



Our world of natural wonders

ANNUAL REPORT 2009–2010





A photograph of a yellow and black speckled bird perched on a tree branch. The bird is facing left. The background shows a tree trunk and some foliage.

A Shared Future

The Taronga Conservation Society Australia is committed to creating direct and positive connections between wildlife and people. Through our efforts we protect endangered species, increase understanding of wildlife and inspire community action.

Key projects for the year included:

Asian Elephant Conservation Breeding Program

Strategic Plan

Black Rhino Conservation

Indigenous Youth Mentoring

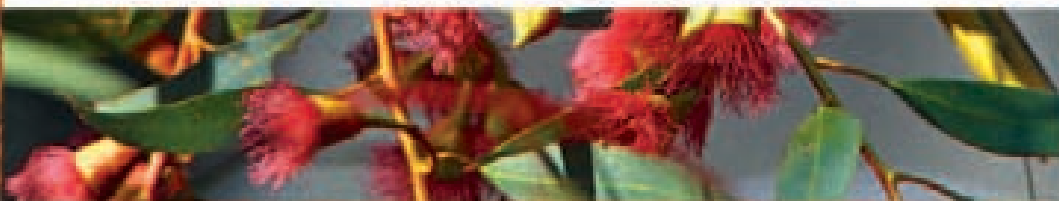
Breed to Release Conservation Programs

Community Conservation Campaigns

Taronga Foundation – Celebrating 10 Years

Cover Image: In July 2009, Taronga Zoo welcomed 'Luk Chai', the first Asian Elephant to be born in Australia. His birth was followed just eight months later by Taronga's 'miracle' elephant calf, 'Pathi Harn'. With as few as 34,000 Asian Elephants remaining in the wild, their births provide a significant contribution towards developing a regional herd to safe-guard against extinction of this remarkable mammal. Photo: Bobby-Jo Vial.

This page: Taronga has been involved in a joint agency Recovery Program for endangered Regent Honey-eaters for more than a decade. This year, 44 zoo bred birds were released into the wild whilst local school groups were educated about the importance of the tiny woodland bird and the need to protect their habitat. Photo: Dean Ingwersen, Birds Australia.



A Shared Future



Taronga celebrated the arrival of the first elephant calf to be born in Australasia, 'Luk Chai', on 4 July 2009. Photo: Rick Stevens.



Taronga is a founding member of the International Rhino Foundation and holds the largest zoo-based rhino collection in the world. Photo: Shallon McReaddie.

ASIAN ELEPHANT CONSERVATION BREEDING PROGRAM

During the year, the Taronga Conservation Society Australia celebrated the birth of the first and third Asian Elephant calves to be born in Australasia, "Luk Chai" in July 2009 and "Pathi Harn" in March 2010. Taronga is part of Australasia's inaugural Cooperative Conservation Program for the endangered Asian Elephant, which has seen the birth of three calves in 2009/10. A fourth calf is expected to be born at Taronga Zoo in late 2010. These calves are now important ambassadors for their species and assist in raising support for orphaned elephants in Sri Lanka.

STRATEGIC PLAN

The Taronga Conservation Society Australia commenced a strategic planning process in 2009 with the aim of reassessing and realigning the organisation's activities. During the year, senior staff committed to a series of workshops and planning sessions to distil the main issues underpinning the five year strategic plan. Priorities of the plan encompass:

- Animal Collection
- Tangible Conservation Outcomes
- Financial Sustainability
- Visitor Experience and Learning

These are supported by the strategic pillar 'Our People and Organisational Effectiveness'. This year's annual report aligns with these new priorities.

BLACK RHINO CONSERVATION

Taronga is a founding member of the International Rhinoceros Foundation and Taronga Western Plains Zoo is home to three species of rhino – White, Greater One-horned and the critically endangered Black Rhinoceros. Our breeding program, the largest zoo-based population of these rhinos in the world, has produced 11 Black Rhino calves. Every birth is special but the arrival of the latest calf in 2010 is particularly so as she is the first, second generation Black Rhinoceros to be born at Taronga Western Plains Zoo.



Taronga continued its commitment for Tasmanian Devils, opening a new breeding centre and welcoming 12 joeys into the world. Photo: Rick Stevens.

Taronga took action in a campaign to inform people about the impact of the palm oil industry on critically endangered wildlife. Photo: Bobby-Jo Vial.

INDIGENOUS YOUTH MENTORING

Taronga Zoo's Burbangana (a Dharug word meaning "take my hand and help me up") program and Taronga Western Plains Zoo's Walanmara (a Wiradjuri word meaning 'to make strong now') program are educational and cultural programs for young people in care with high and complex needs and is a joint initiative between Taronga and the Department of Community Services. The program emphasises and conserves culture, connection and belonging and provides a safe, happy and supportive environment for children to grow stronger and blossom through knowledge.

BREED TO RELEASE CONSERVATION PROGRAMS

Taronga's breed and release conservation programs include the Regent Honeyeater, Booroolong Frog, Tasmanian Devil and Corroboree Frog. During 2009 Taronga's contribution to the conservation of the endangered Regent Honeyeater increased their wild population by 31% in Victoria.

COMMUNITY CONSERVATION CAMPAIGNS

Taronga's community action conservation campaigns – *They're Calling On You* mobile phone recycling campaign and *Don't Palm Us Off* sustainable palm oil campaign – had a successful year with over 6,300 mobile phones recycled and over 10,000 supporting signatures for palm oil labelling.



TARONGA FOUNDATION – CELEBRATING 10 YEARS

The Taronga Foundation celebrated its 10 year anniversary this year. A record \$6.59M was raised by the Foundation during the year, supporting education, research and conservation initiatives across our Zoos.



Who we are



Our Vision

To secure a shared future for wildlife and people.

Our Role in Conservation

To create direct and positive connections between wildlife and people.

Through our efforts we protect endangered species, increase understanding of wildlife and inspire community action.

An Overview

The Taronga Conservation Society Australia (Taronga) operates more than 13 conservation, research and environmental education endeavours including Taronga Zoo (TZ) in Sydney and Taronga Western Plains Zoo (TWPZ) in Dubbo.

Taronga is constituted under the *Zoological Parks Board Act 1973* as a statutory authority owned by the people of New South Wales and administered under the Minister for Climate Change and the Environment.

Amended legislation in 1992 defined Taronga's responsibilities in education, conservation, research and recreation (see Appendix 1). A minor amendment to the Act was undertaken in 2008 to formally recognise Taronga Conservation Society Australia as the official name, to better describe the work of the organisation.

Contents

09
10

Chairman's Report	7
Appointed Board	8
Senior Management Team	10
Organisational Chart	11
Director and Chief Executive's Report	12
Highlights	13
Year in Brief – Financials	14
Year in Brief – Visitation	16
1 Taronga's Animals	19
2 Taronga's Conservation Outcomes	27
3 Taronga's Visitor Experience and Learning	39
4 Taronga's Financial Sustainability	49
5 Taronga's People and Organisational Effectiveness	61
Financial Statements – Taronga Conservation Society Australia	69
Financial Statements – Taronga Conservation Society Australia Division	108
Appendices	127
Glossary	161
Index	163



Taronga Zoo

Symbol

Platypus Ornithorhynchus anatinus

Opened

October 1916. Site 28 hectares.

Animals

From the Old Moore Park Zoo, founded by the Royal Zoological Society of New South Wales in 1881. The collection now includes approximately 4,000 animals from 349 species/sub-species.

Contact

Bradleys Head Rd, Mosman
PO Box 20, Mosman NSW 2088

Tel: (02) 9969 2777
Fax: (02) 9969 7515

Hours: 9.00am to 5.00pm daily

Website: www.taronga.org.au

Number of animals: 3,798
Species/sub-species: 357

Taronga Western Plains Zoo

Symbol

Giraffe Giraffa camelopardalis

Opened

February 1977. Site 788 hectares.

Animals

Exhibited in open range facilities. The collection now contains approximately 650 animals from 91 species/sub-species.

Contact

Obley Road, Dubbo
PO Box 831, Dubbo NSW 2830

Tel: (02) 6882 5888
Fax: (02) 6884 1722

Hours: 9.00am to 4.00pm daily

Website: www.taronga.org.au

Number of animals: 613
Species/sub-species: 93



The Hon Frank Sartor MP
Minister for Climate Change and the Environment
Parliament House
Macquarie St
Sydney NSW 2001

Dear Minister

It is with great pleasure that I present the 37th Annual Report of the Taronga Conservation Society Australia, which includes the statement of accounts, for your presentation to the NSW Parliament. This report covers in full the Taronga Conservation Society Australia's activities for the year ended 30 June 2010 in accordance with Section 20 and 37 of the *Zoological Parks Board Act 1973* (as amended) and the *Annual Report Statutory Bodies Act 1984* (as amended).

Yours sincerely

Leonard F Bleasel AM

Chairman
Taronga Conservation Society Australia

Chairman's Report

It is with much pride that I present the 37th Annual Report for the Taronga Conservation Society Australia. The past 12 months have been extraordinary in the life of Taronga, and I am very pleased to report on some of our highlights.

It has been a year of financial milestones with a record number of admissions – more than 1.7 million – to our two zoos, an increase of 12.1 per cent on the previous year. The Taronga Foundation also broke records raising a net total of \$6.6 million through fundraising efforts, while Taronga Zoo's retail outlets contributed an additional 25 per cent in revenue.

The NSW Minister for Climate Change and the Environment, The Hon Frank Sartor MP, was a frequent visitor to, and supporter of, both zoos during the year. Together with the NSW Government, we invested more than \$30 million in capital development and maintenance, and continued our commitment and support of 15 NSW State Plan priorities.

Taronga's work extends beyond our gates and the animals and people who live and work in our zoos. Our commitment to conservation and protection of wildlife supports programs in Asia and Africa and includes work in countries as far afield as Nepal, Zambia, India, Tanzania, Indonesia and Fiji, as well as projects closer to home.

One of these, located in the Ironbox forests surrounding Chiltern, Victoria, is working on the restoration of habitats for the native Regent Honeyeater. These pretty, yellow, native birds feed mainly on nectar from a small number of eucalypt species, acting as a pollinator for many flowering plants and yet have been nearly wiped out of inland eastern Australia due to land clearing for agriculture. In addition to this restoration work, I'm proud to say in the past 12 months, we were able to release 44 Regent Honeyeaters in Chiltern, Victoria where the bird is so rare. This act alone increased the wild population by 31 per cent.

There have also been many wonderful events at Taronga over the past year that have captured the imagination of the Australian public, and indeed people around the world. The birth of Australia's first elephant calf in July 2009 at Taronga Zoo was a momentous occasion for the regional conservation breeding program for this endangered species. A further two calves were also born during the year – a second at Taronga Zoo and one at Melbourne Zoo. With Asian Elephant populations continuing to decline in the wild, Taronga's contribution to this conservation program is critical.

At Taronga Western Plains Zoo, it was the rhino that made headlines with the arrival of the first, second-generation Black Rhino bred in captivity in Australia. Named 'Kufara', the newest arrival is also the 11th Black Rhino to be born at Taronga, as part of the world's largest captive population of these rhinos in the world.

Taronga Western Plains Zoo also welcomed the arrival of a female Greater One-Horned (or Indian) Rhino which was in itself a huge logistical exercise, not least because she weighed in excess of 1,000 kilos. With the help of the Zoo's senior veterinarian, Dr Benn Bryant, three year old 'Amala' travelled for 36 hours by plane and truck to arrive safely at her new home in Dubbo in a healthy condition. She has joined our male Rhino, 'Dora', and now commences our third Rhino breeding program.

These are exciting times for us. Interest in Taronga and our work has never been higher. I believe the Taronga Conservation Society Australia is moving into an energetic new phase in its history. With the appointment of Cameron Kerr as Director and Chief Executive, we are seeing a new drive and direction, through the development of our five year strategic plan to take us beyond our current planning to 2012/13. His substantial knowledge, vision and genuine enthusiasm for Taronga and our people will see us expand our conservation programs and community education and allow us to continue our valuable and highly regarded work here and around the world.

Finally, and most importantly of all, I would like to thank each and every one of our staff for their work and commitment to Taronga, our 500 amazing volunteers who provide more than 40,000 hours of their time every year to the zoos, and our sponsors whose support is integral to our success. We are all immensely grateful for your dedication and enthusiasm.



Leonard F Bleasel AM

Chairman

Taronga Conservation Society Australia

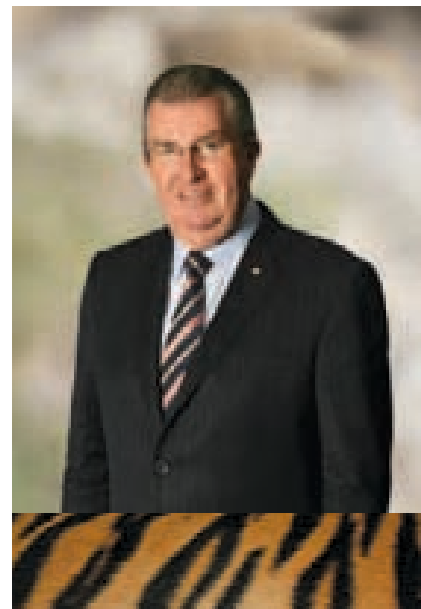
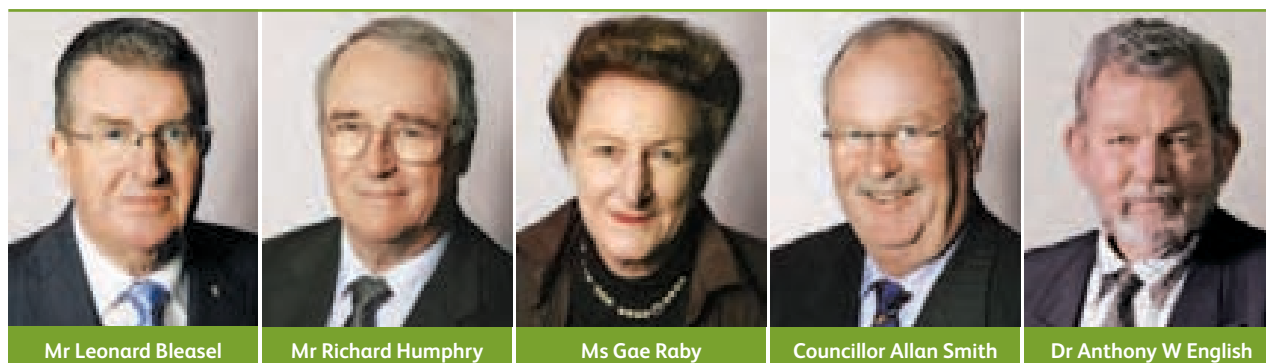


Photo: Rick Stevens.

Appointed Board



Section 6 of the *Zoological Parks Board Act 1973* stipulates the criteria under which the members are appointed. The Board met six times during the year and the number of meetings attended by each member is shown in brackets.

Mr Leonard Bleasel

AM, JP FAIM FAICD (6)

Ministerial Appointee. Chairman of the Taronga Conservation Society Australia. Mr Bleasel was the Managing Director and Chief Executive Officer of The Australian Gas Light Company (AGL) until his retirement in February 2001. He is also Chairman of Australian Pipeline Ltd and a member of the Royal Bank of Scotland Advisory Council. Mr Bleasel is a Director of QBE Insurance Group, O'Connell Street Associates and a member of the Advisory Committee of Westmead Children's Hospital.

(Term of appointment expires 30/6/10)

Mr Richard Humphry

AO, FCA FAICD AFIN MACS (6)

Ministerial Appointee. Deputy Chairman and Chairman of the Finance and Capital Works Committee. Director, HSBC Australia, United Group Ltd, BUPA Australia Holdings and O'Connell Street Associates. Former Managing Director and CEO of the Australian Stock Exchange (ASX) and Director-General of the NSW Premier's Department. Former Auditor-General of Victoria, following 20 years experience in the Australian Federal Public Service and 13 years in the banking industry.

(Term of appointment expires 30/6/11)

Ms Gae Raby (5)

Ministerial Appointee. Chair of the Audit and Risk Committee, member of the Finance and Capital Works Committee. Ms Raby has extensive experience in the development and delivery of large government programs and the management of

State owned enterprises. Ms Raby has executive experience in public policy, finance and the machinery of Government and advises agencies on governance arrangements. Former Director of the Landcom Board.

(Term of appointment expires 30/6/10)

Councillor Allan Smith (3)

Representing Dubbo City Council. Elected member of Dubbo City Council since 1991. Former Mayor of Dubbo and current Deputy Chair of Orana Regional Development Board. Executive member of Local Government Association of NSW and Chairman of the Roads and Transport Advisory Council of NSW. Former official with the Shop Distributive and Allied Employees' Association.

(Term of appointment expires 30/6/11)

Dr Anthony W English

AM RFD, BVSc (Hons.) PhD FACVSc (6)

Ministerial Appointee. Chair of the Wildlife Conservation, Health and Welfare Committee. Retired and now Honorary Associate Professor in the Faculty of Veterinary Science, University of Sydney and inaugural Director of the University of Sydney's Wildlife Health and Conservation Centre. Dr English is founder and Past President of the Australian Association of Veterinary Conservation Biologists, and Past Chairman of the World Association of Wildlife Veterinarians. He is a Fellow and Life Member of the Australian Veterinary Association and a Fellow of the Australian College of Veterinary Scientists.

(Term of appointment expires 30/06/12)

Mr Ian Cox

MACEL (5)

Representing Zoo Friends, Taronga Western Plains Zoo. Member of the Wildlife Conservation, Health and Welfare, and Marketing Committees. Mr Cox is a retired Secondary School Deputy Principal with a background in science education. He is currently a casual teacher at the Wambangalang Environment Centre, Dubbo. Mr Cox has been a member of Zoo Friends, Taronga Western Plains Zoo, for 20 years and has been former Vice President of Zoo Friends Council and is currently Chair of the Education Committee of Zoo Volunteers, Dubbo.

(Term of appointment expires 30/06/11)

Mr Steven Crane (4)

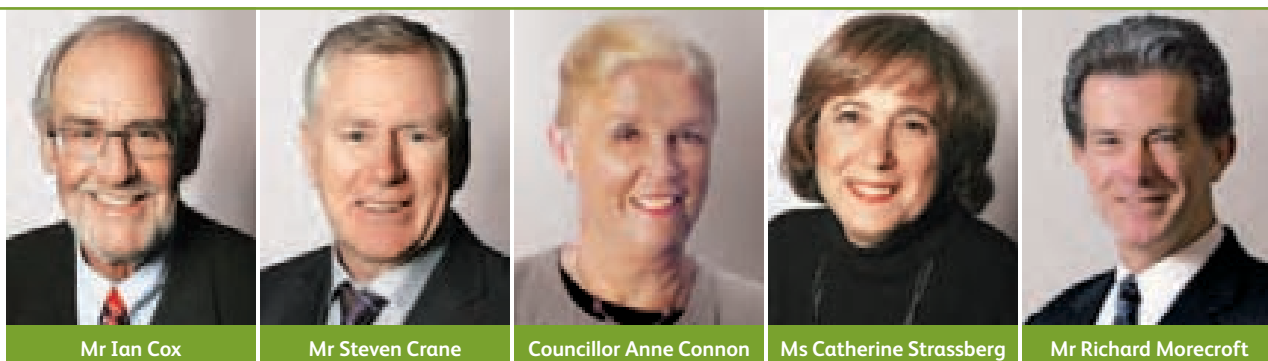
Ministerial appointee. Chair of the Marketing Committee. Mr Crane is a member of the Royal Bank of Scotland Advisory Council, Chairman of Global Valve Technology, Director of Transfield Services, Bank of Queensland, The Sunnyfield Association and APA Ethane Ltd .

(Term of appointment expires 30/06/11)

Councillor Anne Connon (4)

Representing Mosman Council. Member of the Audit and Risk Committee. Cllr Connon is currently Mayor of Mosman Council and Vice President of the Metropolitan Public Libraries of NSW. She is a retired Certified Practising Accountant and holds a Bachelor of Business (Accounting) Degree. She is a volunteer at Royal North Shore Hospital.

(Term of appointment expires 30/06/11)



Ms Catherine Strassberg (6)

Representing Zoo Friends, Taronga Zoo. Member of the Wildlife Conservation, Health and Welfare Committee, Audit and Risk Committee, and Finance and Capital Works Committee. Ms Strassberg has been a member of Zoo Friends since 1995 and former member of the Zoo Friends Council. Ms Strassberg is a retired Accountant and member of the Australian Society of Certified Practising Accountants.

(Term of appointment expires 30/6/11)

Mr Richard Morecroft (5)

Ministerial appointee. Member of the Marketing Committee. Mr Morecroft has over 25 years experience as a broadcaster with the ABC television network. For two decades he was the principal presenter for ABC NSW nightly news as well as presenting a range of current affairs, education and natural history programs. Mr Morecroft is also the author of several books, including wildlife publications for adults and children. Through his media consultancy he is involved with media skills training and conference hosting. Mr Morecroft is also a Member of the Board of Bundanon and a Patron of WIRES.

(Term of appointment expires 30/6/11)

*Photos by Rick Stevens: Mr Leonard Bleasel, Mr Richard Humphry, Ms Gae Raby, Councillor Allan Smith, Mr Ian Cox, Mr Steven Crane, Councillor Anne Connon, Ms Catherine Strassberg
Photos by James Alcock: Dr Anthony W English, Mr Richard Morecroft*

Board Committees

Finance Committee (6)

Chair – Mr Richard Humphry AO. Monitors financial performance, including occupational health and safety, environment, human resource management and capital works programs. Consists of selected Board Members.

Audit and Risk Committee (3)

Chair – Ms Gae Raby. Monitors and covers issues relating to internal control systems, risk management systems, financial reporting and other financial responsibilities. Consists of selected Board Members with representatives from the NSW Audit Office and independent auditors Ernst and Young in attendance.

Marketing Committee (6)

Chair – Mr Steven Crane. Monitors all marketing activities including communications, sponsorship, Taronga Foundation, customer service and tourism development. Consists of selected Board Members.

Wildlife Conservation, Health and Welfare Committee (6)

Chair – Dr Anthony English AM. Monitors collection management, wildlife conservation, research and veterinary services. Consists of selected Board members plus the following external contributors from appropriate specialist fields:

- Professor Chris Dickman – Professor, School of Biological Sciences, University of Sydney;

- Professor Richard Kingsford – Professor, School of Biological, Earth and Environmental Sciences, University of NSW; and
- Dr Mark Lawrie – President, Australian Veterinary Association.

Animal Ethics Committee (6)

Statutory committee through which all research projects involving animal research must be approved. Constituted in accordance with the *Animal Research Act 1985* and consists of the following representatives:

- Dr Rebecca Spindler, Chair (Researcher)
- Mr William Meikle (Researcher)
- Dr Frances Hulst (Veterinarian)
- Dr Benn Bryant (Veterinarian)
- Ms Cecily Stuart-Prentice (Animal Welfare Representative)
- Mr Tony Gregory (Animal Welfare Representative)
- Justice Michael Foster QC (Independent Representative)
- Mr Harold Eagleton AM (Independent Representative)

The Committee reviewed 23 new projects, all of which were approved. The Committee also reviewed and approved 11 ongoing projects.



Senior Management Team



Senior Management Team from left:

Cameron Kerr

BSc (Hons), MCom
 Director and Chief Executive

Bettina Sammut

*BA, Cert (PR), Grad Cert (HRM),
 Grad. Cert Change Mgt AGSM*
 General Manager, Human Resources

William Meikle

BSc, MSc
 General Manager, Scientific Research
 and Wildlife Conservation

Alex Halliburton

BLA (Hons)
 General Manager, Capital Works,
 Infrastructure and Operations

Hunter Rankin

BCom
 General Manager, Corporate Services

Paul Davies

MA (Hons), MBA
 General Manager, Marketing, Guest and
 Commercial Operations

Simon Duffy

BTeach, BEd (Hons)
 General Manager, Life Sciences and
 Environmental Education

Matthew Fuller

General Manager, Taronga Western Plains Zoo

Photos: Rick Stevens.

