</i>	40
	<i>Protected Disclosures Act 2012</i>	40
	<i>Victorian Industry Participation Policy Act 2003</i>	41
FRD 30	Standard requirements for the design and print of annual reports	Entire document



Melbourne Zoo
PO Box 74
Parkville Victoria 3052

Elliott Avenue
Parkville Victoria
Tel: 61 3 9285 9300
Fax: 61 3 9285 9350

Healesville Sanctuary
PO Box 248
Healesville Victoria 3777
Badger Creek Road
Healesville Victoria
Tel: 61 3 5957 2800
Fax: 61 3 5957 2870

Werribee Open Range Zoo
PO Box 460
Werribee Victoria 3030
K Road
Werribee Victoria
Tel: 61 3 9731 9600
Fax: 61 3 9731 9644

Zoos Victoria
PO Box 74
Parkville Victoria 3052
Elliott Avenue
Parkville Victoria
Tel: 61 3 9285 9300
Fax: 61 3 9285 9330
Email: zv@zoo.org.au
ABN 96 913 959 053
www.zoo.org.au

© State of Victoria, Zoos Victoria
2013. This publication is copyright.
No part may be reproduced by any
process except in accordance with
the provisions of the *Copyright
Act 1968*.

ISSN 1838-3645

Photography:
Trent Browning
Joel Sartore/Photo Ark
Greg Henderson

Printed on 100% recycled paper