FIGURE 1

Key elements of the Taronga Conservation Society Australia five year strategic plan





Organisational Chart



TARONGA WESTERN PLAINS ZOO	LIFE SCIENCES & ENVIRONMENTAL EDUCATION	HUMAN RESOURCES	CAPITAL WORKS, INFRASTRUCTURE AND OPERATIONS	CORPORATE SERVICES	SCIENTIFIC RESEARCH & WILDLIFE CONSERVATION	MARKETING, GUEST AND COMMERCIAL OPERATIONS
Wildlife Programs	Life Sciences Strategy & Operations Animal Husbandry	Payroll, Recruitment and HR Services	Capital Planning and Development	Financial Planning and Management	Government Liaison & Regulatory Interface	Marketing and Product Development
Travel and Tourism		Employee & Industrial Relations	Management of Capital Works Procurement and Contracts	Audit and Review		Master Plan exhibit planning and animal coordination
Marketing	Keeping Operations	Equity and Diversity	Facilities & Asset Operations and Maintenance	Legal Services	Curatorial Services	
Guest Services	Formal Education	Staff Training and Development	Horticulture	Records Management	Animal Transactions	Guest Services & Admissions
Media Relations	Community Education	Registered Training Organisation Management	Catering	Management Support Services	Species Management	Tourism & Group Sales
Commercial Operations including 'Zoofari Lodge'	Visitor Education (Interpretation) & Public Presentations	Organisation Development and Change Management	Security Services	Information Technology	Veterinary Services	Fundraising/ Taronga Foundation
Education Programs		Occupational Health and Safety and Risk Management	Sky Safari	Risk Management	Wildlife Conservation Programs	Design Studio
Conservation Programs		Environmental Policy and Management	Cleaning		Research Programs	Media Relations & Corporate Communications
					Reproductive Laboratory	Digital Marketing
					Behavioural Science	
					AMMRC	

Director and Chief Executive's Report



Photo: Lorinda Taylor.

This is my inaugural annual report as Director and Chief Executive. As many of you may be aware, I have been working at Taronga in various roles since 2000 and I continue to be inspired by the Taronga team, our initiatives and outcomes. Our incredible staff, volunteers and sponsors really make it all happen. They are the reason why the Taronga Conservation Society Australia has a well-earned reputation around Australia and the world for doing extraordinary work on behalf of wildlife, particularly over the past year.

This has been a year of significant conservation successes and I am incredibly proud of the exceptional work being done in our various breeding programs. Here are a few highlights:

In August 2009 we opened the Tasmanian Devil Breeding Unit at Taronga. News of the crisis in Tasmanian Devil numbers due to transmissible cancer, "Devil Facial Tumour Disease" has been widely reported in recent years and there has been a 64 per cent decline in numbers since it was discovered in 1996. Already, Tasmanian Devil joeys have been born at the unit and the facility is raising community

awareness and support for the mainland insurance breeding program.

One of the biggest stories of recent years for Taronga was of course, the birth of the first elephant calf in Australia. Even one year later, images of Luk Chai's first birthday were being beamed around the world. Another happy addition to the elephant family was Pathi Harn, who continues to do well despite a shaky start. There have been a number of international television documentaries filmed about this successful Australian conservation breeding program.

Taronga Western Plains Zoo saw the arrival of four Cheetah cubs, two of which are rare *King Cheetah* (their darker spots form a stripe-like pattern). With only 60 King Cheetahs remaining in the world, you can imagine how thrilled we were with this exciting arrival.

The 12 year Master Plan redevelopment program will officially end in 2012/13, and although we have finished much of the planning, construction will continue over the coming years. As we approach the end of this phase it was perfect timing for us to focus on a renewed vision for Taronga's future for the following five years.

Our five year strategic plan (see Figure 1 on page 10) will give Taronga a new direction and focus. Our new vision centres on "securing a shared future for wildlife and people", while building on the strong foundations of our past. Integral to the strategic plan is our continued work in caring for wildlife through breeding, management and research programs, as well as further developing our visitor engagement and education mandates.

We know there is enormous interest from the community to learn more about wildlife conservation and understand what they can do to help ensure there is a sustainable future for humans and wildlife. Evidence of this can be seen in the increase in membership of Zoo Friends by 25 per cent over the past 12 months. We have successfully integrated the membership into the Taronga Conservation Society Australia in July 2009. Today we have more than 50,000 members.

Our community conservation campaigns have proven very successful with over 6,000 mobile phones recycled and funds raised in our "They're Calling on You" project. We're also working with the Marine Stewardship Council to promote the concept of 'sustainable seafood' to zoo visitors and in February we launched a new campaign to raise awareness of the effects of the palm oil industry on endangered wildlife, particularly in Malaysia and Indonesia, and to encourage more sustainable production.

I am also delighted to report our schools' programs reached over 157,000 students, a rise of 12.5 per cent on the previous year. We know the impact these programs have on young people, who leave Taronga with a new appreciation of the importance of our work and the role they can play in the conservation of wildlife. A further 400 students took part in vocational education courses through the Taronga Training Institute, Australia's first zoo-based Registered Training Organisation.

Our vision will be achieved through our staff, volunteers and supporters drawing on their very diverse and unique skill sets by bringing people and wildlife together for positive outcomes in everything from field conservation to research, breeding and community action.

Cameron Kerr
Director and Chief Executive

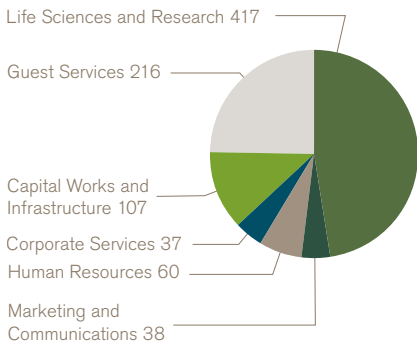
Highlights

Taronga's Animals	Taronga's Conservation Outcomes	Taronga's Financial Sustainability	Taronga's Visitor Experience and Learning	Taronga's People and Organisational Effectiveness
Taronga Zoo welcomed two Asian elephant calves, born as part of the Region's Conservation breeding program. The first and third calves to be born in Australasian history.	44 Regent Honeyeaters were released in Chiltern, Victoria, increasing the wild population by 31%.	Taronga Zoo achieved record admission results in 2009/10 with total admissions of 1,519,649 an increase of 14.9% on last year.	A major research program examining visitor experience at both Zoos was undertaken.	Over 400 students participated in vocational education courses through the Taronga Training Institute.
Taronga Western Plains Zoo welcomed Australia's first, second-generation, captive bred Black Rhino, "Kufara" in February.	Over 300 fertile eggs were laid by Corroboree Frogs in Taronga's first successful breeding season for this endangered species.	For the fourth year in a row, Taronga Zoo held and grew its number one market share throughout the year.	Over 6,000 mobile phones were recycled through Taronga's community education campaign, <i>They're Calling On You</i> .	Zoo Friends were successfully integrated into the Taronga Conservation Society Australia in July 2009.
Four Cheetah cubs were born at TWPZ, two of which are rare King Cheetah.	Eggs were successfully retrieved from two infertile Black Rhinos for use in IVF research.	Taronga Zoo's retail outlets increased revenue by 25% on the prior year.	Over 157,000 students participated in a Zoo Education Centre program, a 12.5% increase on last year.	Taronga Western Plains Zoo launched the Walanmarra life skills and education program for at risk children.
12 Tasmanian Devil joeys were bred, as part of the regional conservation breeding program for this endangered species.	Over 1,000 animals were treated at Taronga's Wildlife Hospitals.	Zoo Friends memberships increased by 25%	Taronga launched its on-line communication program, establishing Facebook, Twitter and Flickr sites.	95 new volunteers were recruited across both Zoos
Taronga Western Plains Zoo welcomed a female Greater One-horned Rhino from the USA, to commence a breeding program for this critically endangered species.	Taronga's Australian Registry of Wildlife Health was granted Australian Biosecurity Intelligence Network (ABIN) funding to expand our role in monitoring and understanding wildlife diseases.	A cooperative advertising campaign with Tourism NSW and NRMA was undertaken with Taronga Western Plains Zoo over the Oct and Jan school holiday periods.	Taronga Zoo became the first location in Australia to be mapped with the Google Trike, which captures Australia's off-road locations for Google Maps.	Previous Director, Guy Cooper was awarded a NSW Public Service Medal for his service to the Taronga Conservation Society Australia.
Taronga Zoo undertook one of its largest animal moves, by transferring the Chimpanzee family of 19 animals to a temporary facility while their exhibit is given a multimillion dollar refurbishment.	Over \$80k was granted to conservation agencies through the Taronga Foundation Field Grants program.	A record total of \$6.59 million was raised by the Taronga Foundation	Over 28,500 people enjoyed the 2010 Twilight at Taronga Concert series, which contributed over \$277k to Taronga's conservation endeavours.	64 publications, journals, conference proceedings and reports were produced by Taronga staff.

Year in Brief – Financials

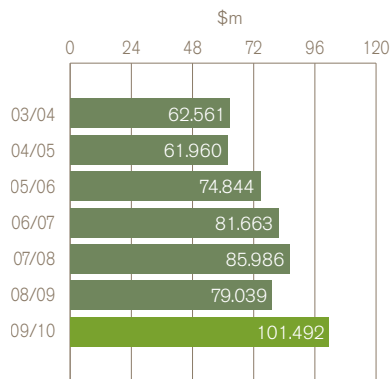
Allocation of employees by Taronga program

TOTAL: 874



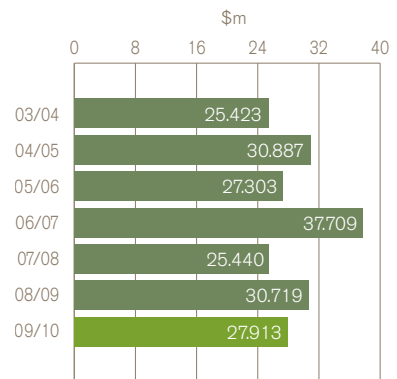
Total income

\$101.492 MILLION



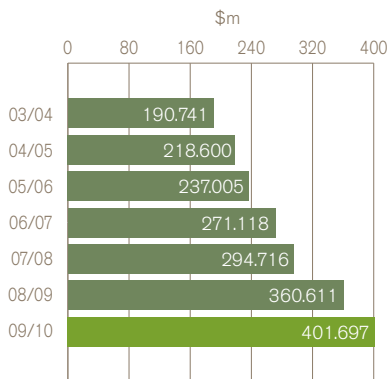
Expenditure on capital development and maintenance

\$27.913 MILLION



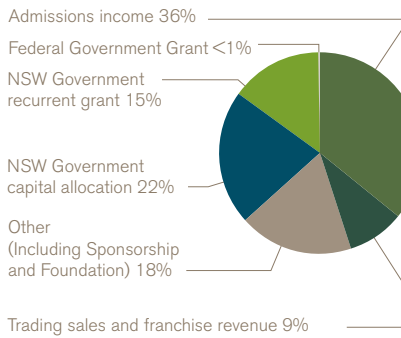
Total assets

\$401.697 MILLION



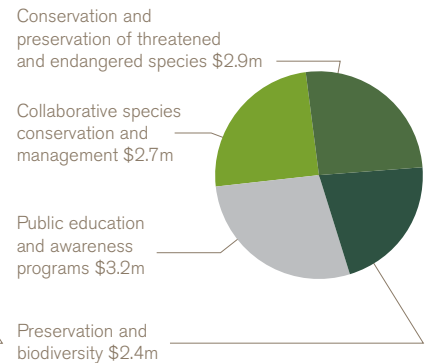
Allocation of recurrent resources to expense types

Sources of income for Taronga programs

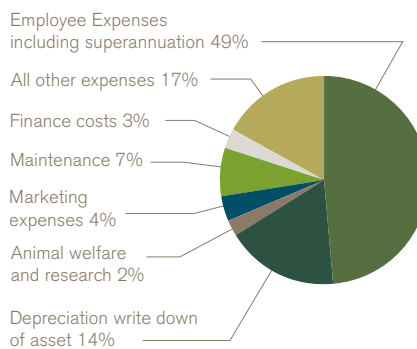


Total cost of Social Program Policy (SPP) activities

\$11.225 MILLION



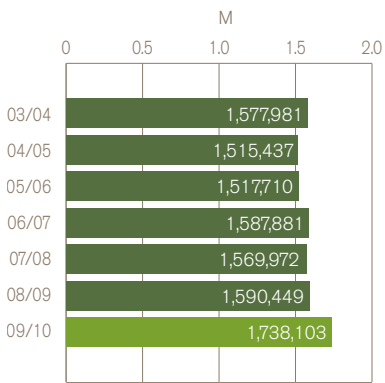
Allocation of recurrent resources to expense types



Year in Brief – Visitation

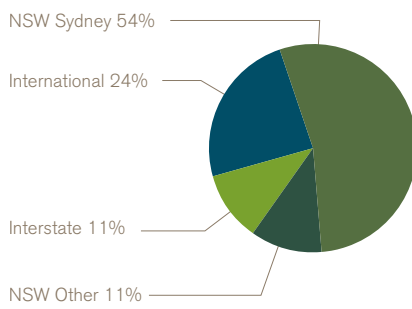
Total visitation

1,738,103

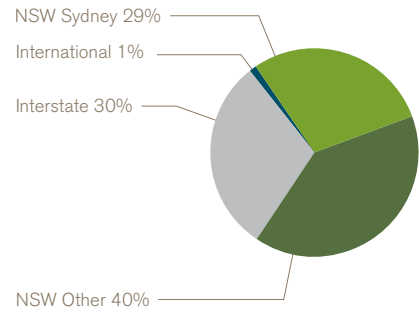


Origin of guests

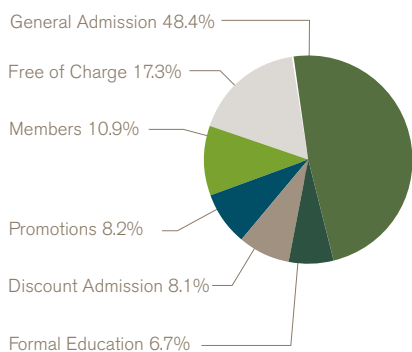
TARONGA ZOO



TARONGA WESTERN PLAINS ZOO



Guest ticketing mix – consolidated



Guest attendance

	2008/09	2009/10	Variance	Variance %
Consolidated result				
Paid attendance	1,275,726	1,431,790	156,064	12.2%
Paid & FOC attendance	1,590,449	1,738,103	192,654	12.1%
Taronga Zoo				
Paid attendance ¹	1,085,207	1,247,205	161,998	14.9%
Paid & FOC attendance ²	1,361,341	1,519,649	158,308	14.9%
TWPZ				
Paid attendance ³	190,519	184,585	-5,934	-3.1%
Paid & FOC attendance ⁴	229,108	218,454	-10,654	-3.5%

1 Paid attendance at Taronga includes Zoo Friends and Twilight Concerts.
 2 Includes Function Guests.
 3 Paid attendance at Taronga Western Plains includes Zoo Friends and Zoofari Guests.
 4 Includes Function Guests.



1



Taronga's Animals

PERFORMANCE INDICATORS	08/09	09/10
Collection in conservation programs		
Taronga Zoo	13%	12%
Taronga Western Plains Zoo	26%	25%
Wildlife rehabilitation		
– number of cases	1,112	1,050

Goal

The care for and manage sustainable populations of animals supporting conservation and research outcomes and providing inspirational visitor experiences

Principal Areas of Activity

- Maintaining high standards of animal care and welfare
- Establishing long term sustainable populations of animals
- Ensuring a strong integration between the animal collection plan and visitor experience and learning

Objectives

- To ensure that the animal populations are sustainable and aligned with conservation and research activity, visitor experience and learning outcomes
- To maintain high standards of animal care
- To enhance the number of highly engaging guest learning experiences
- To operate a relevant, efficient and effective program for the care and rehabilitation of injured wildlife
- To position Taronga as a leader in influencing legislation and stakeholder management, surrounding animal welfare

◀ Taronga's 'They're Calling On You' community education campaign is raising awareness of the effects of coltan mining on the habitat of the Western Lowland Gorilla. Over 6,000 mobile phones were recycled and nearly \$11,000 raised in 2009/10.
Photo: Rick Stevens.



Taronga's Animals

Life Sciences Activities

TARONGA ZOO

Herpetofauna (Reptiles & Amphibians)

Taronga's herpetofauna collection is diverse, with 85 reptile and amphibian species. The daily keeper talks and animal encounters are still one of the main interactions with Zoo guests and the best opportunity for raising public awareness about our often misunderstood reptiles and amphibians.

This year our frog conservation projects have expanded further as research biologist Dr Scott Cashins has joined the team. Dr Cashins is independently funded and is working on acquired immunity of frogs to the chytrid fungus. This introduced disease is continuing to cause massive declines and extinctions in many Australian frog species. He is working with Taronga's Herpetofauna division to carefully breed hundreds of frogs for immunisation and eventual release into the wild. The frogs will continue to be monitored for their resistance to the disease.

Our captive breeding program for Corroboree Frogs started in 2006 with one and two year-old frogs. This species takes five or six years to mature and this year we had our first successful breeding with over 300 fertile eggs laid. Most of these eggs will be returned to the high country of Kosciusko and released into disease-free water tanks, while a small number will be kept for future breeding. Taronga Zoo has recently become involved in a new frog conservation project with the re-discovery of the Yellow-spotted Bell Frog. This large and colourful frog from the NSW high country has not been seen for over 30 years and was presumed extinct, however a small population has recently been found near Yass and so far 14 frogs are being cared for as founders for a future breeding group.

Australian Fauna

A highlight for the year was Taronga's involvement in the Regent Honeyeater release program. In May, 44 birds (including 33 bred at Taronga) were released in Chiltern, Victoria. The release has resulted in an increase of 31% to the wild population. Keepers assisted with the release

and monitoring of the birds and also worked with Taronga Education Officers in a schools program that aimed to educate the local community about the birds and encourage bush regeneration. The Victorian Department of Sustainability and Environment are continuing to monitor the birds.

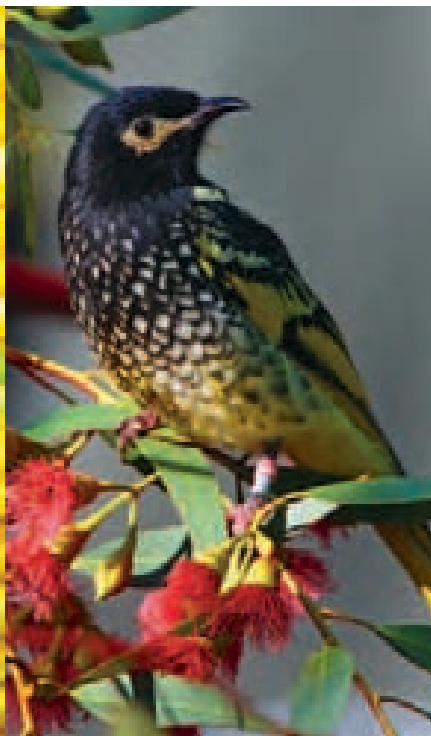
To assist Taronga in its education objectives the Australian Fauna team introduced a bird watching safari activity for children and a discovery table showcased the detrimental effects of yabby traps on local wildlife including Platypus.

Significant breeding successes in the last year included Yellow-bellied Gliders, Feathertail Gliders, Squirrel Gliders, Brush-tailed Rock Wallabies, Quokkas, Regent Honeyeaters, Metallic Starlings, Noisy Pittas, Nicobar Pigeons, Turquoise Parrots, a Little Lorikeet and two Koala joeys.

In December, 10 Quokkas arrived at Taronga from Rottne Island, Western Australia. These animals, currently on display in the 'Australian Walkabout' and 'Backyard to Bush', will play an important role in the conservation of the species as part of a regional insurance population.



Photo: Lorinda Taylor.



This year Taronga released 44 zoo-bred Regent Honeyeaters into the wild.
Photo: Dean Ingwersen.



Taronga Zoo welcomed 10 new quokkas in December 2009 to join the regional insurance, captive population. Photo: Lorinda Taylor.

It was a successful year for Taronga's Tasmanian Devil program. For the second year running, founder animals, "Tex" and "Martha", produced four joeys. The devil joeys have moved to the new Tasmanian Devil exhibit. This exhibit takes guests on a journey through natural devil habitat to a human-impact landscape. It also includes off-display breeding facilities to maximise the number of animals in the conservation breeding program. Various experiences, talks, signs and video footage tell the story of the plight of the Tasmanian Devil and enable Zoo guests to contribute towards the Tassie Devil Appeal.

Exotic Fauna

This year saw the successful birth of Taronga's two Asian Elephant calves. This was a very exciting and rewarding project for Taronga. The medical and behavioural learnings gained from these births will be invaluable for the future of the Asian Elephant Conservation Breeding Program. The calves, "Luk Chai" meaning 'son' and "Pathi Harn" meaning 'miracle' in Thai, were both named and blessed through traditional Buddhist ceremonies.

Zoo guests continue to enjoy learning more about the elephants and calves during bath time and keeper talks, which focus on responsible tourism, sustainable timber plantations and support for Taronga's orphaned Asian Elephant in Sri Lanka.

Taronga Zoo's lead Zebra mare was transported to Taronga Western Plains Zoo to temporarily join a breeding herd in an effort to increase the number of Zebras across Australia. A young mare was also moved to Werribee Zoo in Victoria to breed with a genetically valuable male. Resulting foals will make a significant contribution to the regional Zebra population. Meanwhile a gelding from the National Zoo has joined Taronga's herd. In addition to the new Zebra, Taronga also had two new female Bongos arrive this year to contribute to a regional breeding program.

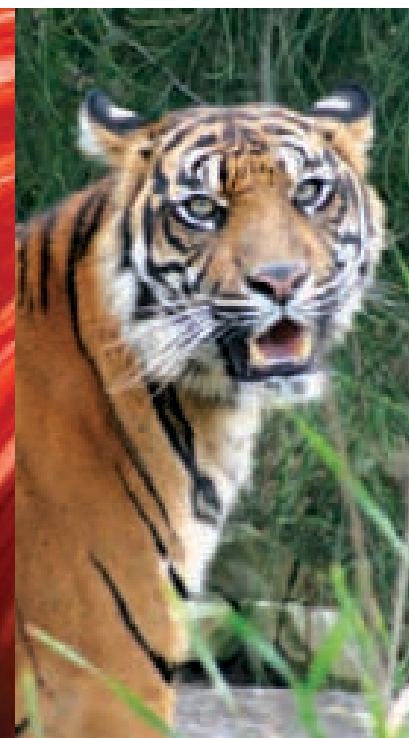
Overall the Exotic Fauna Division has focused on good reproductive management with an emphasis on long term breeding projects and making a positive contribution to the regional populations and training for better animal management. This included training young male Giraffe

"Jimiyu" to present his hoof for x-ray. This is an important behaviour, as it allows regular hoof trimming without the need for an anaesthetic.

During the year, Taronga undertook one of the largest animal movements in the Zoo's history by transferring 19 Chimpanzees to a temporary home to make way for a multi million dollar refurbishment of their exhibit. Two Orang-utans were also relocated to off-exhibit holding at Taronga Zoo to make space for the Chimpanzees.

A female Western Lowland Gorilla was relocated to Melbourne Zoo for breeding. The first Francois Langur infant born last year has been successfully hand-reared by keepers and the arrival of a second pair of langurs from Beijing Zoo has brought the numbers up to five.

The past year has also seen a pair of Sumatran Tigers successfully introduced. This is a complex and carefully managed process to ensure the safety and wellbeing of the animals and potential success. Breeding of this magnificent species is essential to support the regional conservation program for this critically endangered species.



With as few as 35,000 Asian Elephants remaining in the wild, every zoo birth helps ensure a future for these remarkable mammals. Photo: Brad Hunter – Daily Telegraph.

Photo: Mandy Quayle.

Taronga's Animals

Animal Presentations

The QBE Bird Show continues to provide an inspiring experience for our Zoo guests, providing them with insights and access to the little known world of high-flyers.

Peregrine Falcons have been a focus for the Taronga team. This has included the training of a new female "Nike" for shows, as well as co-operative work with the Taronga Wildlife Hospital in rehabilitating an injured young falcon for release. Donations received during the popular Bird Show have raised over \$20,000 for The Taronga Foundation's Field Conservation Projects. Jane Goodall's "Roots & Shoots Nepal", one of the current projects supported by these donations, is addressing the devastating 98% vulture population decrease in the past 12 years. This is the greatest rate of decline of any species of bird in Southern Asia. Taronga's Andean Condor "Leslie" is a spectacular ambassador for the "Roots & Shoots Nepal" program.

'Great Southern Oceans' continues to delight guests. Young female Australian Sea Lion, "Nala", celebrated her first birthday this year and festivities included a competition run by Energy Australia with the

winner receiving a close encounter with "Nala's" mum, "Kira".

Taronga's Seal Show focuses largely on the natural history of seals, the pressures that they face in the wild, including overfishing and the actions people can take to help alleviate these problems. In March, Taronga partnered with the Marine Stewardship Council (MSC) to recognise Sustainable Seafood Day and Taronga's catering company, Compass Group, provided a sustainable seafood menu. The aim of the day was to promote and support the purchase of MSC certified sustainable seafood.

In late 2009 Taronga welcomed the arrival of two young Californian Sea Lions, "Cooper" and "Pepper", born in Cologne Zoo, Germany and Emmen Zoo, The Netherlands. Both sea lions have settled in well to their Australian homes and have already begun training for the shows.

'Backyard to Bush' has been focusing largely on expanding the collection of Australian native mammals and invertebrates. A male and a female Southern Hairy-nosed Wombat have been acquired and will play an important role in the Taronga captive breeding program.

Taronga's invertebrate breeding facility has recently acquired six Bird-eating Spiders, three males and three females, in the hope of developing a successful breeding program for this unique species.

TARONGA WESTERN PLAINS ZOO

Taronga Western Plains Zoo has been involved in exciting births, importations and developments throughout the year. The most notable being the birth of a female Black Rhinoceros calf "Kufara", born in February to first time mother "Bakhita". She is one of two female Black Rhino calves born at the Zoo and the first of the second generation of Black Rhinos to be born into the Australasian region breeding program for this critically endangered species.

Taronga Western Plains Zoo also celebrated the importation of a female Greater One-horned Rhinoceros named "Amala" from Los Angeles Zoo to join the Zoo's resident male "Dora" to commence Taronga's third rhino breeding program. Taronga Western Plains Zoo is the only zoo in Australasia to hold three species of rhino; Black, White and Greater One-



An injured Peregrine Falcon was rehabilitated by expert zoo staff before being released back into the wild. These birds are the world's fastest animal. Photo: Lisa Cavanagh.

TWPZ welcomed second generation Black Rhinoceros calf 'Kufara' into the world, an important addition to the breeding program for this critically endangered species. Photo: Mandy Quayle.

horned. Introductions will take place when "Amala" is of breeding age.

Four Cheetah cubs were born to first time mother "Asali" in October. Two of the Cheetah cubs display the rare King Cheetah coat pattern (a genetic coat variation resulting in blotchy stripes rather than spots) and are the only King Cheetahs in the Australasian region. The four cubs, named "Mokomoto", "Sefu", "Halla" and "Kyan" were reared by their mother, "Asali" until 10 weeks of age and since then have thrived under the care of the Cheetah Keeping Team.

Another welcome arrival, female Sumatran Tiger "Indah", from Dreamworld Queensland, will one day play a significant role in the regional breeding program for her species.

The Zoo's successful Giraffe breeding program continued with three calves born within the space of three months, two females, "Kiraka" and "Kitoto", and male "Uthuli". The birth of two Eland calves followed the successful introduction of the bull into the herd.

Another two Przewalski's Horse foals were born this year. The Zoo now has 11 horses on display. The Przewalski's Horse has been

re-classified from extinct in the wild to critically endangered following the success of managed breed and release programs and in situ conservation initiated by Australian zoos in the mid 1990's, reinforcing the meaningful contribution zoos make.

Collaborative work with the Institute for Zoological and Wildlife Research (IZW) in Berlin continued and this year the IZW/Zoo team successfully retrieved oocytes or eggs from two infertile Black Rhinos. Although in vitro fertilisation (IVF) attempts were not successful, the Zoo team was once again congratulated by the visiting German experts for the immense preparation that took place prior to their visit and the professionalism always shown.

Significant investment in animal conditioning and training throughout the year has seen some remarkable results. Examples include the conditioning of two Black Rhinos and one White Rhino prior to IVF/ AI attempts and the conditioning of "Happy" the Hippopotamus prior to dental surgery. These and other training and conditioning regimes resulted in numerous successful animal transfers during the year.

The elephant team continued to invest significant time in enriching the lives of Taronga Western Plains Zoo's ageing African and Asian Elephants. To date the team has walked the African elephants outside their exhibit over 300 times as part of their exercise and behavioural enrichment program.

Taronga Wildlife Hospitals

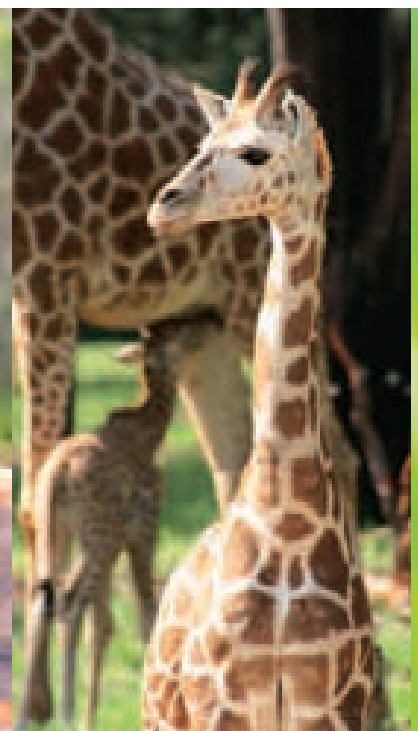
TARONGA ZOO

Veterinary Services

This year was dominated by the Veterinary team's contribution to the successful births of Taronga's first elephant calves. Preparation for the event was crucial to the success of the birth and ongoing health of the cows and calves. Although the ideal scenario is to have an uneventful and uncomplicated birth, it is essential that plans be in place to deal with any eventuality, which may include an abnormal or difficult birth or an injured or sick calf. The veterinary team carefully monitored pregnancy and labour through measurement of serum



Two Cheetah cubs were hand-reared at TWPZ. There are fewer than 10,000 in the wild. Photo: Mandy Quayle.



TWPZ's giraffe breeding program welcomed three calves in three months during 2009/10. Photo: Mandy Quayle.

Taronga's Animals

progesterone levels and ultrasound examinations. Dr Thomas Hildebrandt, veterinary reproductive specialist, was engaged as a consultant for the births. "Thong Dee's" labour and birth was uneventful and a healthy 95kg male calf "Luk Chai" was delivered on 4 July 2009. "Porntip's" labour was protracted and difficult due to malpositioning of the foetus. However, against all odds, including evidence suggesting the foetus had not survived, a live 116kg male calf "Pathi Harn" was born on 10 March 2010. After 12 hours of intensive support including the need to administer colostrum via a stomach tube, the calf quickly gained strength and thrived.

A major project for Taronga this year has been the redevelopment of the Chimpanzee exhibit. This required moving the entire Chimpanzee group to the Orang-utan facility and the Orang-utans to an off-display holding facility. This was followed by the successful move of 19 Chimpanzees. The two older females were conditioned to crates and transported without the need for medical restraint. The remaining individuals were anaesthetised for the move. All animals received complete physical examinations, tuberculosis testing, vaccinations and contraceptive implants as required. The entire move was accomplished successfully in four days.

With changes to quarantine legislation it was necessary to have areas of the Taronga Wildlife Hospital (TWH) approved as Quarantine Approved Premises (QAP). The Australian Quarantine Inspection Service (AQIS) now only allows the importation of animals from overseas into QAPs. Assessment for QAP registration is based on evidence that suitable containment, security, waste disposal and procedures for the maintenance of the animal/s for the duration of their stay can be provided. The process of approval involved a detailed application to AQIS demonstrating compliance with AQIS criteria, accreditation of TWH staff, a detailed inspection and audit of the facilities.

This year Taronga Zoo experienced an outbreak of botulism with 36 collection ducks and nine wild ducks succumbing to the disease. Based on clinical signs and no specific findings at necropsy, botulism toxicity was highly

suspected. Other diseases were ruled out. Maggots from carcasses tested positive for *Clostridium botulinum* toxin, supported the diagnosis of a botulism outbreak. A number of other botulism outbreaks occurred in and around Sydney at the same time.

Wildlife Rehabilitation

The TWH treated 700 sick, injured or orphaned native animals brought to the hospital by members of the community, government wildlife authorities, veterinarians and wildlife rescue groups. Community involvement in the release of rehabilitated wildlife and wide media coverage enabled educational opportunities and promoted a wider understanding of urban wildlife.

Two juvenile Loggerhead Turtles were rehabilitated and released with satellite transmitters through a collaborative research effort between Taronga and George Balazs National Oceanographic and Atmospheric Administration, Hawaii. The post release-monitoring project will provide survival and movement data and is a first for hatchling Loggerhead Turtles in the South Pacific. Lord Howe Island Marine Parks, Qantas

and Australian Air Express provided assistance with the project. Movement data has indicated feeding activity for several hundred kilometres around Lord Howe Island and towards the Australian coast. Taronga received 24 endangered marine turtles for treatment during the year.

Taronga worked with the Department of Environment, Climate Change and Water (DECCW) to prepare the Code of Practice for Injured, Sick and Orphaned Fauna in New South Wales which sets standards and guidelines on best practice based on accumulated experience and scientific data.

Involvement with the Southern Oceans Seabird Study Association continued with the treatment of injured pelagic birds, assistance with offshore research and the catching and banding of albatross and petrels. In conjunction with the Australian Bird and Bat Banding Scheme the wildlife rehabilitation program continued to permanently identify birds prior to release to provide survival and movement data.



Taronga welcomed Australia's first Asian elephant calf in July 2009, a male 'Luk Chai'. A second male was born at Taronga Zoo in March 2010, the fourth calf for the Regional Conservation Breeding Program for this endangered species. Photo: Bobby-Jo Vial.

TARONGA WESTERN PLAINS ZOO

Veterinary Services

It has been a busy year for the veterinary team delivering the Veterinary Health Program to Taronga Western Plains Zoo's animal collection. Quarantine is the cornerstone of a zoo's preventative health program and the team has focused on managing a range of mammals through the quarantine process including Guanaco, Sumatran Tiger, Tasmanian Devils, Zebra and Addax. The importation and quarantine holding of a female Greater One-horned Rhinoceros from North America challenged the team with unique husbandry and biosecurity requirements. This successfully concluded with transfer of the animal to the Zoo's breeding facility to ultimately establish the first breeding pair of this species in Australasia.

The provision of health care and preventative medicine to Taronga Western Plains Zoo's animal collection is a vital aspect of the veterinary activities. The veterinary procedures necessary to investigate and address health problems in captive wild

animals is highly specialised and particularly challenging in species such as Hippopotamus. A highlight this year was the successful anaesthetic management of a Common Hippopotamus to enable investigation and resolution of a dental problem.

Education and research are integral to the role of Taronga and during the year the Zoos hosted veterinary science students for externships from the Universities of Queensland, Melbourne and Sydney as well as trainee zookeepers enrolled in the Taronga Training Institute. The Zoos have a strong relationship with the University of Sydney undertaking many collaborative research projects over the years. This year a Bachelor of Animal and Veterinary Bioscience Honours student enrolled at Sydney University, undertook a research project investigating nutrition within the White Rhinoceros herd.

Wildlife Rehabilitation

Taronga Western Plains Zoo delivers an important service to wildlife carers based in the central west of NSW and this year saw over 350 native animal patients. The caseload

reflects the fauna that occurs over this extensive area, including macropods, Koala, Echidnas, raptors and a range of reptile and parrot species. Animals brought to the Zoo for care provide an important interface with populations of wildlife and thus provide insights into ecosystem health.

This year Taronga Western Plains Zoo hosted a symposium delivered by prominent wildlife veterinarian Dr Howard Ralph who addressed wildlife carers on the subject of burns management for native animals.

Behavioural Sciences Unit (BSU)

Taronga's behavioural scientists and volunteers liaise with keepers to monitor animal well-being and facilitate the implementation of an environmental enrichment program to maintain optimal animal welfare.

Key projects this year included:

Elephant Behaviour

Following the births the behavioural monitoring of the elephant herd increased to record herd activity during this phase of population growth. The behaviour of the pregnant females was also closely monitored 24 hours a day near the predicted birth dates. Behavioural data was combined with hormone results to detect signs of impending birth. Interactions between the two new calves and each of the females within the herd are being monitored closely to determine the group behaviour during the birth of calves, the group dynamics and the development of the newborn's behaviours.

Behaviour of Raptors in a Free-Flight Bird Show

The behaviour of eagles, kites and owls were observed to ensure that these majestic birds were able to express a range of natural behaviours in their aviaries and during the QBE Free-Flight Bird Show at Taronga Zoo. The results indicated that the birds are able to display natural flight behaviours such as gliding, soaring, banking and feeding on the wing during presentations and training.



Taronga's collaboration with the Institute for Zoological and Wildlife Research continued in 2009/10 with the successful retrieval of eggs from previously infertile Black Rhino.
Photo: Mandy Quayle.

2



Taronga's Conservation Outcomes

PERFORMANCE INDICATORS	08/09	09/10
Collection species which are classified as threatened		
Taronga Zoo	27%	28%
Taronga Western Plains Zoo	44%	41%
Threatened species in conservation programs		
Taronga Zoo	47%	43%
Taronga Western Plains Zoo	60%	61%

Goal

Ensure our efforts have tangible and measurable conservation outcomes

Principal Areas of Activity

- Focus on delivering long term direct benefits for wildlife and driving community conservation behavioural change
- Effectively communicating conservation outcomes to all stakeholders
- Continually improving our environmental sustainability
- Being recognised as a leading conservation organisation within Australia

Objectives

- To establish Taronga as a leading conservation organisation
- To continuously improve the environmental sustainability of Taronga's operations
- To improve the environmental sustainability of the organisation's operations
- To increase breeding, recovery and reintroduction programs for threatened species by 50% by 2015
- To undertake scientific research that aligns with and promotes the Taronga conservation and animal collection strategy
- To increase public action for conservation through successful and measurable implementation of community campaigns
- To develop partnership and stakeholder relationships that increase our organisation's position and impact in field conservation and research activities

◀ Taronga Zoo's Little Penguin education program inspires the community to reduce threats affecting the endangered Little Penguin population at Manly.
Photo: Rick Stevens.



Taronga's Conservation Outcomes

Conservation and Research Programs

Species Management and Research Projects

Australian Marine Mammal Research Centre (AMMRC)

Taronga's AMMRC began in 1996 with the University of Sydney. The primary partner is now the University of New South Wales, however AMMRC supports post-graduate students from both of these universities as well as from Macquarie University.

The major AMMRC projects included:

LEOPARD SEAL NUTRITION MAPPING PROJECT

By determining the growth rates of Taronga's Leopard Seals whiskers, and the chemical signatures in their whiskers in response to defined diets, a standard to determine the diet of wild seals is being developed. This is part of a larger ecologically based program assessing the diets of top order predators over time, using materials obtained from museums.

CORTICOSTEROIDS AS AN INDICATOR OF STRESS IN AUSTRALIAN SEA LIONS (BSC (VET) HONS STUDENT FELICIA LI)

This project aims to validate the use of non-invasive methods to determine corticosteroid levels in Australian Sea Lions with a view to determining appropriate methods of sampling for use in surveying wild populations.

THE IMPACTS OF HUMAN ACTIVITIES ON HUMPBACK WHALES (MPHIL STUDENT MARYROSE GULESSERIAN)

This project investigated the impact of tourist vessels and construction on the behaviour of migrating Humpback Whales off the coast near Sydney. By determining how boats affect the surfacing behaviour of whales, this project provided a framework for assessing the Australian National Guidelines for Whale and Dolphin Watching.

Tasmanian Devil

The Tasmanian Devil population has declined by 60% since 1996 due to the Devil Facial Tumour Disease. The disease currently affects approximately 60% of the wild Tasmanian Devil Population. Taronga Zoo, Taronga

Western Plains Zoo and other Zoo and Aquarium Association (ZAA) members and the Tasmanian Department of Primary Industries, Parks, Water & Environment are collaborating to maintain a regional insurance breeding program for Tasmanian Devils. This insurance program aims to sustain a healthy, viable captive population of Tasmanian Devils on mainland Australia that is disease free and can provide genetically and behaviourally suitable animals for release back into Tasmania.

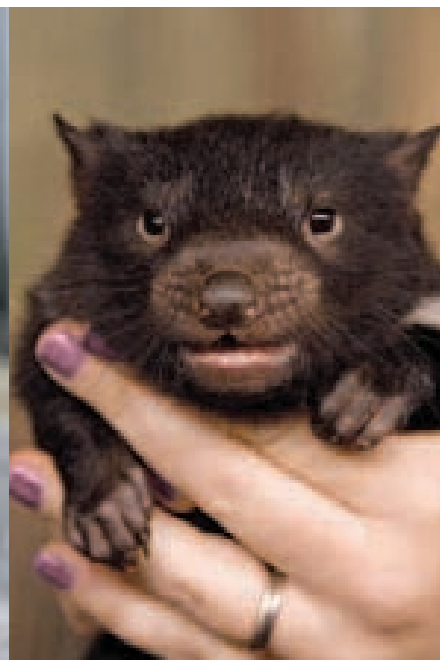
The opening of the Tasmanian Devil facilities at Taronga Zoo in mid 2010 provides additional opportunity to achieve the breeding goals of the program, whilst communicating the threats of the disease to the survival of this iconic species to a public audience.

Taronga Zoo and Taronga Western Plains Zoo have bred a combined total of 12 devils during the year, and 25 since the program started in 2008.

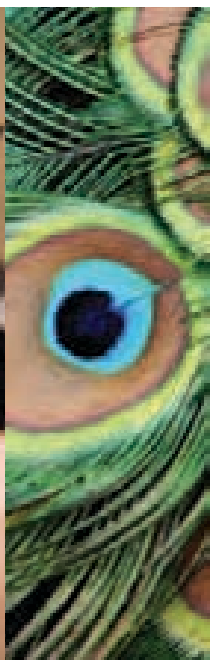
At Taronga Western Plains Zoo, three joeys were born this season in the purpose-built breeding facility bringing the total number bred so far by Taronga Western Plains Zoo to 16 for the insurance program. Breeding from this first generation of captive born Tasmanian Devils will be the upcoming challenge in the efforts to conserve this unique Australian species.



Taronga Zoo holds the only known Leopard Seals in captivity anywhere in the world.
Photo: Rick Stevens.



This year, our Zoos bred 12 Tasmanian Devils as part of the national insurance breeding program.
Photo: Lorinda Taylor.



Regent Honeyeater In-situ Conservation

Taronga Zoo has played a key role in the Recovery Plan for the Regent Honeyeater and has been breeding them since 1995. The Recovery Plan investigates the management, breeding and raising the birds, provides an 'insurance' population against the demise of wild populations, and to release birds into the wild to monitor results.

In May, 44 captive-bred Regent Honeyeaters were released into Chiltern National Park in North East Victoria following on from the success of the trial release in 2008 when 27 birds were released at Mt Pilot National Park as part of a recovery program for the species. Those birds were observed behaving like their wild counterparts and successfully bred at this location.

As per International Union for the Conservation of Nature and Natural Resources (IUCN) reintroduction guidelines, all birds were placed in pre-release quarantine and underwent detailed health screening prior to release. All birds were anaesthetised for full physical examinations, including blood collection for analysis, parasite burden checks and cloacal swabs for enteric pathogen screening. Eighteen birds were also surgically sexed.

All released birds have a unique combination of coloured leg bands and 25 were fitted with radio transmitters to determine survivorship of captive-bred birds in the wild. The dispersal, foraging behaviour and establishment of these birds into the wild population is still being monitored.

Frog Conservation: Breeding and Research

Taronga Zoo has partnered with the NSW DECCW and other ZAA institutions to develop captive populations of three endangered frog species for the purpose of research, development of husbandry and captive management techniques as well as re-introduction to the wild.

An exciting development has been the rediscovery of the Yellow-spotted Bell Frog that was believed to be extinct. This species was last seen in 1977 until the discovery of a single population of this species in the Southern Tablelands in November 2009. Fourteen tadpoles were collected and transported to Taronga Zoo to establish a captive breeding program. It is hoped to breed them for reintroduction into their natural habitat, as part of a joint Taronga and DECCW conservation project.

Another important frog project is the captive breeding and release of

Corroboree and Booroolong Frogs. Since 2007 a total of 600 Booroolong Frogs and 13,000 eggs have been released into wild habitat, with plans to release in excess of a thousand frogs at different stages of development. The Southern Corroboree Frog, Australia's most critically endangered frog is expected to become extinct in the wild in the next two to five years. Taronga Zoo, working with DECCW and a range of other authorities and agencies undertook field work with this species including trialling the concept of growing tadpoles in above-ground, chytrid-free ponds in the field. Taronga Zoo released 47 Corroboree Frog eggs into chytrid-free artificial environments in their natural range. This is the first release of captive-bred Corroboree Frogs from Taronga Zoo.

Francois Langur

Taronga Zoo is the leading contributor to the development of a new regional breeding program being the first zoo to hold Francois Langurs in the region. With estimates of less than 2500 individuals left in the wild, the main threats to this species are habitat loss and hunting. The female "Elke" born in March was successfully hand raised, after there was no maternal care being provided by her mother. In April a male "Ganju" was born to same mother "Saigon", and she showed appropriate maternal behaviour and care for that infant. Unfortunately, the young male died at about three weeks of age.

This breeding program was delivered a boost with the import of another pair of Francois Langurs from Beijing Zoo, China. These langurs have previous breeding and infant care experience and bring valuable new bloodlines into the program.



Taronga has been involved in a joint agency Recovery Program for endangered Regent Honey-eaters for more than a decade.
Photo: Dean Ingwersen.

Taronga Zoo was the first to breed Francois Langur in the Australasian region.
Photo: Brad Hunter – Daily Telegraph.

Taronga's Conservation Outcomes

Rhinoceros species

This year significant efforts have been made towards increasing Taronga's involvement in conservation efforts for rhinoceros species.

Taronga is a founding member of the International Rhinoceros Foundation (IRF) and this year continued its support of the organisation. Taronga's new Director was officially ratified as an IRF board member in November.

Taronga Western Plains Zoo welcomed additional support for its rhino endeavours from the SAVE Foundation, an international rhino conservation organisation. General Manager Matthew Fuller outlined the Zoo's commitment to rhino conservation and breeding at SAVE's major fundraiser which was attended by the Botswana High Commission's First Secretary, Mr Mokoto. Taronga Western Plains Zoo's Senior Veterinarian Dr Benn Bryant continued in his role as a member of the Asian Rhino Projects (ARP) Veterinary Support Team, working towards the conservation of Sumatran and Javan Rhinoceros and is in regular contact with ARP.

This year Dr Bryant was also the keynote speaker at the Taronga Foundation's Establishment Dinner, outlining the Zoo's work in conservation of Black Rhinoceros through a collaborative partnership with the Institute for Zoological and Wildlife Research (IZW).

BLACK RHINOCEROS AND WHITE RHINOCEROS

February brought a milestone for the Black Rhinoceros breeding program with the successful birth of "Kufara", the first second generation calf descended from the imported wild rhinos. "Kufara" will play an important role in the breeding program in the future. While the Black Rhino population across southern Africa has been gradually increasing, the numbers in Zimbabwe where our rhinos originate are declining alarmingly as a result of increased poaching for horns. The development and maintenance of viable captive populations is vital to the success of rhino conservation given the constant threats to all wild rhino populations.

The rhino breeding program was again assisted by the research collaboration with the IZW, undertaking

oocyte collection from two of our non-reproducing female Black Rhino for attempts to achieve an in-vitro fertilisation embryo, as well as the artificial insemination of a female White Rhinoceros using sperm from the deceased wild-born bull "Thomas".

GREATER ONE-HORNED RHINOCEROS

As part of the international zoo based breeding program for Greater One-horned Rhino a female was imported from the USA for future pairing with the male "Dora" at Taronga Western Plains Zoo. The goal of the captive program will be to emulate the successes of the in-situ conservation efforts, which have resulted in the wild population having increased at least ten fold since protection measures were introduced. As poaching remains high in India and Nepal the captive program will remain an integral part of rhino conservation efforts. Taronga works with the IRF to support both zoo based and in-situ projects including Indian Rhino Vision 2020 and the ARP.

Wildlife Reproductive Centre

Taronga Western Plains Zoo is home to Australia's only reproductive research centre that focuses on the reproductive health and management of wildlife, including the areas of reproductive function, stress physiology and the use of reproduction as an index of individual and population health. Key projects undertaken this year include:

Analysis of factors governing captive breeding success in the Tasmanian devil (*Sarcophilus harrisii*) (PhD Student Tamara Keeley, Honours Student Kellie Masters)

The objective of this study is to increase our knowledge of reproduction under different environmental conditions. Non-invasive analysis of reproductive and adrenal hormones combined with behavioural observations during oestrous, natural mating and parturition will determine potential factors governing breeding success. This study

will investigate possible mechanisms such as reproductive suppression, physical and environmental disruptors and mate preference. The results will guide the management of our insurance population to maximise breeding success as well as expanding our understanding of the species' biology.

Reproductive parameters of subtropical Dugongs (PhD Student Elizabeth Burgess)

Taronga, in collaboration with PhD student Elizabeth Burgess, Dr. Janet Lanyon (Marine Vertebrate Ecology Research Group at the University of Queensland) and staff at SeaWorld and the Sydney Aquarium are studying zoo based Dugongs to better understand their reproductive biology and develop population models that incorporate reliable life history parameters. Hormone metabolite concentrations in faecal samples have been used to map reproductive patterns in known Dugongs, and paired with morphometric parameters to determine gender, puberty and reproductive state in wild Dugongs. This information has improved the monitoring of this species from absolute numbers to include an understanding of population dynamics and viability.

Monitoring the efficacy of contraceptive implants and evaluation of adrenal function in Australian and Californian Sea Lions at Taronga Zoo

This study will use non-invasive hormone analysis of faecal hormone metabolites to monitor the adrenal activity of Australian and Californian Sea Lions at Taronga Zoo to determine the efficacy of Deslorelin implants in controlling reproductive cycling of Australian Sea Lions and validate and optimise methods to monitor adrenal function to determine the response of Australian and Californian Sea Lions to environmental changes. This will assist the management of our Zoo-based population and may be used to develop monitoring techniques to determine the impact of environmental changes in wild populations.

Australian Registry of Wildlife Health (ARWH)

Taronga continues to operate a National wildlife health resource and diagnostic centre, investigating outbreaks of sudden death or disease on behalf of wildlife managers, conservation departments, wildlife rehabilitation groups, the RSPCA, and zoos. Under a diagnostic service contract with NSW DECCW many disease investigations were undertaken to directly underpin wildlife management practices and policy. The ARWH is working closely with the NSW Environment Protection Authority to evaluate the potential role of toxins in wildlife and ecosystem health. This year the ARWH was awarded two large Commonwealth government wildlife health research grants.

Australian Bio-security Intelligence Network

This investment through the Australian Department of Industry, Innovation, Science and Research will allow the ARWH to integrate Wildlife Health into the bio-security infrastructure development program. The recently completed online wildlife health information management and communication system will be launched nationally. ARWH's systems and data will become more available to their stakeholders and combined with mapping and analytical tools will provide better understanding of wildlife health phenomena and protect the health of the environment, wildlife, domestic animals, and humans.

Christmas Island National Park – Reptile and Mammal Health Assessment

In response to a dramatic decline of the five resident reptile species and two native mammal species, including the extinction of the Christmas Island Pipistrelle (*Pipistrellus murrayi*), Christmas Island National Parks invited Taronga to undertake a systematic health investigation of mammals and reptiles on the island. The primary goals of this project include:

- identifying the prevalence of potential pathogens in the introduced mammal and reptile fauna

- where possible, identifying the prevalence of potential pathogens and disease in the remaining native species
- providing recommendations to guide the disease management aspect of captive breeding and reintroduction programs.

A multi-disciplinary team has been assembled to undertake a preliminary assessment to begin to address these complex questions. The proposed work will dovetail with other planned an operating ecosystems-based investigations being undertaken by the management and staff of the Christmas Island National Park.

Australian Leishmania Lifecycle Investigation

Annette Dougall, PhD student, Menzies School of Health Research in Darwin, completed her PhD studying the lifecycle of this single celled parasite, which was identified in 2004 through the ARWH. The ARWH obtained additional funding through the Wildlife Exotic Disease Preparedness Program to better characterise what appears to be a globally unique vector responsible for transmitting this parasite among macropods in the Northern Territory. Given the unique nature of this vector, further studies are warranted to assess the potential transmission of exotic species of Leishmania that could be introduced to Australia via infected humans or animals.

Australian Wildlife Health Network (AWHN)

The AWHN is an initiative of the Australian government, managed under the Wildlife Exotic Disease Preparedness Program, with a corporate governance structure. It is hosted by the Taronga Conservation Society Australia and Industry and Investment NSW. Core business activities are twofold. Firstly, the AWHN facilitates and supports wildlife disease surveillance, identifying emerging diseases and trends in known diseases (spread, frequency, species affected) that may affect trade, human health or biodiversity.

The AWHN also manages and provides information; data is collated, analysed and disseminated to support Australia's lead agencies.

The AWHN continued to assist the National Avian Influenza Wild Bird Steering Group co-ordinate the national avian influenza surveillance plan. It managed a number of focus groups with universities, a bat diseases focus group and Zoo Animal Health Reference Group whose aim is to improve communication and coordination of various bio-security related activities at a national level and provide input into development of the bio-security policy of Australia's quarantine and bio-security arrangements. The AWHN will move the National Wildlife Health Information System (NWHIS) into the Bio-security, Surveillance, Incident Response and Tracing (BioSIRT) platform. BioSIRT is used by most of Australia's jurisdictions for assisting in information management during emergency animal disease outbreaks in this country.

Australian Shark Attack File (ASAF)

The ASAF has been coordinated by John West, Manager, Life Sciences Operations since 1984. The ASAF cooperates with the International Shark Attack File. A summary of information is accessible to the public through the Zoo's website www.taronga.org.au.

There were 14 new shark attack cases recorded this year, down by three from the previous year. Media and public interest in this topic is very high with over 470 requests for information. Mr West was invited to be a Key Note Speaker at the June 2010 International Shark Conservation Conference in Cairns and presented a paper on the ASAF. Data is used by researchers and scientists, as well as provided to Industry and Investment NSW as part of reviewing best practice in mitigating shark attack risks in NSW.



Taronga's Conservation Outcomes

Conservation Field Grants

Funds raised through dedicated Taronga Foundation Field Conservation donation boxes throughout both Zoos and specific fundraising at Taronga Foundation fundraising events throughout the year have been used to support field conservation and research programs through a competitive selection process. This year the following projects have been supported:

Asian Rhino Project

Securing Indian Rhino Populations in Assam through Translocations, India

\$10,000

As part of the Indian Rhino Vision 2020 (IRV 2020), this project expands on a successful translocation program, moving Indian (also known as Greater One-horned) Rhinoceros from Kaziranga National Park to Assam. This project will reduce the pressure on Kaziranga National Park and reduce the potential risk to the species by generating a separate, sustainable population.

Biodiversity & Elephant Conservation Trust

Schools Awareness Program, Sri Lanka

\$9,150

This project incorporates a campaign designed to educate school children on the value of elephants, how to minimise habitat destruction and the importance of conservation. The workshops have increased community understanding of the need for elephant conservation and the importance of biodiversity.

Friends of the National Park Foundation Bali

Reforestation of Orang-utan Project, Borneo, Indonesia

\$9,590

This project will expand restoration of habitat important to Orang-utans and other wildlife to new areas of the Tanjung Puting National Park, Kalimantan. The local community will receive training and funding for planting selected plants and park authorities will work co-operatively to use sound environmental management practices. The project will restore 40 hectares of degraded forest.

Wildlife Conservation Research Unit, University of Oxford – Tanzania Project

Carnivore Protection

\$9,900

Conflict with humans is one of the greatest threats facing wild populations of large carnivores such as lions and wild dogs. This project will build local capacity to improve livestock husbandry and reduce livestock losses to predators, as well as educate villagers about carnivore ecology and non-lethal predator control.

South Luangwa Conservation Society

Anti-poaching Program in South Luangwa National Park, Zambia

\$9,794

Increased tourism has brought a large service industry to South Luangwa. Unfortunately this has resulted in a significant increase in the use of native, often protected species as food (bush meat trade). This project is an anti-poaching campaign within the South Luangwa National Park to reduce the illegal snaring and shooting of animals for the bush meat trade.



Zoo staff member Ian Anderson visited Kaziranga National Park to gain experience of the field conservation programs supported by Taronga. Photo: Ian Anderson.

This year, Taronga supported habitat restoration in Bali which is vital to the survival of Orang-utans and a variety of forest dwelling species. Photo: Mandy Everett.

Taronga Zoo Education Centre

Regent Honeyeater- A Valley Rescue
\$9,730

This project will engage students from three schools in the Capertee Valley area, NSW, to restore habitats for the native Regent Honeyeaters, and engage the schools and local community in seed planting, nest box making and installation, bush food workshops, and learning about Indigenous links to biodiversity and the land.

Taronga Wildlife Hospital

Veterinary screening and health evaluation of Fijian Crested Iguanas (Brachylophus vitiensis).
\$9,220

The Taronga Wildlife Hospital is providing veterinary support to the National Trust for Fiji by undertaking veterinary screening and health evaluations before the translocation of 80 to 100 critically endangered Fijian Crested Iguanas from Yadua Taba

to Namenalala. The establishment of this second colony is important to securing the population from any single catastrophic event, such as disease or natural disaster.

Roots & Shoots Nepal

Vulture protection
\$6,400

Vulture species have shown the greatest decline rate of any bird species in southern Asia with a loss of 98% of the population in 12 years. The dramatic decline in population has been a result of the illegal trade and use of Diclofenac, an anti-inflammatory and analgesic drug that is commonly administered to local livestock. This project implements a conservation awareness campaign into the Basa Basai district of Nepal to engage five village development committees, educating the members on the impact Diclofenac is having on the local vulture population and the greater ecosystem, as well as providing alternatives to Diclofenac.

Zoological Society of London

Habitat Protection through the Berbak Carbon Initiative, Sumatra, Indonesia
\$10,000

The Berbak swamp forest in Sumatra is rich in biodiversity, including the critically endangered Sumatran Tiger. These forests are disappearing at a rate of more than 3% per year as a result of illegal and legal logging, threatening the wildlife and communities and representing carbon emissions in excess of three million tonnes per year. This project aims to bring stability and longevity to conservation and carbon storage by developing relevant, clear economic incentives for the local communities to support forest conservation measures.



South Luangwa Conservation Society's anti poaching activities in Zambia are supported through Taronga's field conservation grants initiative.
Photo: South Luangwa Conservation Society.



Photo: Taronga Zoo.

Taronga's Conservation Outcomes

Community Conservation Campaigns

Taronga continues to provide Zoo guests with a range of opportunities to take action. Experiences at each of the Zoos, the website and the e-newsletter have been drivers for targeting actions. Staff have initiated effective community conservation campaigns and spread the word about taking positive action for wildlife conservation. The website hosts pages on how to take action for conservation with a

downloadable 'Take Action' poster, as well as other initiatives such as 'Green Christmas' and 'Wildlife and Your Garden'. Other campaigns receiving awareness and support include;

They're Calling on You – this mobile phone recycling campaign was initiated in May at both Zoos and has continued since, with growing success. Partnering with Aussie Recycling Program (ARP) and Zoos Victoria, *They're Calling on You* is designed to conserve precious gorilla habitat by reducing the demand for coltan. This year 6,340 mobile phones have

been recycled and \$10,908 raised. This money has been evenly split between the Jane Goodall Foundation and the Taronga Foundation. The campaign will continue indefinitely.

Don't Palm Us Off – in February a new campaign was introduced aimed at encouraging a sustainable palm oil industry. Initiated by Zoos Victoria, the campaign seeks to inform people about the palm oil industry's impact on wildlife, especially in Malaysia and Indonesia where some of the world's most critically endangered species live. *Don't Palm Us Off* seeks community support for the labelling of palm oil and a sustainable palm oil industry. In the last few months of the year approximately 10,000 signatures were received via postcard, petition or the website hosted e-petition.



Photo: Bobby-Jo Vial.



Photo: Lorinda Taylor.

Sustainable Seafood – this campaign has continued to gain momentum. The wallet guide has been revised and reprinted, with reference to feedback received, and it is promoted actively. A 'print-your-own' guide is available from the website. Taronga is in preliminary discussions with other ZAA institutions to develop the campaign into something that can be promoted across the region. In a joint activity with the Marine Stewardship Council, Taronga hosted a special promotion of sustainable seafood at Café Harbourview in March, which is now being expanded by Compass into a permanent feature at this location.

Taronga is working closely with Monash University on a three year linkage grant project, supported

by the Australian Research Council, that aims to understand and enhance the persuasion potential of zoos to influence zoo guests' pro-wildlife behaviours.

Waste Reduction and Purchasing Policy (WRAPP Progress Report)

Taronga's WRAPP progress was submitted to the Department of Environment Climate Change and Water (DECCW) this year. Taronga continues to be committed to purchasing products with recycled content while looking for alternatives to sending waste to landfill via waste avoidance, reuse and recycling.

Major achievements outlined in the Progress Report:

- The quantity of office paper purchased with recycled content has increased from 90% to 95% since the 2006 reporting period;
- Recycled content paper used in external printing and publication also increased from 75% to 84% since 2006, and
- The commencement of the new waste contract (SITA Environmental Solutions) at Taronga Zoo has resulted in a significant diversion of waste from landfill. Over 85% of public place waste is now captured for recycling. The volume of paper and cardboard recycled has also increased by 48% on prior year.

	08/09 TZ	08/09 TWPZ	08/09 Total	09/10 TZ	09/10 TWPZ	09/10 Total
Water Consumption (megalitres)						
Domestic	176	7.89	184	175	10	185
River (TWPZ)	N/A	328	328	N/A	307	N/A
Recycled (TZ)	74	N/A	74	80	N/A	80
Total			586			265
Energy Consumption						
Electricity (kWhrs)						
<i>black</i>	7,851,530	1,160,122	9,011,652	8,137,477	1,113,263	9,250,740
<i>green</i>	501,162	70,291	571,453	519,411	67,181	586,592
<i>Total (MWh)</i>	8,353	1,230,413	9,583	8,657	1,180,444	9,837
Gas						
<i>Natural Gas (MJ)</i>	3,050,501	N/A	3,050,501	4,460,518	N/A	4,460,518
<i>LPG (L)</i>	825	39,951	40,776	1,695	35,633	37,328
Fuel (L)						
<i>Unleaded</i>	34,688	10,258	44,946	37,978	11,559	49,537
<i>Diesel</i>	23,175.73	47,589	70,765	19,003	46,495	65,498
Waste Recycled (t)						
Public Place Recyclables	191	7	198	245	2	247
Green Waste	151	130	281	216	150	366
Animal Waste	445	1,595	2,040	581	1,500	2,081
Paper/Cardboard	86	82	168	119	96	215
Toner Cartridges	0.05	0.03	0.08	0.08	0.03	0.11
Waste to Landfill (t)						
Front of House General Waste	No data	No data	No data	61	114	175

Taronga's Conservation Outcomes

Partners in Sustainability – DECCW Sustainability Advantage Program

Taronga continued to work with DECCW under the Sustainability Advantage Program. The program supports businesses to enhance environmental performance. This year DECCW has assisted Taronga identify opportunities to use resources more efficiently, increase staff engagement and has commenced the process of undertaking a Scope 2 Energy Audit at Taronga Zoo. Taronga will work with DECCW at both sites to complete the program and will continue to work together on projects that increase the sustainability of the operations at both sites.

Top: Taronga employees participated in the 2010 Gay and Lesbian Mardi Gras parade, raising awareness for Sumatran Tiger conservation and Taronga's 'Don't Palm Us Off' community education campaign. Photo: Lorinda Taylor.

Below: This year, there were an average of 30 stories about the Zoos shared with the public everyday. Photo: Rick Stevens



Taronga Green

Taronga's "take action" committee, Taronga Green was busy again this year working on supportive actions which aim to increase the sustainability of the operation, foster sustainable culture and demonstrate leadership. Initiatives that were introduced this year included:

- Introduction of Taronga branded keep cups to discourage the use of disposal coffee cups and promote reuse;
- Initiating the process of sourcing only free range and barn laid eggs which resulted in the development of a partnership with Pace Farms;
- Participation in Earth Hour and Clean Up Business Day 2010; and
- Promoting Sustainability in Leadership which involved many senior members of Taronga pledging to undertake an eco-behaviour for a month.

Corporate Communications and Media Relations

The Media Relations Department focuses on obtaining positive media coverage of the Zoos' animals, conservation, research efforts and events to maintain public engagement with Taronga. The department also coordinates all VIP visits and provides issues management support for the executives at both Zoos.

During this reporting period, the Media Relations team generated record coverage due to the birth of two Asian Elephants, the Zoos' increased new media presence and the ongoing Channel Seven TV series, 'The Zoo'.

An average of 30 stories about our Zoos were shared with the public everyday or 10,895 media items throughout the year. The cost to purchase this coverage as advertising space would be in excess of \$100M (see media coverage table).

The birth of Australia's first elephant calf, "Luk Chai" generated remarkable media coverage, however it was eclipsed eight months later by the birth of "Pathi Harn", Taronga's 'miracle' elephant calf. In the first three weeks of "Pathi Harn's" life, 8,125 articles and reports reached a cumulative Australian audience of 112,649,166. There is no effective measure of the international and online media coverage, however online articles tracked by the media team exceeded 700 and were spread across the globe.

The Media Relations team launched into the new media sphere during this period using blog updates, Twitter and Facebook announcements whilst online elephant image galleries were uploaded to Flickr. The blogs written by elephant keepers and also the Media Relations staff were uploaded daily allowing the public an insight into the daily life of the newborns and cows. The blogs were not only informative and educational for the general public, but also began to be used as quotes in traditional media.

To supplement the newsrooms, the media team also produced and edited online videos which were uploaded to the newly established Taronga Youtube account and the Taronga website. In some instances

the videos were provided to the national news broadcasts and digital media outlets. A video of "Pathi Harn" taking his first steps posted the day after his birth received over 37,000 views in two weeks.

Additional highlights of the reporting period include the two TV specials developed with Channel Seven for the elephant births. Both of the programs aired shortly after each elephant arrival and became ratings successes. The first TV special included a message to go to the Taronga website; this delivered an unprecedented spike of over 12,000 visits to the site and helped generate in excess of 30,000 entries to the public naming competition for "Luk Chai". The second TV special, 'Miracle at the Zoo: the Birth of Pathi Harn' was the number one program in Australia on the evening it was broadcast. More than two million Australians tuned into each TV special.

Lessons learnt from the use of new media to publicise the elephant births were expanded. For example, a chimp family Facebook page was created to educate the public about the significance of this world renowned primate group. The media team also coordinated regular keeper blogs which were uploaded to the Zoo website and daily twitters informing the public about Zoo events, conservation research projects and education initiatives. The Taronga Twitter currently has over 1,000 followers.

Additional media highlights throughout the year include:

- Broadcast of the fourth series of the observational documentary, 'The Zoo';
- The birth of the first second generation Black Rhino calf in Australia at Taronga Western Plains Zoo (TWPZ);
- Significant national coverage to farewell and congratulate former Director and Chief Executive, Guy Cooper, following his 11 year tenure at the Taronga Conservation Society Australia;
- The birth of rare King Cheetah and Giraffe calf births at TWPZ; and
- Media support for *They're Calling on You* and Save the Tasmanian Devil campaigns.

Negative media was minimal. There was coverage of the sale of TWPZ Blackbuck antelope to a deer farmer who subsequently supported draft legislation aiming to establish game reserves for hunters. The Media Relations team worked with TWPZ General Manager to respond and confirm our commitment to wildlife welfare.

An active approach to issues management helped limit negative coverage of potentially contentious areas. This included the suspected death of the second elephant calf where the media team immediately

issued media statements and held a news conference to update journalists on the situation and the notoriously high mortality rate with elephant pregnancies. Messages of condolences followed from various newsrooms and having been briefed by the world's leading expert on elephant reproduction, the journalists gained an in-depth knowledge regarding elephant pregnancies, limiting any negative comments when the animal was born alive just days later.

Media Coverage

TELEVISION MEDIA	09/10
Taronga Zoo	\$16,008,410 5,019 items
Taronga Western Plains Zoo	\$1,988,800 90 items
<i>The Zoo</i> Channel Seven documentary featuring both Zoos	34 episodes* *Remainder of Series 3, airing of Series 4, two elephant birth specials and re-run of the first three series at a 5pm timeslot.
TOTAL	\$17,997,210 5,143 items
PRINT MEDIA	
Taronga Zoo	\$10,309,317 1,405 items
Taronga Western Plains Zoo	\$2,463,513 558 items
TOTAL	\$12,772,830 1,963 items
RADIO MEDIA	
Taronga Zoo	\$1,479,029 3,464
Taronga Western Plains Zoo	\$415,878 218
TOTAL	\$1,894,907 3,682
Total Value	\$32,664,947
Total items / articles	10,788 items

*Equivalent air time value in advertising dollars would be \$76,673,375

3

Complimentary Admission
Valid at Taronga Zoo and
Taronga Western Plains Zoos
Admit 1

Valid until 30 April, 2011

N83 R4287 T3
Inspiring protection
of our natural world



Taronga's Visitor Experience and Learning

PERFORMANCE INDICATORS	08/09	09/10
Visitation – total	1,590,449	1,738,103
Students visiting on a School Excursion		
Taronga Zoo	94,885	106,525
Taronga Western Plains Zoo	13,175	13,203
People participating in Public/ Outreach Education Programs		
Taronga Zoo	31,755	38,255
Satisfied guests as measured through satisfaction surveys		
Taronga Zoo	82%	79%
Taronga Western Plains Zoo	81%	82%
Complaints per 1,000 Guests		
Taronga Zoo	0.17	0.24*
Taronga Western Plains Zoo	0.21	0.24
Zoofari Lodge	0.00	0.01
Conference and Workshop Proceedings delivered by Staff (also including workshops convened)	48	55

*Taronga's consolidated construction program can be attributed to this increase on prior year

Objectives

- To engage more people in the activities of the organisation by increasing general visitation to 1.75M
- To expand the reach of the Zoos' education programs to increase education admissions to 200,000
- To deliver outstanding experiences for zoo guests as measured through 'value for money' satisfaction levels in excess of 85%
- To ensure all visitor experiences deliver inspiring connections between people and animals and positively influence visitor pro-wildlife behaviour
- To maintain our assets and enhance capital infrastructure and exhibits at both zoos to maintain visitor experience and animal welfare standards
- To increase Zoo Friend memberships to 100,000
- To spread the reach and impact of our activities through increasing total annual website visitation to 5 million visits

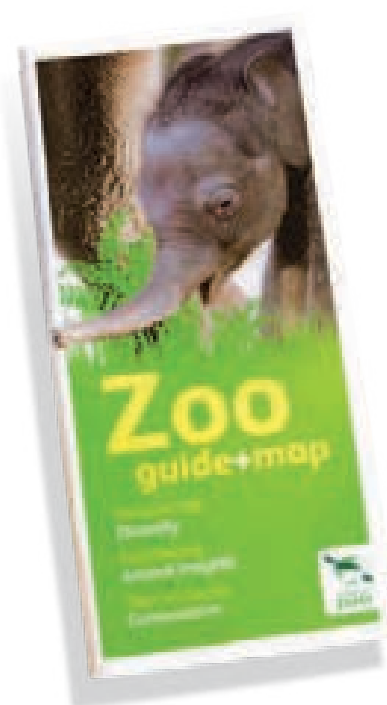
Goal

Creating innovative and engaging experiences that attract visitors, exceed guest expectations, inspire loyalty and influence positive behavioural changes

Principal Areas of Activity

- To be the number one wildlife experience of choice in Australia
- To engage more people in the activities and vision of Taronga
- To facilitate long term, inspiring connections between people and animals
- To invest in innovation and best practice approaches to learning and behavioural change
- To continually invest in enhancing our physical assets

◀ The Zoo's daily encounters, including with 'Jub Jub' the Green Iguana, provide unique and stimulating educational opportunities for our guests.
Photo: Brad Hunter – Daily Telegraph.



Taronga's Visitor Experience and Learning

Education Programs

Visitor Education and Interpretation

Evocative and provocative communication is fundamental to the role of a zoo. The Visitor Education and Interpretation team aims to increase guest understanding of the world's wildlife, to promote action for conservation, specifically to support the protection of the exhibit animals and their habitats and enrich the Zoo guest's learning experience.

Initiatives at Taronga Zoo included:

- on-going development of innovative interpretive experiences, marketing promotions, programs and products for Zoo sponsors including the development of a 3rd daily seal show at 'Great Southern Oceans' focusing on training for animals and keepers;
- installation of an interpretive sculpture *Cammeragal Country* near the Lower Shop designed to acknowledge and celebrate continuing Aboriginal cultural connections. It was designed by Tim Moriarty, a Yanuywa man (Borooloola, NT);
- collaboration with Object Gallery and Australian Museum to support *Menagerie* an exhibition of craft objects representing animals made by a variety of Aboriginal and Torres Strait Islander artists;

- participation in the development of a program for 2009 NAIDOC celebrations resulting in a dynamic NAIDOC Bird Show; and
- development of an award-winning nomination for 'Backyard to Bush' in Interpretation Australia Association's Best Practice Awards.

Initiatives at Taronga Western Plains Zoo included:

- delivery of elements for the revitalised Obley Road entry, especially the interpretive and immersive Safari Park playground, including African-animal sculptures and interpretive devices for the building and surrounding landscape;
- development and installation of interpretive materials to engage Zoo guests in the birth of Cheetah cubs and Black Rhinoceros calf, and in the heritage of the site including the identification of scar trees and the history of the site as an Army Training Camp.

Community Education Programs

Community Education Programs offered by the Zoos' included:

- **Zoo Adventures** holiday program, catering for students aged between five and 12, operated out of both Taronga Zoo and Taronga Western Plains Zoo. Students complete educational behind the scenes

tours, animal craft activities and play conservation-based games. The program encourages the children to become more environmentally focused. This year 1,720 children participated in the program.

- **Roar and Snore.** Taronga Zoo's new site has led to a significant increase in participation in this conservation education program. The new luxury, purpose-built tents are located with spectacular views of Sydney Harbour. This year 9,114 participated in the program compared with 6,038 last year, an increase of 50.9%. The highlights for the guests are the informative hosts, excellent facilities, night walk, animal encounters and the special behind the scenes tours. With less than 12 months at the new location, Roar and Snore was acknowledged in the 2009 NSW Tourism Awards and was proud to receive the "Sunday Telegraph People's Choice Award" and the Silver Award in the "New Tourism Development" category.
- **Taronga Western Plains Zoo's Roar and Snore program** has also had a very successful year with 2,338 people participating compared with 2,279 last year. The new contact animals have proven very popular and feedback about the program is always very positive.
- **Boral Youth at the Zoo (YATZ).** This ambassador and volunteer program continues to evolve in an attempt to best serve youth aged between 12 and 19 years of age. Members undertake bush regeneration, guiding, on and off site education activities, animal enrichment and conditioning programs. The recently formed YATZ mentors have proved to be invaluable by assisting and guiding the younger YATZ members. The YATZ eco fair was very popular with the members delivering some excellent education outcomes.
- **Zoo Birthday Parties.** This year 771 children had a memorable party at Taronga Zoo. Through the excellent work of discovery officers, children had fun and learnt about animals and conservation issues.



Taronga Zoo's new Roar and Snore site received the Sunday Telegraph's People's Choice Award in the 2009 NSW Tourism NSW Awards. Photo: Lorinda Taylor.

School Education

Taronga has a strong partnership with a number of education groups. The NSW Department of Education, the Sydney Metropolitan Catholic Education System, NSW Department of Community Services, St George Bank and Boral all are committed to delivering high quality curriculum related workshops and resources to students to encourage and empower them to become eco citizens. This year 157,983 students participated in education programs, an increase of 12.5% on prior year's total of 139,815. This equates to 14.2% of all the students in NSW schools, emphasising the strong impact of Taronga's education programs.

TARONGA ZOO

The animal precincts at Taronga Zoo have been curriculum mapped to ensure that student outcomes are delivered at the appropriate venue. Students in stage one and two complete workshops at 'Backyard to Bush', students in stage three and four participate in workshops at 'Rainforest Trail' and 'Great Southern Oceans' and high schools students in stages four to six undertake workshops at the Zoo Education Centre. All programs use live animals as the cornerstone to convey curriculum and conservation outcomes. The messages and experience link together so that as the students visit the Zoo over their school career, they become enlightened conservation advocates driving change in their local community. This year 106,525 students visited Taronga Zoo to participate in an education program which is an increase of 12.3% from last year's figure of 94,885.

This year 19,672 students participated in hands-on interactive workshops at 'Backyard to Bush'. These workshops focused on local habitats and lifecycles as students explored the precinct. Popular workshops are Backyard Buddies, Senses, Wet and Wild and Animals of the Dreaming.

At 'Rainforest Trail' the baby elephants were popular with school groups participating in workshops. Students in stage three focus on rainforests and endangered species as they learn in a village school

setting. This year 4,308 students participated in these programs, a decrease of 10.6% from last year.

'Great Southern Oceans' has proven to be an exciting teaching venue, hosting 1,410 students, an increase of 17.5% on prior year, who learnt about climate change and Antarctica. Students are inspired to take action in their homes and community.

A total of 34,240 secondary students undertook workshops at the Zoo Education Centre, up 8.3% from the 31,621 who participated the previous year. The most popular workshop topics delivered were classification, the role of the Zoo, business studies, senior biology, water management and habitats.

TARONGA WESTERN PLAINS ZOO

Taronga Western Plains Zoo continues to deliver high quality programs in the immersive and experiential classrooms. An increase in contact animals has enhanced the students programs and enabled the team to deliver more diverse workshops. This year 4,289 students participated in workshops, comparable with last year. The partnership programs with the Australian Museum and Royal Botanic Gardens continued to grow in popularity. The Education Centre also hosted a number of teacher professional development courses and stakeholder events.

Zoomobile Outreach Education

The outreach program consists of two purpose-built vehicles that transport animals to various venues and deliver important education programs and messages. The Zoomobile sponsored by the NSW Department of Education and Training focuses on school students while the St George Bank sponsored vehicle focuses on other education venues including pre schools, aged care facilities and council events. The welfare of the animals that are part of this program is paramount so temperature control, safe travelling enclosures and trained education staff are key to the program's success.

The Zoomobiles also participate in partnership programs with other cultural institutions including the Australian Museum, various Botanic Gardens and other Departments of Education and Environmental Education. This year 4,523 students participated in the Evolution of Australian biota, up 96.7% from last year. Another 4,861 students participated in the Animals of the Dreaming program, up 7.2% on last year's number of 4,533. This program is co-delivered with Col Hardy an Aboriginal Education Coordinator and Aboriginal elder. Students are fascinated by Dreaming stories, music and animals up close and personal.

Taronga Training Institute

The Taronga Training Institute (TTI) continues to excel as Taronga's registered training organisation. It provides vocational education course in Certificate III in Captive Animals and Certificate II in Animal Studies. This year, TTI expanded its operations to include offering Certificate III in Captive Animals at Taronga Western Plains Zoo.

Taronga has now supported over 400 students to develop their skills and knowledge in accredited training in the animal care industry and make a difference to the conservation of wildlife.

Taronga has now completed the accreditation package for a new Certificate III in Tourism and is awaiting approval by Vocational Education and Training Accreditation Board (VETAB) to commence courses in this field. Accredited training in tourism will also support internal staff training needs in retail, guest service, guiding and the provision of guest information services.

Short courses are now also being offered through TTI, currently in Photography and reptile keeping. This year, the TTI short course offerings will expand into wildlife rehabilitation and reptile keeping.

Taronga's Visitor Experience and Learning

Other Zoo Education Programs

In-situ Education

The in-situ Education programs have been renamed Project In-situ. This year Taronga conducted three Project In-situ programs with 950 students involved in programs delivered in Chiltern, Lithgow and Manly. The focus this year was the Regent Honeyeater and Little Penguin. Students in Chiltern were trained to play a significant role in the release and monitoring of the 44 Regent Honeyeaters. The Little Penguin program focused on Manly's endangered Little Penguin population and involved students working closely with mentors to inspire the local community to reduce the threats effecting this population. This program won the highly prestigious Zoo Aquarium Association Education award for 2010.

Indigenous Youth Mentoring – Burbangana and Walanmarra NSW Department of Community Services (DoCS) Partnership Program

The successful Burbangana program at Taronga Zoo, delivered to children in the Minister's care, has been replicated at Taronga Western Plains Zoo. Burbangana is a Kamilaroi word that means "take my hand and help me up" and has played a significant role for 12 Aboriginal children in full time care. The children learn life and communication skills as they take care of animals and assist in education programs. The Taronga Western Plains Zoo program is called Walanmarra, a Wiradjuri word that means "make me strong now". Five children have now completed the program, which receives excellent feedback from participants, DoCs and Aboriginal agencies.

Vocation Education

Work experience gives students in Years 10 and 11 a unique insight into zoo keeping as a career. This year 263 students participated in work experience at Taronga Zoo, and 35 participated in work experience at Taronga Western Plains Zoo.

Zoosnooz

This immersive overnight education program for Kindergarten to Year 12 students has grown significantly this year. Students stay overnight at different venues within the Zoo and learn all about wildlife and conservation issues. This year 6,083 participated at Taronga Zoo, an increase of 76.6% from last year, while 1,439 students participated in the program at Taronga Western Plains Zoo compared with 1,472 last year.



Taronga is a leader in wildlife education. Photo: Rick Stevens

Taronga Zoo's Project Penguin, which educates Manly school children on Little Penguin conservation, won the Zoo Aquarium Association's Education Award for 2010. Photo: Lorinda Taylor.

Wildlife Workshops

This overseas student program has suffered from the current global financial situation. However it managed to obtain a growth of 51.8% students this year recording a total of 645 participants.

Professional Development

This year 795 teachers participated in professional development programs and in service training in a number of different topics from climate change education to 'kids teaching kids'. This figure is an increase on the 760 who participated last year. These workshops receive positive feedback and are often oversubscribed.

Science Week

Science Week, funded by the Department of Innovation, Industry, Science and Research, endeavours to increase the numbers of students studying and pursuing science as a career. This year Taronga received a \$14,000 grant to

deliver the program across both Zoos. Students were trained as mentors to deliver hands on science workstations, giving participants authentic conservation science and research experiences. This year 870 students participated in the program, up 7.4% on last year.

Dreamnight at the Zoo

On the evening of 3 December Taronga Zoo and Taronga Western Plains Zoo hosted a Dreamnight at the Zoo event. Dreamnight is a worldwide event held after hours at many zoos and wildlife parks so ill and disabled children and their families can experience the Zoo at no charge.

Nine charities were invited to participate in Taronga's inaugural event - Autism Spectrum Australia, Camp Quality, The Children's Hospital at Westmead including the Sydney Children's Hospital, Down Syndrome NSW, Redkite Children's Cancer Charity, Ronald McDonald House, Starlight Foundation and Variety. These charities all work with children

who face significant health challenges and often do not have the opportunity to access venues such as zoos.

Taronga's objective was to make these children feel like VIPs and give them a special night at the Zoo which they would never forget. We also wanted to ensure that their families and carers had an amazing, once in a life time, experience.

Just over 1,300 children and their families and carers joined over 280 staff volunteers on the night. Guests were treated to many arranged activities including the Seal Show, the Bird Show, a Christmas Show with Santa and friends, animal encounters, keeper talks, clowns, encounters with Star Wars characters, sports stars, special animal feeds, The Wiggles, Earth Roaming dinosaurs, St John's Ambulance, Fire Brigade and Police displays, twilight Sky Safari rides, face painting, and show bags.

Future Dreamnight at the Zoo events are being planned.



Over 1300 children were guests of honour at Taronga's inaugural Dreamnight At The Zoo event. Photo: Taronga Zoo.



Over 645 international students participated in zoo-based Wildlife Workshops. Photo: Rick Stevens.

Taronga's Visitor Experience and Learning

Taronga's Guests

Guest satisfaction surveys

Self-completion Guest Satisfaction Surveys continued to be implemented as developed by Environmetrics. Key guest satisfaction levels at each Zoo are outlined below.

A clear profile of Taronga guests has been developed based on collation of data from a variety of sources including in-ground self-completion surveys, postcode analysis and industry sources. Findings assist development in marketing and communication campaigns and ongoing guest services.

GUEST SATISFACTION LEVELS – 12 MONTH AVERAGE:

Guest Satisfaction Levels	Taronga Zoo	Taronga Zoo	Taronga Western Plains Zoo	Taronga Western Plains Zoo
	08/09	09/10	08/09	09/10
Overall satisfaction with value for money	4.1	3.9	4.1	4.1
Educational Value	4.4	4.4	4.4	4.1
Seats/rest areas	4.2	4.1	4.5	4.2
Ease of finding way around	3.9	3.7	4.6	4.2
Ease of moving around	4.2	4.0	4.6	4.6
Visibility of animals	4.0	4.0	4.1	4.1
Welfare of animals	4.4	4.3	4.8	4.7
Variety of animals	4.7	4.7	4.4	4.3
Helpfulness of staff	4.3	4.5	4.4	4.4
Shows and keeper talks	4.6	4.6	4.6	4.5
Cleanliness of grounds /facilities	4.5	4.7	4.7	4.9

12-month average converted to an average out of 5
5 = very satisfied
1 = very dissatisfied

Results remain high across both Taronga and Taronga Western Plains Zoo flowing from the upgrading of new exhibits, visitor facilities, signage, maps, enhanced guest services and animal presentations.

During the year there were significant increases achieved for helpfulness of staff and cleanliness of the grounds. It is important to note these scores were achieved during significant building works across the Zoo.

PERFORMANCE INDICATORS

Satisfied Guests	05	06	07	08	09	10
Taronga Zoo	82%	82%	86%	84%	82%	79%*
Taronga Western Plains Zoo	90%	86%	87%	84%	81%	82%

* Although not statistically significant, a decrease in TZ satisfaction levels is primarily due to the increased construction activity during the year.

Guarantee of Service

Taronga strives to ensure that all guests enjoy their Zoo experience, return regularly and highly recommend both Zoos as satisfying and worthwhile educational and recreational venues to family and friends.

Guest Services and Experiences

During the year a comprehensive review of guest experiences at both Zoos was undertaken in partnership with specialist researchers Vision XS. The review conducted a series of guest tracking research studies and benchmarked guest experiences at Taronga against world-class zoos and other attractions. In response to the outputs from the research, a number of enhancements have been implemented during the year.

In July, the Top Entry plaza at Taronga Zoo was closed and the operation of admissions was moved to a temporary location. The overnight move ran smoothly which enabled the admissions team to welcome guests efficiently the next morning. A careful and attentive guest services approach has been required during the continued building works around the Zoo and the operation of a temporary top entry.

Enhancements to the guest experience during the year included an additional Seal Show during school holidays and weekends. Plans to manage the increase in Zoo guests to see the new elephant calves began well in advance to guarantee a smooth operation. A detailed policy and procedure was developed to include guest and staff requirements. Further communication strategies were developed after the birth of the second calf to ensure that any questions from guests could be answered in an informative and timely manner.



Zoo Friends

July marked a major milestone in the history of the Association of Zoo Friends when it was formally amalgamated with the operations for Taronga Conservation Society Australia. The successful transition was aided by separating the membership program and the volunteering activities into the Marketing, Guest and Commercial Operations and Human Resources divisions respectively. This move enabled the right skills and expertise to be focused on each area.

The membership team has achieved overall growth of 25% in the membership base, increasing the total number of members to 50,690 and increasing membership income by 13% or \$85,845 from 2008/09.

A key success factor in the amalgamation was migrating the Zoo Friend database and membership system to Centaman, the Zoos' admissions system. This migration was successfully concluded in August and has enabled Taronga to issue all members with a unique membership card that can be scanned on entry, providing invaluable visitation reporting to Taronga whilst also enhancing ease-of-entry for our members.

Established and successful membership traditions continued to flourish over the year, including the annual Christmas event at Taronga Zoo which was attended by more than 1,437 people. Some areas of the membership program evolved to meet our members' expectations. One example of this was the membership magazine ZooNooz, which was successfully relaunched via a new publishing partner under the new name Wild Life. Designed to better reflect the breadth of Taronga's contributions to conservation, the new magazine offers a contemporary design and broad coverage of all of Taronga's activities whilst still featuring the excellent writing and photography provided by our volunteer contributors.

The membership program's support for Taronga's conservation and redevelopment plans has been unwavering despite the amalgamation. This year \$922,441 has gone to the Taronga Foundation to support Master Plan activities which will include the creation of a Parents Room at Taronga Zoo and to Zoo Friends Fellowship grants.



This period of transition has been supported throughout the year by the members of the previous Association of Zoo Friends Council in their new roles on the Members' Advisory Council. This council has met bi-monthly and has made a valuable contribution to guiding the future direction of the membership program. The council will continue to play a pivotal role in coming years and welcomed five new members in May.

Capital Works, Infrastructure and Operations (CWIO)

Capital Works and Planning

TARONGA ZOO

In the latter part of 2009 Taronga Operations (Sky Safari, Catering, Security and Cleaning) merged with Capital Works and Infrastructure to form the Capital Works, Infrastructure and Operations division.

Taronga has had a productive year with significant developments Zoo-wide including the current Master Plan progressing, additional funds from NSW Government and the annual asset maintenance program.

A detailed implementation plan with considerable stakeholder consultation was required to manage the short-term disruptions that would be experienced.

At the end of this financial year Taronga has invested over \$190 million in the Capital Development Program from a revised total program budget of \$219 million after the State's Mini Budget reductions. There are now a number of programs that have been deferred beyond the 2012/13 year.

Key projects completed under the Capital Development Program are:

Top Entry Plaza

The Inner Plaza and Main Entry redevelopment, the third and final stage in the overall redevelopment of the Guest Precinct Program of works is currently under construction with an anticipated completion date of June 2011. This project includes redevelopment of the heritage-listed Main Entry building, the establishment of a new retail / food and beverage building, amenities building including ticketing, landscaping and interpretative graphics and signage works. The key feature of this development is a freely accessible public plaza.

During service trenching to the outer plaza, the location of the old tram tracks was observed with ballast located south of the tram shed. Our Heritage Specialist surveyed and recorded the findings.

Chimpanzee Exhibit

Chimpanzee exhibit redevelopment includes the night and off exhibit area refurbishment, significant guest presentation improvements, interpretive elements, all weather viewing, significant redevelopment of the outdoor exhibit including an aviary-style exhibit component and substantial three dimensional climbing structures. Construction commenced in December and completion is anticipated by April 2011.

Tasmanian Devil Exhibit

The construction of the Tasmanian Devil Exhibit in the former heritage Jungle Cats building commenced in September and was completed in May. The refurbishment works included a new Tasmanian Devil facility comprising two exhibit areas, a new visitor area, back of house modifications, and significant interpretative elements.

Guest Circulation Precinct – Stage 1

The proposed Guest Circulation Precinct Stage One encompasses the site of the demolished bird aviaries and the old Seal Theatre complex. Works are primarily civil and landscape. The contractor commenced works on site in April and anticipated completion is December 2010.

Taronga's Visitor Experience and Learning



The exquisite Tree Kangaroos will be able to be viewed from the new top entry plaza.
Photo: Mandy Everett.

Safari Lodge Refurbishment

The proposed Safari Lodge Refurbishment will provide parent facilities, accessible toilet, first aid room and an information counter in this central location near the Taronga Food Market. Completion is scheduled for September 2010.

Tree Kangaroo Exhibit

Planning for this signature species exhibit, which will be viewed from the Top Entry plaza, has commenced. Construction will be completed by June 2011.

Café Harbourview (previously Treetops Café)

The Treetops Café was re-branded as Café Harbourview and refurbished to include; new joinery to the servery, furniture, external paving, a canopy and new signage. Construction commenced in April and was completed in June.

Multi purpose Food and Beverage Vending Promotional Space

The work here involves the reconfiguration of an existing redundant animal exhibit space to create a hardstand area for the future installation of portable food and beverage vending stations. Construction commenced in April and due for completion in July 2010.

Wayfinding Signage Strategy

Design services were tendered in March for the review of the Zoos' way-finding strategy and development of an interpretative strategy to better align guest communication with the conservation and learning objectives of Taronga. It is anticipated that the design and installation will be completed by the end of April 2011.

Condor Holding Facility

Design concepts were developed for an additional facility to house Andean Condor adjacent to the Bird Show holding area. Construction is due for completion June 2011. The size of this facility will also allow free flight training.

Gibbon Exhibit Refurbishment

The refurbishment includes a new brachiating structure and landscaping. Construction completion is due August 2010.

Francois Langur Holding Facility

The new holding facility will provide additional holding capacity to improve animal management. Works commenced in April and were completed in June.

Support Areas, Services and Utilities Upgrades

A new bank of Memtech filters has been installed at the water treatment plant that will double the plant's capability to produce recycled water and thereby further reduce potable water consumption at Taronga.

New pumps for the storm water rising main pump station (opposite Lower Entrance Building) have been installed to increase reliability and supply of captured storm water from the eastern half of the Zoo to the water treatment plant.

Two new submersible pumps have been installed for supply of harbour seawater to 'Great Southern Oceans'. These pumps will enable the current 24-hour pumping requirement to be changed to on demand usage to significantly reduce power consumption.

The first section of pipe work to upgrade the existing AC ring main for water supply in the upper half of the Zoo has been completed as part of the Chimpanzee exhibit project.

The upgrade and replacement of Electrical Substation 5 (below The Taronga Centre) was installed in May, ensuring supply continuity site wide.

Upgrade of fire protection infrastructure by the new maintenance contractor is proceeding with replacement of sprinkler heads in the Taronga Centre, upgrade and standardisation of emergency lighting and a new-networked fire panel system.

TARONGA WESTERN PLAINS ZOO

Obley Road Entry redevelopment

The works include the redevelopment of the existing Savannah Building including extending and adding a new retail, food and beverage and ticketing precinct within the building, redeveloping the lakeside seating area and establishing a new paid entry point that creates a free entry public zone. Construction commenced in September and it is anticipated to be completed by November 2010.

Asset Maintenance

In addition to the numerous maintenance and exhibit enhancements projects undertaken by in-house resources, the major maintenance works undertaken with assistance from external contractors included repairs to the Black Rhinoceros yards and shelters, new exhibit fencing at the Giraffe exhibit, river pump and irrigation upgrade, painting of structures along the main circuit roadway and the midway kiosk upgrade.

Facilities and Infrastructure Maintenance

A team of Trades and Horticultural staff and external contractors progressed the asset maintenance program by working on the following facilities and infrastructure projects:

Strategic Maintenance Planning

Planning of routine and corrective maintenance tasks was continued using data in the Asset Maintenance Strategic Plan and the Archibus FM computerised maintenance management system. Particular emphasis was given to reducing Taronga's carbon footprint and improving environmental performance.

Routine Maintenance Service Contracts

Period Service Contracts were continued for routine scheduled maintenance plus corrective maintenance by external contractors of pumping systems, air conditioning,

refrigeration, lifts, escalators, CCTV, perimeter fox-proof fencing and clearing of vegetation along the perimeter fences. A new three-year service contract was let for maintenance and upgrade of fire protection services at Taronga.

Guest Amenities Enhancements

The major maintenance project undertaken at Taronga Zoo was the upgrade and modernisation of the Taronga Centre passenger lift. Other guest amenities enhancements throughout the Zoo included resurfacing of roadways and paths, new landscaped areas, additional seating and improved waste bin stations.

Animal Welfare

Work proceeded on exhibit upgrades to ensure that animal welfare was continuously improved and numerous movements of the collection were facilitated utilising the Zoo's dedicated in-house resources. A major upgrade of the Platypus pools was undertaken including replacement of the aged water filtration system, new overhead irrigation system, landscape planting throughout and change to a dry creek for the lower half of the exhibit.

Sky Safari

The popular Sky Safari cable car is operated by Taronga in partnership with leading specialist operator SkyRail ITM. In April, the Sky Safari underwent a five yearly mandatory load test-to-test cableway stopping distances when the cableway was fully loaded. This involved loading the cabins to their maximum operating weight using sand bags as ballast and conducting a series of brake tests to ensure all safety features are operating properly. The cableway performed very well and within expected ranges for all of the test scenarios.

From July to May (inclusive), the Sky Safari was available for 94.34% of expected operating hours and was reliable for 99.5% of the time. The most significant contributor to downtime was weather, with the Sky Safari inoperable due to adverse weather for approximately 14 days. This compares with 9 days for the same period the previous year. Fault downtime from July to May was 0.5%, well within SkyRail ITM's key performance indicator range.

Heritage Asset Management

The Zoo's in house Heritage Architect works closely with external heritage consultants to ensure that the Zoo's heritage assets are maintained and managed in accordance with the Conservation Management Plan and the Heritage Act. Key activities have included the refurbishment of the heritage Giraffe Shelter and supervision of the restoration and redevelopment of the heritage Entry Building.

The works to heritage items within the overall management development of the Master Plan projects reflects the thoughtful understanding of and respect for the significance of Taronga and the historic functions of the various components.

Horticulture

Horticulturalists continue to provide a range of services to nurture and upkeep the significant landscape in both Zoos. The landscape management is highly structured to address the diverse challenges of captive animal management in both urban and rural environments.

The Horticultural teams work closely with all Taronga divisions to ensure species preservation across the site. Major landscape upgrades have included various tree relocations, in particular as part of the Top Entry Precinct at Taronga Zoo and Entry Redevelopment at Taronga Western Plains Zoo. The lake and wetland landscapes across both properties are being significantly improved to integrate the changes of the surrounding landscapes and new work. Plant sourcing and establishment with the exhibits as well as irrigation systems development using recycled water are some of the key areas addressed by the Horticultural teams.

Horticulturalists continue to harvest browse and maintain approximately nine hectares of plantations jointly developed under agreements with University of Western Sydney in Richmond and the NSW Department of Corrective Services. This provides a consistent and secure supply of animal fodder which meets the quarantine and dietary needs of exhibited animals, in particular the Koalas.

Taronga's horticulturists continued to work with volunteers from various

groups and from the Mosman community, to ensure the Sydney Harbour Foreshore public areas vested in Taronga are maintained properly restoring natural habitats and biodiversity. This historic foreshore bushland has a history all of its own. There are Aboriginal middens on Little Sirius Cove point and on the western foreshore, Curlew Camp was a popular site for landscape artists such as Arthur Streeton and Tom Roberts from the Heidelberg School. When the Zoo received the land it was a requirement that the public had walking access along the foreshore which the Zoo maintains to this day. Bush regeneration of this area commenced in the 1980's and ongoing weeding is done with minimal disturbance to allow natural regeneration and to control erosion on the steep slopes.

Additional Capital Funding for Minor Works

In March formal notification was received from the NSW Treasurer, The Hon Eric Roozendaal MLC, that Taronga had been granted an additional \$3 million in minor capital works funding.

The funding for the additional works allocated approximately \$2 million to Taronga Zoo and \$1 million to Taronga Western Plains Zoo.

A number of key projects at Taronga Zoo were:

1. Rainforest Aviary upgrade – including new entry ramps and airlocks
2. Koala Walkabout – refurbishment of timber roof and walkway ramps
3. Wetlands Ponds – new wetlands reed bed and water filtration upgrade
4. Red Kangaroo exhibit – new perimeter fencing
5. Giraffe exhibit – new perimeter fencing and feeding platform

At Taronga Western Plains Zoo the projects comprise:

1. White Rhinoceros exhibit – fencing replacement
2. Entrance lake – desilting and island edge treatment
3. Manned Wolf exhibit – viewing platform replacement and painting
4. Hippopotamus exhibit – desilting and fence replacement
5. Eland exhibit – new holding facility fences

4



Taronga's Financial Sustainability

PERFORMANCE INDICATORS	08/09	09/10
Direct government support per visitor (Including contribution for capital development)		
Taronga Zoo	\$16.63	\$19.64
Taronga Western Plains Zoo	\$13.70	\$32.33
Operating expenses per visitor (Excluding Taronga Foundation)		
Taronga Zoo	\$37.81	\$36.75
Taronga Western Plains Zoo	\$60.30	\$57.05
Capital expenditure per visitor		
Taronga Zoo	\$16.95	\$13.00
Taronga Western Plains Zoo	\$10.00	\$22.34
Taronga Foundation fundraising	\$6.00M	\$6.59M

Objectives

- To increase current business revenue and net contribution by 5% per annum
- To develop a number of new business projects generating a total of at least \$8 million in additional revenue by 2015
- To reduce cash operating costs as a percentage of revenue to 95% over five years
- To ensure the long term financial sustainability of TWPZ operations
- To increase the ability to invest in our business through increasing Foundation gross fundraising to \$10 million per annum
- To annually review and align budget process and resources to strategic plan priorities

Goal

The ongoing management of our business to fund and sustain successful conservation outcomes

Principal Areas of Activity

- Revenues to exceed costs while achieving our agreed strategic priorities
- Creating new revenue streams for growth and investment to support our vision
- Continued care for and maintenance of our physical assets
- Improving business efficiency
- Clear metrics and processes to support high quality decision-making

◀ Taronga Zoo's iconic giraffe exhibit was refurbished during the year, including modifications to the heritage shelter, new fencing and feeding platform. Photos: Lorinda Taylor and Rick Stevens.



Taronga's Financial Sustainability

Marketing

Admissions

TARONGA ZOO

Taronga Zoo achieved record results with total admissions of 1,519,649, an increase of 14.9% on last year, which includes Zoo Friends members and guests to the annual Twilight Concert series. In combination with careful yield management, admission revenue at Taronga Zoo was 27% higher than the previous year.

Attractions in Sydney had a more buoyant year than previously, yet impacts of the Global Financial Crisis and H1N1 outbreak were still evident. The international market was in decline for the first half of the year with a turnaround noted in the latter half resulting in a year on year increase of only 1%. The domestic market remained sound with greater "staycation" behaviour present especially in the first six months. Year on year, the Sydney

Attractions market grew by 2.5%. Intense competition resulted with significant promotional offers and activities throughout the year.

Within this competitive environment, Taronga Zoo held and grew the number one market share amongst Sydney attractions peaking at 32.1% in April.

TARONGA WESTERN PLAINS ZOO

The central NSW regional market continued to experience declining tourism within a difficult economy. Strong competition from Queensland parks and seaboard locations, compounded also by the ongoing highly competitive airline industry and fluctuating petrol prices made for a difficult year.

A total number of 218,454 people visited Taronga Western Plains Zoo this year which was 3.5% below last year, but in line with forecast budget. Strong yield performance however ensured that revenue growth of 10% was achieved over last year.

Within this environment, the Marketing and Tourism team delivered a compelling program of activities across the year designed to attract a wider target market of guests to both Zoos.

Marketing and Promotional activities

TARONGA ZOO

The year's marketing activity at Taronga Zoo focused on celebrating the success of the Asian Elephant Breeding Conservation program with a fully integrated marketing and communications program. The communication objectives for the program were to generate public awareness and to encourage community engagement utilising traditional and digital media activities. A micro site within the Taronga website was developed. This formed the hub of all marketing and communications and included:



Taronga celebrated the elephant calf births with a campaign, 'From Little Things Big Things Grow'. Photo: Bobby-Jo Vial.



The Zoo's historical Main Entrance is being refurbished according to heritage standards. Photo: Taronga Zoo.

- Elephant calf news with daily blogs updated by keepers and the media team
- Naming competition
- Frequently updated photos and videos
- Details of the conservation breeding program
- Plan your visit viewing times
- Become a Zoo Friend
- Sponsor the elephant calf – ZooParent
- Purchase of elephant merchandise
- Downloads and fun activities
- Strong search engine optimisation (SEO)

A community based naming competition launched immediately after the elephant calf births, which enabled relevant data capture of entrants for future correspondence. A record number of 42,100 entries were received across both naming competitions.

Throughout the campaign electronic direct marketing emails were used

extensively to keep key supporters and stakeholders up to date. At each birth, up to three phases of emails were sent totalling over 70,000 emails. Engagement was exceptional with some outstanding results when compared to industry averages, additionally the number of unsubscribes were very small, indicating that recipients were keen to hear from the Zoo.

Print media advertising was placed across metropolitan newspapers including full pages in the Sunday and Daily Telegraph. A television campaign was also developed highlighting the different stages of the elephant calf development encouraging continued community engagement across the full year. Print and television advertising was structured around school holiday timeframes.

The marketing team implemented several successful partnerships during the year. The first was an inaugural national promotion with Kellogg's, offering two for one entries to zoos in each state including Taronga and Taronga Western Plains Zoo. The

promotion ran from 19 October to 31 December with significant advertising, promotional and in-supermarket activities by Kellogg's. In excess of 42,000 people visited our Zoos as part of the promotion, with 35% being redeemed in the period of 21 to 31 December. The promotion helped mitigate the poor weather in December across peak holidays.

Taronga Zoo also partnered with the popular children's group *Wild Aussies* over the Easter/April school holidays. A concert series called *Wild Aussies Water-world Adventure* ran twice a day on the concert lawns, everyday of these holidays. The show had theming and characters that correlate with the Zoos' conservation and education positioning. This entertainment was offered free of charge for our guests over the busy holiday period, providing another option from the popular Bird and Seal Shows. Close to 10,000 guests experienced the shows with unanimous positive feedback.



Over 10,500 media interviews were conducted in 2009/10 on a range of wildlife conservation issues. Photo: Rick Stevens.



TWPZ's new 'Safari Park' children's playground. Photo: Mark James.

Taronga's Financial Sustainability

TARONGA WESTERN PLAINS ZOO

Taronga Western Plains Zoo marketing activity saw a new advertising campaign developed during the year with the positioning of "Wildlife, with more wild", focused on the family adventure and landscape dimension of the Zoo. This advertising was used as the lead for key co-operative campaigns throughout the year.

A Tourism New South Wales (TNSW), CountryLink and TWPZ cooperative campaign ran over three weeks in September in Sydney and included a 30 second television commercial, press advertising, e-newsletter, posters and brochures. TWPZ was featured prominently in all collateral.

Across the October and January school holidays a cooperative campaign was run in conjunction with TNSW and NRMA. Activity spanned across Sydney press, digital activity and existing NRMA channels. Investment of \$50,000 by TWPZ was matched by Tourism NSW, doubling the reach and impact of Taronga Western Plains Zoo's budget.

Leading into the Easter/April school holidays a cooperative campaign ran with Dubbo Tourism and NRMA. The focus was on driving both general admission and Zoofari Lodge accommodation offers. Press advertising ran from 7-27 March to entice pre-planning. The schedule spanned Sydney metropolitan press, community papers across the Sutherland Shire and Outer Western Sydney, Newcastle Herald, Central Coast community papers and the regional Land publication. Results were strong generating close to 1,000 redemptions and a 31% increase in web traffic to the Taronga Western Plains Zoo promotional page.

Cross promotions activity included involvement with the NRMA display on Australia Day at Sydney's Hyde Park – 10,000 promotional Cheetah masks were handed out to children, with the mask featuring a one-free child entry to TWPZ through to end-June. A permanent cross sell display of Taronga Western Plains Zoo was implemented at Taronga Zoo opposite the Giraffe exhibit, which includes two life size rhino sculptures of an adult and calf, an electric vehicle and supporting signage.

Digital Marketing

Building on the Digital and Customer Relationship Management strategies that were developed in 2008/09, Taronga has embraced digital marketing across the spectrum of its communications.

A digital highlight of the year included working with Google to make Taronga Zoo the first location in Australia to be mapped with the Google Trike, which captures Australia's off-road locations for Google Maps. When made live, this will enable people around the globe to take a virtual tour through the Zoo. The creation of an email newsletter has enabled more than 35,000 individuals to be kept up-to-date on the monthly events at Taronga Zoo, Taronga Western Plains Zoo and further afield.

The major digital endeavour throughout the year was the work undertaken to re-launch the Taronga website. Through significant enhancements both to the content and the technical infrastructure, this major project, due for completion in the second half of 2010, will see the wonder of our animals and the natural world being taken to people beyond the physical boundaries of the Zoos.

International Tourism Representation

The Taronga external international sales consultants, Australian Attractions, continued to build relationships and sales by representing Taronga across the year in Hong Kong, China, Taiwan, Korea, Malaysia, Singapore, USA, Canada, India, New Zealand, the United Kingdom and attending Australian Tourism Exchange in Adelaide during June.

Commercial Operations

Zoo guest facilities such as Animal Encounters, the car park and the Twilight Concert series provided both enhanced experiences and additional revenue to support Taronga's conservation endeavours.

The new car park for approximately 600 vehicles opened in April last year and provided revenue during this financial year of \$1,624,673 which was 13% over budget. In addition, the payment technology installed has ensured a smooth and essentially self-managed system.

Taronga Zoo enjoyed its 15th season of Twilight Concerts. Some 29,000 patrons attended 18 concerts held over nine weekends from late January to March. For the first time,



This September a new children's safari playground opened at Taronga Western Plains Zoo. Photo: Mark James.

theatre style seating was introduced to increase capacity and returns to Taronga via its partnership agreement with the promoter. The series contributed \$279,360 to Taronga.

The Animal Encounters program that provides Zoo guests with a digital photograph as a memento of their encounter, continued strongly this year. In July, the encounter booking office and our Koala Encounter bays moved to a new location in light of the closure of the top plaza for re-development. Sales have been maintained in this area and other encounters have improved, especially Giraffe Encounters where 5,125 Giraffe feeding experiences were provided to our guests. The Seal Encounter was cancelled during the school holiday periods to allow for renovation works to the seal pools. New soft toy products were launched late in the year to complement the encounters and have provided an additional income of over \$5,000.

At Taronga Western Plains Zoo, the commencement in August of construction of the new Guest Plaza has impacted on the commercial areas. Retail, bike and cart hire, along with catering, have all operated in modified or temporary facilities throughout the course of the year.

The bicycle and cart hire centre performed well considering the

construction works within the immediate area. Bikes and electric vehicles have again proven to be a popular element of the Zoo visit, along with being a great opportunity for the Zoo to communicate a positive environmental message to guests who take up this green option. Total revenue achieved was \$529,361.

When completed, the new Taronga Western Plains Zoo entry area will provide a wonderful introduction to the Zoo for guests.

Retail

TARONGA ZOO

Taronga Zoo's retail team has once again achieved record profits this year of \$1,441,174, an increase of 25% over last year and 37% over budget. Average spend-per-visitor increased from a budget of \$4.05 to \$4.07. This result was achieved in a particularly difficult retail environment and is ahead of admissions growth. This reflects the continued focus on sales-driven activity by retail staff, a focus on gross profit, and careful management of expenses as well as the provision of exclusive branded mementos and supporting the conservation programs of the Zoo.

Specific activities included supporting the births of Taronga's two elephant

calves. Nine months in advance, a range of over 100 products were developed to celebrate the births. These were primarily exclusive products that offered our guests a gift and a souvenir of their experience which generated strong gross profit margins. The range was slightly updated for the birth of the second calf and continues to generate 15% of sales.

TWPZ's retail system was converted to the same as Taronga's late in 2009. This has created further efficiencies both in staffing and stock management, as well as ensuring future synergies between the sites in regards to the look and feel of the offer.

TARONGA WESTERN PLAINS ZOO

Despite working in the temporary facility and with a reduced floor space, a positive result against the budget was achieved. Efficiencies between the Taronga Western Plains Zoo retail operation and Taronga Zoo have been realised in this year, with the addition of joint retail point of sale and inventory management system. This has already allowed for many joint product opportunities and increased efficiency between sites.

This year's operating revenue in retail was \$943,909, a positive result against the budget of \$900,000.



Over 5,000 people enjoyed Taronga Zoo's Giraffe Encounter. Photo: Rick Stevens.



Over 155,000 school students participated in Zoo education programs. Photo: Rod Cheal.

Taronga's Financial Sustainability

Catering and Functions

TARONGA ZOO

The Taronga team has continued to work with catering partner, Compass Group, to enhance the food, beverage and social and corporate functions facilities offered to our guests.

In grounds revenue of \$1,795,487 was 36% above budget and 19.6% higher than last year, with the per cap spend of \$6.37 being 12.5% above budget and 1.1% higher than last year.

The record results were due to higher than anticipated attendances as well as a trial incentive performance arrangement designed to encourage our caterer to increase food and beverage on site at all times in response to survey results from the previous year. Record levels of guests during the summer holiday period were provided with a proactive in-grounds sales strategy, a change of menu at Café Harbourview restaurant and take-away and food vending at the Bird and Seal Shows. A second guest satisfaction survey designed for Taronga's food and beverage provision was implemented over the summer holiday period to help identify further areas for enhancement.

The Taronga Centre function business was directly exposed to the impact of the uncertain economic climate on

corporate meetings and conferences. Despite the economic climate the Functions Centre experienced positive results of 31.1% above budget, due to successful marketing campaigns including the partnership with Justine Schobel from Masterchef, successful bi-monthly corporate familiarisations and a re-direction of previous marketing spends into market segments such as weddings, resulting in an increase of 75% from this market segment.

TARONGA WESTERN PLAINS ZOO

The implementation of a temporary facility, along with a new coffee cart and refurbishment works at the Streets Midway Kiosk, have assisted this year's financial results. Functions did not operate during this time due to the construction of the new Zoo guest entry area.

Exciting plans for the new Bakhita's Café are now well advanced, as are the re-launch of the Savannah Function Centre and event facilities. Already, interest and bookings are providing an early indication that the new food and beverage facilities within the Zoo will be well received by Zoo guests and the local community.

Total revenue was \$946,700 versus a budget of \$820,000. The per capita figure for in- grounds catering was \$4.29.

Zoofari Lodge

Zoofari Lodge has again provided a strong return to the Taronga organisation, not only in a financial context, but also by delighting and inspiring the 9,000 guests who have experienced this unique way of connecting people and wildlife. This award winning facility continues to receive glowing commendations from guests and has received strong support from the travel media. A new partnership with Qantaslink and Tourism NSW will assist in further promoting our charismatic Zoofari Lodge.

It has continued to be the most outstanding commercial operation within Taronga Western Plains Zoo. Record total revenue was \$2,270,800. This was up on last year's result by \$228,438 and delivered a net return of \$962,113.

The Taronga Foundation

The Taronga Foundation is celebrating its 10th anniversary and continues to inspire the community to actively support Taronga's wildlife and conservation efforts. The Foundation raises awareness of the philanthropic aspects of Taronga and Taronga Western Plains Zoos through a wide variety of fundraising and stewardship endeavours.

Our vision is to be recognised as a world leader in the development of philanthropic support for the conservation and presentation of Australian and exotic wildlife.

Taronga Foundation Governors and Patrons

Maurice L Newman AC (Chairman)

Nigel Adams

John Armati AM

Frank Brennan

Alyce Faye Cleese

John Cleese

Guy Cooper PSM

Collette Dinnigan

Bradley Trevor Greive

Louis Hawke

Justin Hemmes

Lisa Ho

Graham Humphrey

Sandra Humphrey

Antonia Kidman

Skye Leckie

Justin Miller

Richard Morecroft

Don Olney

Gretel Packer

Rebel Penfold Russell OAM

Anna Russell

Deborah Thomas

Peter Young AM



Guests' main house by night. Photo: Mark James.



Staff at the Taronga Foundation's 10th anniversary event. Photo: Tito Media.



The Taronga Foundation Chairman's Report



Celebrating its 10th Anniversary, the Taronga Foundation achieved remarkable results, raising a record total of \$6.59 million, an increase of 9.8% over last year's total of \$6 million. The cumulative total secured by the Foundation is now \$48 million towards its overall 12-year target of \$57.6million.

This financial year's efforts focused on two main areas: raising funds for the Chimpanzee exhibit upgrade and increasing awareness and financial support for the world-renowned Black Rhinoceros breeding, conservation and research program at Taronga Western Plains Zoo. In addition, the Taronga Foundation contributed \$86,000 towards *in situ* (field conservation) projects and supported the indigenous youth mentoring program, Burbangana.

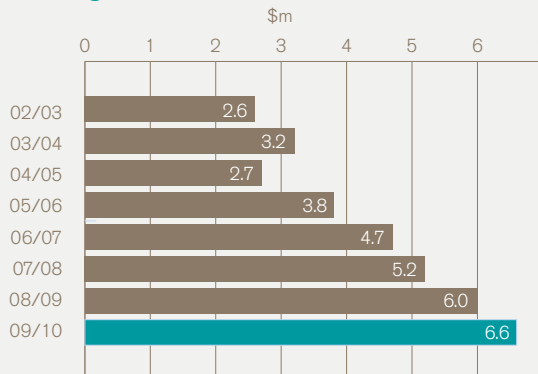
The Foundation continued its successful established events – Zoofari, New Year's Eve and the Taronga Dinner, and the increasingly successful Artists in Residence program. Together with the participation in the Mardi Gras and Chinese New Year parades, the Foundation continues to broaden its audience aimed at increasing awareness as well as raising funds.

This year the Taronga Foundation welcomed new Patrons Sandra Humphrey and Graham Humphrey, both long term supporters, who bring great commitment to the role. I would like to thank all our Governors and Patrons, particularly Deborah Thomas for again chairing the Zoofari fundraising committee and Justin Hemmes for his continued provision of venue and support for our annual June fundraising dinner.

The Taronga Foundation would not be able to achieve such great results year after year without the ongoing support of so many individuals and organisations: our Governors and Patrons, corporate partners, donors, and of course, Taronga's Director and Chief Executive Cameron Kerr, the Chairman, Board members and dedicated staff at Taronga and Taronga Western Plains Zoos. Thank you all for your commitment, dedication and encouragement of our fundraising endeavours.

Maurice L Newman AC
Chairman
The Taronga Foundation

Taronga Foundation Net Income



Second from top: Artists John Turier and Elisabeth Cummings. Middle: MCs Tom Williams and Sarah Groen. Bottom: Taronga participated in the Gay and Lesbian Mardi Gras, acknowledging the diversity of staff & guests. Photos: The Taronga Foundation, Roger Hanley and Nicole Sedgeman.

Taronga's Financial Sustainability

Trusts and Foundations

This year the Foundation has provided support for the organisation to broaden its funding base through a formal process of identifying philanthropic trusts and foundations with an interest in funding key projects within our Zoos.

The Foundation has worked with internal Zoo divisions such as Education, Scientific Research, the Australian Registry of Wildlife Health and the Australian Marine Mammal Research Centre to identify key projects and develop applications that meet the selection criteria of the trust or foundation identified.

The Foundation has worked with internal stakeholders to submit 14 applications requesting \$949,000 in total. As at 30 June, six applications were successful representing \$240,000 in support.

The Taronga Foundation Events

The Taronga Foundation events raised a total of \$935,000.

The Zoofari Evolution 2009 AD held on 27 November in a three-tiered marquee on the concert lawns at Taronga Zoo, attracted around 400 guests in support of Taronga's Chimpanzees and the renovation of their exhibit. With entertainment from Monica Trapaga and George Washing Machine and presentations from Taronga's Life Science Division staff, Louise Grossfeldt and Simon Duffy, the high profile supporters raised \$460,000.

Taronga Foundation's 10th annual fundraising event at the Establishment was a very special evening that raised \$300,000 in support of Taronga's conservation commitment to the critically endangered Black Rhinoceros. Guests mingled with Taronga's keepers and Australian animals in Merivale's Hemmesphere, followed by a lively evening emceed by Julia Zemiro in the Establishment Ballroom.

Once again NYE @ Taronga was sold out and the perfect evening offered a unique and memorable way for families to celebrate New Year's Eve. A total of \$270,000 was raised from the night.

The Taronga Chairman and the Director and Chief Executive hosted a number of senior corporate guests at the annual Twilight Concert series in February and March.

The tiger keepers, together with the Foundation team, hosted a lecture and fundraiser for the Sumatran Tiger in support of the 21st Century Tiger Foundation. Tom Maddox of Zoological Society of London, leader of the Berbak Carbon Value Initiative, gave a moving presentation on the Berbak National Park and the role of zoos in tiger conservation. Justine Powell and Megan Lewis, Taronga's keepers, also spoke about Taronga's conservation efforts for this species. The evening raised \$3,277

To raise awareness of the effect of unsustainable palm oil plantations on the Sumatran Tiger and in celebration of the diversity of the Zoos' employees and guests, Taronga Foundation entered a float in the annual Mardi Gras and Chinese New Year parades. More than 80 staff, keepers, volunteers and Board representatives danced along the parade route to "Eye of the Tiger" behind an enormous paper mache tiger. The project brought together all areas of the Zoo, from the trades team to the design studio, and resulted in excellent publicity and feedback.



Taronga dinner – Julia Zemiro and Cyrella Field. Photo: Taronga Foundation.



Over 400 guests attended the Taronga Foundation's 2009 fundraising dinner, Zoofari Evolution 2009AD, raising \$460,000 to support Taronga's chimpanzee family. Photo: Taronga Foundation.

Major Gifts and Bequests

The combined income for Major Gifts and Bequests was a total of \$1.8 million of which \$860,000 was from major gifts and \$940,000 from bequest income. We have continued to focus on an integrated strategy across all areas of philanthropy, which has proven very successful in increasing the engagement of our regular and new donors. We have also focused more on smaller, free-of-charge events, working with the Public Appeals team to identify and engage newer donors and those who have been contributing smaller amounts on a regular basis.

To celebrate its tenth year an event, 'Ten Things You Didn't Know About Taronga', was created to highlight lesser-known aspects of our Zoos, including research and education programs. The event was extremely successful and attendees became enthusiastic about these diverse Zoo activities and projects. A DVD showcasing the ten projects was produced for further distribution.

The opportunity for individuals to name a Tasmanian Devil joey for a tax-deductible donation of \$10,000 has been popular. This naming program began in 2008 and this year another six devils were named by donors.

The Taronga Foundation wishes to thank the following generous philanthropic supporters during the 2010 financial year:

Anonymous x 4
The Bluesand Foundation
The Caledonia Foundation
The Clitheroe Foundation
Jack Cowin
The Denton Family
Libby Farrell
The Girl Guides Association of NSW
Peter and Sue Glasson
The Henry Pollack Foundation
Sandra and Graham Humphrey
Irvine Hunter
Jessica Hore
M & H 'Bow Wow' Fund
Robert and Susan Maple-Brown
Morris Animal Foundation
Julie and Damian O'Carrigan
Rebel Penfold-Russell OAM
Rio Tinto Aboriginal Fund
Roma Rubensohn

Janis Salisbury
Paul and Sandra Salteri
Betty Saunders Klimenko
Seaworld Busch Gardens Conservation Fund
Skipper-Jacobs Charitable Trust
Tanert Pty Ltd
Ann Turnbull
Wilson HTM Investment Group

Thanks to the proceeds of several bequests, the Bequest unit has exceeded its target for the year with a total of \$940,000. The generous bequest of a long term donor, Miss Jacqueline Crookston, contributed greatly to this result and also enabled the Taronga Wildlife Hospital, Taronga Zoo to purchase a digital x-ray machine.

The distribution of the Dawn O'Donnell estate following settlement of a Family Provision Act claim along with several smaller bequests also contributed to the record breaking result.

A 12 month trial website advertising strategy for bequests commenced during the year. The website, *My Legacy*, connects potential bequest donors to appropriate charities.

Twenty-five new bequestors were secured during the year, bringing Taronga's Friends of the Future bequest club membership to 91.

Taronga acknowledges with great appreciation the bequests it has received from the estates of the following benefactors:

The Late Jacqueline Crookston
The Late Dawn O'Donnell
The Late Doreen Perry
The Late Judy Stuart



To celebrate its 10th year, the Taronga Foundation hosted an information evening, 'Ten Things You Didn't Know About Taronga', enjoyed by key stakeholders and sponsors, such as Joan Swayne and Helen Molesworth with Dr Larry Vogelneist, above. Photo: Taronga Foundation.

Taronga's Financial Sustainability

Zoo Friends

The Zoo Friends membership program's support of the Taronga Foundation provided \$922,441 in funding during the year.

Public Appeals

This year Public Appeals produced four appeals featuring Tasmanian Devils, Elephants, Chimpanzees and the Foundation's 10 year anniversary. The appeals raised \$330,141, an increase of 16.2% from the previous year.

This major focus on Public Appeals was the acquisition of new donors through a variety of tests in format, content and delivery of appeals. This was highly successful with a 30% increase of new donors from the previous year. However the average donation did decrease from \$93.35 to \$81.38 inline with the industry trend.

The end of financial year appeal which is split between a focus on elephants and Tasmanian Devils secured \$127,652.

Zoo Parent had a record year securing 2,823 Zoo Parents and income of \$458,194, a 23% increase on last year. Contributing to this is a range of monthly promotions and new products for existing Zoo Parents, while attracting new animal sponsors. Overall renewals have remained steady at 51% this year.

The two new products which were introduced last year Edopt, the purely online sponsorship and Eledopt which focuses on the elephants, have also shown considerable growth since its launch and now account for just under 40% of Zoo Parents.

Corporate Partnerships

With the support of our existing partners the corporate sponsorship team has been able to once again secure much needed support for the Taronga Foundation and ensure our conservation initiatives in the support of wildlife can be delivered. Our partners' genuine passion for Taronga has been most evident during this year when the available corporate funds in the marketplace were diminishing.

This support has resulted in a record result for corporate revenue with \$4.74 million received in cash and contra support. Over the year marketing budgets declined for the majority of organisations presenting a challenging environment in terms of new sponsorship generation and renewals of existing sponsorships. Strong retention with the limited loss of partners combined with a diversified range of new partners has resulted in annual growth delivering a fourth successive record result.

Cash sponsorships of \$3.05 million were secured this year, an increase of 3% on the previous year. In addition, the essential contra and project support reached a total of \$1.67 million in contributions towards operations of Taronga and the Foundation.

We welcomed the following companies as new Taronga Corporate sponsors during the year; CBeebies, ARA Group, Lanxess, Lavazza.



Corporate partners contributed \$4.74 million in cash and contra support for Taronga's conservation endeavours.
Photo: Taronga Foundation.



Taronga's chimp community is considered to be one of the most successful groups cared for by a Zoo anywhere in the world. This year all 19 chimps were successfully moved to a new exhibit, which was one of the biggest animal moves in Taronga's history. Photo: Lisa Cavanagh.

Taronga and Taronga Western Plains Zoos' Partners in Conservation

SPONSORSHIP SUPPORTS THE TARONGA FOUNDATION'S CONTRIBUTION TO CONSERVATION

Principal Sponsors



Crown Sponsors



Presidential Sponsors



Primary Sponsors

Centaman Systems
Foster's Australia

Ogilvy Interactive
Qantas

Toshiba
The Productive Edge

Champion Sponsors

ARA Group
Australian Securities Exchange
Compass Group
Creative Digital Technology

Ernst & Young
Integrated Group
LANXESS
Lavazza

SITA Environmental Solutions
Sunrice
Telstra BigPond

Supporters

Advanced Press
Ant-Eater Environmental Services
APA Group
Aspen Pharmacare
Australian Air Express International
Bayer Australia
Buds & Bowers
Burwood Press
Clearwater Filter Systems
Daikin
Dubbo Base Hospital - Orana Pathology

Elam Communications
ELO Digital
Flying Fish Restaurant
Forests NSW
Forty Two International
Fujifilm Australia
Hanrob
Harris & Co Solicitors
Henry Davis York
IPS Worldwide
Kelato Animal Health
Madzin Productions

Minter Ellison
Norbrook Laboratories Australia
NSW Fire Brigades Relief & Welfare
Orica
Pace Farm
Pest Control Technologies International
Pfizer Animal Health
Powerhouse Logistics
Radio 2DU
Quintessentially
SC Johnson
Signwave

Smith & Nephew
Stihl
Stuart Alexander, Mentos
Thermal Imaging Systems
Troy Laboratories
Tourism and Transport Forum
Ticketek
VIP Packaging
Virbac
Visy Beverage
Weston Animal Nutrition
Wet & Forget

5



Taronga's People and Organisational Effectiveness

PERFORMANCE INDICATORS	08/09	09/10
Severity Rate		
Lost time injury frequency/workplace accidents for both Zoos	44	44.5
Staff Turnover		
Taronga Zoo	5.3%	4.0%
Taronga Western Plains Zoo	3.2%	4.1%

Objectives

- To create an organisational culture that embraces and demonstrates the vision, values and roles of Taronga
- To create a performance focused organisation
- To improve leadership effectiveness
- To support our people by ensuring structures and processes enable them to best achieve their objectives
- To ensure a safe workplace for our people and safe experiences for our guests
- To grow volunteers from 400 to 1,000 by 2015 and improve contribution to strategic goals
- To deliver innovative, relevant and effective IT systems to enable delivery of the strategic plan

Goal

Aligning people and processes with strategy and values

Principal Areas of Activity

- Creating a culture where the vision, values and roles of Taronga underpin every behaviour and decision
- Providing a safe and environmentally responsible workplace
- Attracting, recognising and retaining high performing people as an employer of choice



Kristie Klaassens, Keeper, Taronga Western Plains Zoo. "I love working at TWPZ VQC because I get to work with a variety of both exotic and native species. This helps me broaden my skills as a keeper."



From left to right: **Peggy Chen**: Administrative Assistant and **Jeannine Pompeus**: Finance Officer. "Working with a dedicated team of professionals to ensure the financial stability required to continue the amazing work of Taronga is a true privilege – We love what we do!"



Michael McFadden, Keeper – Reptiles, Taronga Zoo. "This year, we released the first Corroboree Frog eggs produced in captivity in an effort to help the species avoid extinction."

◀ Taronga's contribution to the regional conservation breeding program for the endangered Asian Elephant saw the arrival of Australia's first elephant calf in July 2009. A second calf was born at Taronga Zoo in March 2010. Photo: Bobby-Jo Vial.

Staff photos throughout this section: Rick Stevens, Lisa Cavanagh, Mandy Quayle, Lorinda Taylor and Mandy Everett.

Taronga's People and Organisational Effectiveness



Jackie Stuart, Keeper, Taronga Western Plains Zoo. "Being able to help people connect with some of the world's most amazing animals, and educate them about unseen plight some of these animals face in the wild."



From left to right: **Dimitry Below**: Senior Project Manager. "The diverse and passionate people at Taronga create a unique working environment." and **Peter Donoghue**: Development and Impacts Officer. "My niece once said to me, 'Uncle Peter doesn't go to work he just goes to the zoo each day'. What a great 16 years ..."



Ian Fletcher. Taronga's volunteers provide invaluable support to the Zoos. This year they contributed more than 40,000 hours.

Human Resources (HR)

Taronga Recruitment

A NSW Government wide recruitment freeze was introduced in November 2008 and has remained in effect. Based on these directives, approval to fill any vacant position at Taronga is now sought from our Director and from the Director General of the Environment and Sustainable Resource Management Cluster – DECCW – before recruitment and advertising can take place. Taronga has continued to keep within the boundaries of the recruitment restrictions.

As a NSW Government initiative, an online end-to-end recruitment system has been developed for all NSW Government agencies. After consultation with all agencies, the eRecruitment system was developed to create a more effective and efficient government recruitment process. It also allows for a paper free process, which is in line with Taronga's environmental initiatives. The eRecruitment system has been implemented in phases in each NSW government agency, with Taronga expected to utilise all functions of the system by July 2010. The Taronga recruitment team has been trained in how to use and support this system with further training to be delivered to the rest of the organisation throughout the coming financial year.



Taronga's wildlife hospitals rehabilitated more than 1,000 injured animals, many of whom are released back into native habitats.

Volunteers

This year Taronga's Volunteer Program has seen some significant changes occur. The amalgamation of Zoo Friends with Taronga has created the first step towards incorporating all volunteers into a single Taronga Volunteer Program. Relocation of Taronga Zoo's volunteers to the Lecture Theatre has provided a larger working space, a general area that can be utilised by the entire volunteer group, and the capacity for the volunteers to be much better aligned and serviced by the Guest Services team.

Recently, the management function of the Volunteer Programs was merged with that of the Taronga Training Institute to create a stronger connection with the organisation, better facilitation of the program across key areas, and explore options for synergies in training requirements. A strategic review is now under way and planning for the future for all Taronga volunteer programs and benefits is currently being conducted with the view of expanding and improving the volunteer services provided to the Zoos through community participation. This will see opportunities for volunteering in many additional areas of the Zoos and the creation of short-term, unique opportunities for more people to become involved with Taronga.

As an indication of our commitment to our Volunteer Programs, both Zoos held their first National Volunteer Week events to recognise the contribution of our 500 volunteers and the 40,000 hours they provide annually to the Zoos. National Volunteer Week celebrations included daily morning teas, a BBQ, and the development of Taronga National Volunteer Week awards aligned with Taronga's new values, which were presented to winners at the BBQ on both sites and displayed on our website.

Both Zoos have recently recruited new groups of volunteers, who have been inducted and begun their mentoring and orientation training. This recent recruitment drive has seen an increase of 75 new volunteers at Taronga Zoo and 20 new volunteers at Taronga Western Plains Zoo. Increased volunteer opportunities and the provision of special interest, short-term positions, have seen Taronga Zoo recently

recruit Website Content Support volunteers and Zoo Parent assistants.

At Taronga Western Plains Zoo, a new mail assistant and nursery keeper positions have been created, while current volunteers are now also able to assist with the Giraffes in Focus program.

Training and Development

Taronga continues to develop its employees through both internal and external training and development initiatives including an enhanced induction program for all new staff. A delegation of 24 Taronga employees from both Zoos were supported by the Zoo Friends Membership program in attending and presenting papers at the 2010 ZAA regional zoo and aquarium industry conference which was hosted by Healesville Sanctuary, Victoria.

Taronga has supported 16 employees to complete the Certificate IV in Training and Assessment. These employees will be using this qualification to work as Trainers for the Taronga Training Institute (TTI) and also to facilitate internal training. With the growth of TTI, Taronga will continue to offer this qualification to staff who deliver the TTI courses.

Taronga has also supported 20 Managers/Supervisors (five TWPZ and 15 TZ) to complete Certificate IV in Front Line Management to develop the management skills of our manager/supervisors.

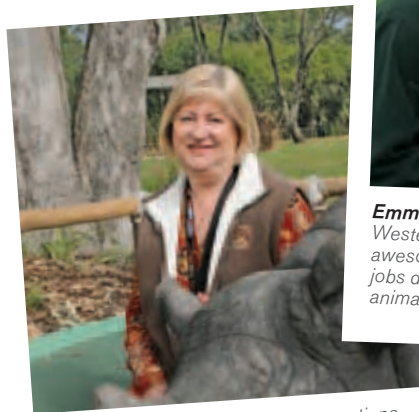
Taronga recognises the importance of supporting the professional endeavours of our staff. This year, 12 employees were awarded Zoo Friends Fellowships to the total value of \$25,000. These professional endeavours include a mixture of local and international work experience and research projects. These included work experience and research at Zoos around Australia in the husbandry, breeding, and rehabilitation of Australian fauna, Chimpanzee, Silvery Gibbon and raptor, as well as international research projects with the Przewalski's Horse in Mongolia. Fellowships were also granted to attend international conferences to present papers on their current research.



Kerren Hutchison, Roar and Snore Administration Officer and YATZ coordinator, Taronga Western Plains Zoo. "My job is interactive, varied, diverse and rewarding, everyday is different and I am apart of something larger that is amazing, impacting and educational. I love my job!"



Linda Newton, Major Gifts and **Alison Bennett**, Corporate Sponsorship. "We feel so lucky to work in an environment that is extremely rewarding. We're surrounded by such passionate and talented people and of course the beautiful animals who inspire me every day."



Pam Dickson, Zoofari Lodge Reservations Consultant, Taronga Western Plains Zoo. "I enjoy selling Zoofari Lodge packages because it's an excellent product. It is great to talk to people who are excited about their visit and what their two day experience includes. It's an amazing experience."



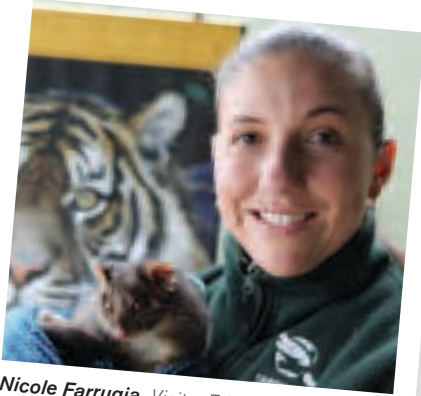
Emma Fairbank, Zoofari Lodge Guide, Taronga Western Plains Zoo. "The Zoo is the most awesome place in the world! How many other jobs do you know where you get paid to see animals like rhinos everyday!"



Leonie Killeen, Duty Officer Catering, Taronga Western Plains Zoo. "I love working at the zoo, everyday is different and you never know who you are going to meet next."



Taronga's People and Organisational Effectiveness



Nicole Farrugia, Visitor Education, Taronga Zoo. "Working here is so rewarding – the people, animals and location are amazing and inspiring. I've had so many wonderful opportunities and never tire of putting on the King Gees."



Nick de Graaff and **Simon Faithfull**, Exhibit Planning Officers, Taronga Zoo. "To contribute to the conservation of species and their habitats through striving to identify the requirements that cater for the animals' physical and behavioural needs, while conveying their unique characteristics, abilities and value in nature to the visitor."



Mark O'Riordan, Keeper, Taronga Western Plains Zoo. "I love working with amazing animals from all over the world and also educating the public about the plight of a lot of these species in the wild. Spreading the conservation word is high in my priorities as a keeper."

Staff Recognition

The annual 'Silver Shovels' awards were held in August recognising outstanding achievements in categories including animal management, breeding success, exhibit design, innovation and conservation and environment initiatives. The Taronga Training Institute and the Taronga Western Plains Zoo Cheetah Hand Raising Team shared the Director's Group Award and Taronga Zoo's Matt Kettle, Keeper Supervisor of the Bird Show and Taronga Western Plains Zoo's Max Low, Grounds and Maintenance Supervisor were the recipients of the Director's Award for Outstanding Individual Achievement.

In November, 34 long serving employees were honoured at ceremonies held at Taronga Zoo and Taronga Western Plains, including 13 inductees who were welcomed into the prestigious "20 Year Club".



James Dalziel, Roar and Snore Manager. "Roar and Snore Hosts delivered our key conservation messages to over nine thousand guests last year."

Equal Employment Opportunity (EEO)

Following on from Taronga's signing of the NSW Government's *Dignity and Respect in the Workplace Charter*, Taronga and the Public Service Association of NSW partnered to deliver Dignity and Respect in the Workplace to all Taronga employees. This training has now become a part of the standard suite of training delivered to all Taronga employees.

Taronga continues the support of the Indigenous community through offering two Indigenous Scholarships for Taronga's Registered Training Organisation, the *Taronga Training Institute Certificate II in Animal Studies* vocational education course.

EEO initiatives undertaken this year include:

- Harmony Day and International Women's Day were both celebrated in March; and
- Participation in Chinese New Year.

Taronga participated in the 2010 Gay and Lesbian Mardi Gras to acknowledge, celebrate and support the diversity of our staff and guests.

In partnership with the Department of Corrective Services and Department of Juvenile Justice facilitating Community Service Order Scheme, Periodic Detention Program and Juvenile Justice, community services opportunities are provided at Taronga. Over 50 participants worked alongside Taronga staff on projects including tree planting, mechanical works, carpentry repairs and plumbing duties at Taronga Western Plains Zoo; and Taronga continues to advertise all vacant positions through multicultural community networks.

Taronga submitted the Disability Action Plan (DAP) in accordance with the *Disability Services Act 1993* Section 9, to the NSW Department of Ageing, Disability and Home Care in November 2009. Taronga's DAP addresses the five recommended priority outcome areas to eliminate, as far as possible, discrimination in services, programs, facilities and employment for people with a disability.

For details of Taronga's commitment to equal opportunity, see Appendix 13 (EEO Target Groups), Appendix 20 (Multicultural Policies and Services Program) and Appendix 21 (Action Plan for Women).

This year Taronga continued to achieve successful outcomes in relation to its Aboriginal Employment Achievement Strategy including the establishment of an Aboriginal identified trainee keeper position at 'Backyard to Bush' at Taronga Zoo.

Occupational Health and Safety (OH&S)

Health & Safety System Audit

A review of Taronga's OH&S program commenced this year to assess the existing program against legislative requirements. A review of the First Aid program across both sites was initiated in July. St John Ambulance undertook a Risk Assessment to ensure Taronga's first aid facilities and equipment were adequate. A review of the First Aid team and ratios was also undertaken. New first aid equipment was purchased for Taronga Western Plains Zoo and a number of new senior and occupational First Aiders were trained as a result of the review.

A Fire Service review was conducted on site at both Zoos. Fire Warden training was conducted by an accredited training provider for over 60 nominated employees as a result of training recommendations made in the review. The training was undertaken in accordance with Taronga's Emergency Procedures and the Australian Standard.

A review of the Firearms Team program at both Zoos was undertaken in February. A number of areas requiring improvement or further review are being implemented in order of priority. A major component of the review included training for the Firearms Team at both sites in accordance with the National Standard.

Employee Health & Wellbeing

A total of 182 employees from both sites received the pandemic H1N1 influenza and seasonal vaccine this year. The influenza vaccinations were offered free of charge as part of Taronga's employee well-being program.

A total of 47 Life Sciences and Environmental Education staff undertook Tuberculosis (TB) screening as a result of a site wide review of health screening and vaccination status. The vaccination and health screening review across both sites has been undertaken to ensure all employees have current vaccinations and have been screened for TB within the last two years.

Taronga Zoo employees, members of Mosman Council and other local businesses volunteered their time to donate blood at the Australian Red Cross mobile blood bank on site at Taronga. The blood bank achieved maximum capacity for donations with over 80% of the blood donations coming from Taronga employees.



Sara Brice, Registrar, Taronga Zoo. "I am the caretaker of animal records and therefore in the unique position of knowing what is happening with the entire animal collection at any time – there are not many who can say the same!"



Greg Kirk, Keeper, Taronga Western Plains Zoo. "It is a real pleasure to spend my days ensuring the incredibly special animals in our care remain in optimal health as well as having the opportunity to provide quality veterinary care to sick and injured wildlife. What a varied and rewarding place to work alongside such a dedicated and inspiring team!"



Fiona Cameron, Assistant Registrar and Keeper, Taronga Western Plains Zoo. "I am so fortunate to be involved in assisting to move new animals into TWPZ from other institutions as Assistant Registrar and then being out in the zoo caring for the animals I love as a keeper. The best of both worlds."



Melissa Shipway, Keeper – Exotic Fauna, Taronga Zoo. "It is exciting being involved in the management of the endangered Francois Langur. We have had an amazing learning curve in a short period of time; developing skills in handraising, introductions and breeding of this beautiful primate."



Taronga's People and Organisational Effectiveness



Elli Todd, Keeper – Australian Fauna, Taronga Zoo. "Many things about this job make me smile and laugh e.g. being knee deep in mud in pouring rain digging out a drain while the kangaroos supervise from a sheltered area!"



Peter Anderson, Guest Services Manager, Taronga Zoo. "I am fortunate to work with the most passionate people in the world that all believe in 'securing a shared future' for wildlife and people."

Taronga's community support and giving back programs

Taronga values the support it receives from the community and it is with a sense of social responsibility and care that both Zoos seek opportunities to partner with the community here and overseas to help others.

Taronga and Taronga Western Plains Zoos provide heavily discounted and free of charge entry to a range of charity, community and special needs groups. Taronga is a proud ongoing sponsor of Stewart House, the Starlight Foundation, the Make A Wish Foundation, Bear Cottage, Royal Far West, Ronald McDonald Houses, and Westmead and Randwick Children's Hospitals. Taronga and Taronga Western Plains Zoo also provide hundreds of free of charge entry passes to schools, community fetes, church groups, playgroups, preschools and council fundraising and community events.

Many Keepers volunteered their time and skills to support conservation initiatives in Australia and overseas and also by guest lecturing at universities, conferences and events to share knowledge and skills and raise awareness of the conservation efforts of Taronga. Over 280 staff volunteered their time at the Zoos' inaugural Dreamnight at the Zoo event on 3 December, hosting over 1,300 ill and special needs children and their families.

During the year, Taronga supported other community initiatives including the annual *Movember* event raising awareness and over \$13,000 for men's health issues; Relay For Life raising funds, awareness and support for the Cancer Council; Oxfam's Walk Against Want to help raise awareness of the plight of women in the world's poorest communities; and Stress Down Day which raises awareness and support for Lifeline as well as Taronga's Employee Assistance Program. Taronga employees once again generously donated food and essentials to support the Salvation Army Christmas Appeal.

NSW Girl Guides Sleep Out

The NSW Girl Guides Sleep Out takes place at Taronga Zoo on the second Friday evening in August each year. 1,200 Guides and Leaders from all over NSW sleep under the stars on the Concert Lawns in the middle of winter to raise money for chosen fundraising activities within NSW Girl Guides. Fifty per cent of these funds is donated to the Taronga Foundation. Taronga Zoo donates 20 Youth at the Zoo (YATZ) memberships per annum to Girl Guides NSW, along with a Roar and Snore family pass to the Guide who raises the most money and two family passes to their competition winners.

The Girl Guides Sleepover at Taronga consists of a full program of entertainment including animal presentation and encounters by Life Sciences staff, karaoke, campfire and a movie. Guides are able to stay in the Zoo grounds the following day.



Justine Powell, Keeper, Taronga Zoo. "With animals you think you know them and then next thing they teach you something new!"



Simon Brown, Keeper – Animal Presentation, Taronga Zoo. "Life without animals would be no life at all ... working within Taronga fulfills my dreams."



Enviroweek

Taronga encouraged staff to get sustainable and support both the Enviroweek and the Cool Australia campaign, by participating in one environmental challenge or dare during the week of October 11–17.

Challenges included everything from starting a compost bin, to not driving to work, banning disposable coffee mugs and plastic bottles and reducing unsustainable canned tuna consumption.

Earth Hour

Staff from both Taronga and Taronga Western Plains Zoo pledged their support to Earth Hour and to turn off their lights for one hour on Saturday 27 March from 8.30 p.m. in support of the environment.

Organisational Capacity

Information Technology (IT)

The enhancement of the organisation's digital and online capabilities has been the core focus for the IT Department.

Key projects undertaken included:

- Upgrade of telecommunication links and arrangements for increase in Internet bandwidth, to service a range of business applications;
- Continuous upgrade of infrastructure including servers and security devices to facilitate integration of business applications; and
- Increased business capability including the development of a CRM (single customer view), Website Upgrade (improved visitor experience and commercial offering), Online Research Collaboration (Mediaflux) and remote animal monitoring (CCTV).

Other projects included:

- Relocating the main commercial operations building services and bringing the Midway Kiosk online at Taronga Western Plains Zoo and implementing a single SVI retail system between the Zoos;
- CCTV monitoring and technology expansion for the Big Cats, Hippopotamus and Asian Elephant facilities at Taronga Zoo;

- Integration of Taronga Zoo's public address system onto the computer network resulting in a single flexible system;
- Expanded video conferencing system between Dubbo and Mosman;
- Planning and commencement of the upgrade of the Taronga Zoo fire alarm system to the computer fibre network; and
- Extending the Department of Education network to Mosman and Dubbo to facilitate school video conferencing and giving schools in remote areas online access to each Zoo.

On-going maintenance and support work included:

- The upgrade/replacement of approximately 50 computers and various peripheral devices;
- A scheduled upgrade of Microsoft Office;
- Further development and upgrade of the Venue Management System at both Zoos; and
- Upgrade of Server housing.

Our Partners in Technology include:

3D Networks Australia, Austar Security, Centaman Systems, Computer Associates, CRC Networks, Creative Digital Technology, Department of Education & Training NSW, D-Link, Data #3, Elam Communications, eVideo, Fuji Xerox, IBM, ICAD Consultants Pty Ltd, IQ Information Technology, Island Pacific Pty Ltd, Legend Memory, Macquarie Bank Ltd, Kings Security, Macquarie Telecom Pty Ltd, Lenovo, Lifesize, Message Labs Australia, Metro Communications Pty Ltd, Microsoft, Nexon Asia Pacific, Presence of IT, SAP, Servantix, Tardis, Telstra, The Adweb Agency, The PA People and UPS Solutions.

All partners have contributed to the success of the many information technology projects and implementations at both Zoos.



Michelle Campbell, Veterinary Officer, Taronga Western Plains Zoo. "It's a real pleasure to spend my days ensuring the incredibly special animals in our care remain in optimal health as well as having the opportunity to provide quality veterinary care to sick and injured wildlife. What a varied and rewarding place to work."



Maman Hermansyah, Cleaner, Taronga Western Plains Zoo. "I started working at TWPZ in hospitality, and now I am a cleaner. I love the environment and of course the animals. I come from a forest area and every day hearing the Siamang and Gibbon reminds me of my homeland."



Meaghan Howard, Zoo Friends Membership Development Co-ordinator. "I'm inspired every day to find out what more we can all do to help protect the future of the world's amazing animals."

Taronga's People and Organisational Effectiveness

Records Management and Archive Office

Taronga responded to over 30 requests from members of the public for historical information. There were more than 100 requests for assistance made from within Taronga, which included both records management and historical information queries.

Taronga is currently in the process of implementation of a new electronic records management system (*ELOProfessional*) across all divisions to enable more efficient management of business records.

In 2010 work commenced to upgrade archive facilities at Taronga Zoo to enhance the collection of Zoo artifacts. Regular additions were made both to the archive collection including the historical photograph collection.

Risk Management

Taronga operates in a commercially competitive environment and raises approximately 75% of its operating revenue from its own sources.

The major risks relating to income generation and expenditure control include the weather, increases in commercial competition, unplanned increases in labour costs, the Global Financial Crisis and the provision of funding from public and private sources. In recent times, global factors such as international conflicts and recession, medical emergencies, declining tourism, terrorism and domestic situations, including drought, have also affected income.

Taronga's Risk Management Plan includes a monthly review of income and expenditure levels and taking

appropriate corrective action. It also includes market-testing different service providers to improve on cost and delivery, undertaking capital redevelopment programs at both Zoos and investigating potential new commercial product initiatives. Taronga is also insured against loss in key areas of its operations and assets including public liability, property and fidelity guarantee.

In accordance with the Treasurer's Disaster Recovery Plan Taronga has also established a Risk Management Steering Committee comprised of representatives from Taronga and external organisations, which meets regularly. The Audit Risk Committee meets regularly to review the internal audit process and review risk management issues.



Image: Taronga Zoo



Grey Fisher, Keeper – Animal Presentation, Taronga Zoo. "Working at the QBE Free-flight Bird Show is one of the highlights of my career. Standing on a cliff overlooking Sydney Harbour as our birds soar overhead is a truly amazing experience."



Mia Lahey, Laura Hamilton and Alex Connor, Taronga Training Institute. "Working at TTI gives us a unique opportunity to work with some amazing people who inspire and shape our students for the future of our industry. But the best part of all is that every time we walk out of our door we discover something new and extraordinary; whether it be an elephant kicking a football, the most recent seal show or school students discovering an animal for the first time."

Taronga Conservation Society Australia

Financial Statements

Statement	70
Independent Auditor's Report	71
Income Statement	73
Statement of Comprehensive Income	74
Statement of Financial Position	75
Statement of Changes in Equity	76
Statement of Cash Flows	78
Notes to and forming part of the Financial Statements	79



Financial Statements

TARONGA CONSERVATION SOCIETY AUSTRALIA (TCSA)

FINANCIAL STATEMENTS AND NOTES

FOR THE YEAR ENDED 30 JUNE 2010

Statement

Pursuant to section 41C of the *Public Finance and Audit Act 1983* and in accordance with a resolution of the TCSA, we being members of the Board state that:

- (a) in our opinion the financial statements and notes thereon exhibit a true and fair view of the financial position and transactions of the TCSA for the year ended 30 June 2010;
- (b) the financial statements have been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which include Australian equivalents to International Accounting Standards and the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010*;
- (c) we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate; and
- (d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chairman of the Board



Member of the Board



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Taronga Conservation Society Australia

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Taronga Conservation Society Australia (TCSA), which comprises the statement of financial position as at 30 June 2010, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies and other explanatory notes for both TCSA and the consolidated entity. The consolidated entity comprises TCSA and the entities it controlled at the year's end or from time to time during the financial year.

Auditor's Opinion

In my opinion, the financial statements:

- present fairly, in all material respects, the financial position of TCSA and the consolidated entity as at 30 June 2010, and of their financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

My opinion should be read in conjunction with the rest of this report.

Board's Responsibility for the Financial Statements

The members of the Board are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

Financial Statements

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

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

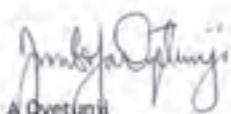
My opinion does not provide assurance:

- about the future viability of TCSA or consolidated entity
- that they have carried out its activities effectively, efficiently and economically
- about the effectiveness of their internal controls.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



A Oyetunji
Director, Financial Audit Services

20 October 2010
SYDNEY

INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Revenue from continuing operations					
Admissions		36,484	28,219	36,484	28,219
Trading and Franchise Revenue	2	9,316	9,170	9,316	9,170
Corporate Sponsorship		2,990	3,006	2,990	3,006
Government Grants	3	36,906	25,779	36,906	25,779
Other Income	4	15,740	12,849	15,740	12,849
Profit/(Loss) on Sale of Assets	5	55	16	55	16
Total revenue from continuing operations		101,492	79,039	101,492	79,039
Expenses from continuing operations					
Employee Expenses	6(a)	34,742	34,590	–	–
Superannuation		2,908	2,768	–	–
Personnel Services	6(b)	–	–	38,558	40,681
Trading Cost of Sales	2	2,842	2,986	2,842	2,986
Marketing Expenses	6(c)	2,998	2,057	2,998	2,057
Depreciation and Amortisation		13,544	12,513	13,544	12,513
Insurance		455	379	455	379
Maintenance	6(d)	5,811	5,345	5,811	5,345
Finance Costs		2,441	2,459	2,441	2,459
Other Expenses	7	11,545	11,488	11,545	11,488
Total expenditure from continuing operations		77,286	74,586	78,194	77,909
SURPLUS FOR THE YEAR		24,206	4,453	23,298	1,130

The accompanying notes form part of these Financial Statements.

Financial Statements

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Surplus for the year		24,206	4,453	23,298	1,130
Other comprehensive income:					
Gain on revaluation of land, building and infrastructure	21	13,012	60,269	13,012	60,269
Superannuation actuarial gains/(losses)	21	(907)	(3,323)	–	–
Other comprehensive income for the year		12,104	56,946	13,012	60,269
Total comprehensive income for the year	21	36,310	61,399	36,310	61,399

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Assets					
Current Assets					
Cash and Cash Equivalents	20 (a)	25,137	11,625	25,137	11,625
Trade and Other Receivables	9	4,494	2,607	4,494	2,607
Inventories	10	1,119	1,209	1,119	1,209
Total Current Assets		30,750	15,440	30,750	15,440
Non-Current Assets					
Property, Plant and Equipment	11	369,421	344,889	369,421	344,889
Intangible Assets	12	315	282	315	282
Total Non-Current Assets		369,737	345,170	369,737	345,170
Total Assets		400,487	360,611	400,487	360,611
Liabilities					
Current Liabilities					
Trade and Other Payables	13	8,581	6,240	20,718	17,451
Other Liabilities	14	1,038	777	1,038	777
Borrowings	15	5,874	–	5,874	–
Provisions	16	8,100	7,646	–	–
Total Current Liabilities		23,594	14,663	27,631	18,228
Non-Current Liabilities					
Borrowings	15	34,318	40,155	34,318	40,155
Provisions	16	4,037	3,565	–	–
Total Non-Current Liabilities		38,355	43,720	34,318	40,155
Total Liabilities		61,949	58,383	61,949	58,383
Net Assets		338,538	302,228	338,538	302,228
Equity					
Reserves	21	179,907	166,895	179,907	166,895
Accumulated Funds	21	158,631	135,332	158,631	135,332
Total Equity		338,538	302,228	338,538	302,228

The accompanying notes form part of these Financial Statements.

Financial Statements

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2010

Consolidated	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total \$'000
Balance at 1 July 2009	135,332	166,895	302,228
Surplus for the year	24,206	–	24,206
Other comprehensive income:			
Gain/(Loss) on revaluation of land, buildings and infrastructure	–	13,012	13,012
Superannuation actuarial gains/(losses)	(907)	–	(907)
Total other comprehensive income	(907)	13,012	12,104
Total comprehensive income for the year	23,298	13,012	36,310
Balance at 30 June 2010	158,631	179,907	338,538

Consolidated	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total \$'000
Balance at 1 July 2008	134,202	106,627	240,829
Surplus for the year	4,453	–	4,453
Other comprehensive income:			
Gain/(Loss) on revaluation of land, buildings and infrastructure	–	60,269	60,269
Superannuation actuarial gains/(losses)	(3,323)	–	(3,323)
Total other comprehensive income	(3,323)	60,269	56,946
Total comprehensive income for the year	1,130	60,269	61,399
Balance at 30 June 2009	135,332	166,895	302,228

Table continued on next page.

Parent	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total \$'000
Balance at 1 July 2009	135,332	166,895	302,228
Surplus for the year	23,298	–	23,298
Other comprehensive income:			
Gain/(Loss) on revaluation of land, buildings and infrastructure	–	13,012	13,012
Superannuation actuarial gains/(losses)	–	–	–
Total other comprehensive income	–	13,012	13,012
Total comprehensive income for the year	23,298	13,012	36,310
Balance at 30 June 2010	158,631	179,907	338,538

Parent	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total \$'000
Balance at 1 July 2008	134,202	106,627	240,829
Surplus for the year	1,130	–	1,130
Other comprehensive income:			
Gain/(Loss) on revaluation of land, buildings and infrastructure	–	60,269	60,269
Superannuation actuarial gains/(losses)	–	–	–
Total other comprehensive income	–	60,269	60,269
Total comprehensive income for the year	1,130	60,269	61,399
Balance at 30 June 2009	135,332	166,895	302,228

The accompanying notes form part of these Financial Statements.

Financial Statements

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from Customers and Sponsors (inclusive of GST)		68,022	58,439	68,022	58,439
Interest Received		681	575	681	575
Government Capital Grant		22,003	10,433	22,003	10,433
Government Recurrent Grant		14,903	15,231	14,903	15,231
Government Other Grant		–	115	–	115
		105,609	84,793	105,609	84,793
Payments to Suppliers and Employees (inclusive of GST)		(67,890)	(59,729)	(67,890)	(59,729)
Interest and Other Costs of Finance Paid		(2,441)	(2,461)	(2,441)	(2,461)
		(70,331)	(62,190)	(70,331)	(62,190)
Net Cash (Outflow)/Inflow from Operating Activities	20(b)	35,278	22,603	35,278	22,603
CASH FLOWS FROM INVESTING ACTIVITIES					
Payments for Property, Plant and Equipment		(21,848)	(26,004)	(21,848)	(26,004)
Proceeds from Sale of Property, Plant and Equipment		82	59	82	59
Net Cash (Outflow)/Inflow from Investing Activities		(21,766)	(25,945)	(21,766)	(25,945)
CASH FLOWS FROM FINANCING ACTIVITIES					
Proceeds from Borrowings		–	–	–	–
Repayment of Borrowings		–	(340)	–	(340)
Net Cash (Outflow)/Inflow from Financing Activities		–	(340)	–	(340)
Net Increase/(Decrease) in Cash and Cash Equivalents		13,512	(3,682)	13,512	(3,682)
Cash and Cash Equivalents at Beginning of the Year		11,625	15,307	11,625	15,307
Cash and Cash Equivalents at end of Year	20(a)	25,137	11,625	25,137	11,625

The accompanying notes form part of these Financial Statements.

Notes to the Financial Statements

1	Summary of Significant Accounting Policies	80
2	Trading and Franchise Revenue	85
3	Government Grants	85
4	Other Income	86
5	Profit on Sale of Assets	86
6a	Employee Expenses	87
6b	Personnel Services	87
6c	Marketing Expenses	87
6d	Reconciliation – Maintenance	87
7	Other Expenses	88
8	Financial Instruments	89
9	Trade and Other Receivables	93
10	Inventories	93
11	Property, Plant and Equipment	93
12	Intangible Assets	95
13	Trade and Other Payables	96
14	Other Liabilities	96
15	Borrowings	97
16	Provisions	97
17	Restriction on Revenue – The Taronga Foundation	103
18	Remuneration of Auditors	103
19	Board Remuneration	104
20	Notes to the Cash Flow Statement	104
21	Reserves and Retained Surplus	105
22	Commitments	106
23	Contingent Assets and Liabilities	106
24	Subsequent Events	106
25	Segmental Reporting	107

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

1. Summary of Significant Accounting Policies

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The financial statements include separate financial statements for Taronga Conservation Society Australia as an individual entity and the consolidated entity consisting of Taronga Conservation Society Australia Division.

(a) Reporting Entity

The Taronga Conservation Society Australia, as a reporting entity, comprises all the entities under its control, namely the Taronga Conservation Society Australia (TSCA) and the Taronga Conservation Society Australia Division (TSCA Division). The TSCA includes the activities of Taronga Zoo, Taronga Western Plains Zoo and the Taronga Foundation. The TSCA Division was established on 17 March 2006 under the Public Sector Employment and Management Act 2002 (PSEMA) to provide personnel services to the TSCA. The consolidated Financial Report of the TSCA includes the activities of this subsidiary. The TSCA's commercial activities, namely retail, catering, experience activities and accommodation are also included.

The Taronga Conservation Society Australia is a NSW Government Trading Enterprise constituted under the Zoological Parks Board Act 1973. The Taronga Conservation Society Australia is a not-for-profit entity. The reporting entity is consolidated as part of the NSW Total Sector Accounts.

This consolidated financial report for the year ended 30 June 2010 has been authorised for issue by the TSCA on 18 October 2010.

(b) Basis of Preparation

The general purpose financial report has been prepared in accordance with the requirements of:

- (i) the Australian Accounting Standards including the Australian equivalents to the International Financial Reporting Standards (AIFRS)
- (ii) the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010*
- (iii) specific directions issued by the Treasurer

Historical cost convention

The financial report has been prepared under the historical cost convention, modified by the revaluation at fair value of land and buildings, plant and equipment and infrastructure systems.

Critical accounting estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the TSCA's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to financial statements are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The TSCA's financial statements and notes comply with Australian Accounting Standards, including Australian equivalents to International Financial Reporting Standards (AIFRS). Compliance with AIFRS ensures the Financial Statements comply with International Financial reporting Standards (IFRS).

(d) Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, rebates and amounts collected by third parties.

The TSCA recognises revenue when the amount of revenue can be reliably measured, it is probable that the future economic benefits will flow to the entity and specific criteria have been met for each of the TSCA's activities as described below. The TSCA bases its estimates on historical results, taking into consideration the type of customer, type of transaction and the specifics of each arrangement.

Revenue is recognised for major business activities as follows:

(i) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the TSCA transfers the significant risks and rewards of ownership of assets.

(ii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iii) Interest Revenue

Interest revenue is recognised using the effective interest method as set out in *AASB 139 Financial Instruments: Recognition and Measurement*.

(iv) Government Grants

The grants received from the NSW government i.e. the social policy payment for the conduct of the TSCA's recurrent non-commercial activities, together with the asset maintenance and the capital grants are generally recognised as income when the TSCA obtains control over the assets comprising the contributions. Control over grants is normally obtained upon the receipt of cash.

(v) Sponsorship

All sponsorships and non-reciprocal contributions from the public are included in the TCSA's revenue on receipt. Taronga Foundation's pledged donations are not recognised as income until received.

The value of goods and services received by way of sponsorship was included in the TCSA's revenue for the year as sponsorship income. The respective goods and services related to this income are reflected in the appropriate expense or asset accounts. The values of such sponsorships are brought to account on the proviso that a fair value of the sponsorship could be ascertained.

(e) Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the TCSA. Cost is the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire the asset at the time of its acquisition plus the costs incidental to the acquisition.

Assets acquired at no cost or for nominal consideration are initially recognised at their fair value at the date of acquisition.

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

(f) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$2,000 and above individually (or forming part of a network costing more than \$2,000) are capitalised.

(g) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' (TPP 07-1). This policy clarifies that the fair value of an asset:

- a. Is the most advantageous price reasonably obtainable by the seller and the most advantageous price reasonably obtainable by the buyer.
- b. Presumes the entity is a going concern, without any intention to liquidate or materially change the scale of operations.
- c. Presumes that there is an adequate period of marketing.
- d. Excludes an estimated price inflated or deflated by special terms or circumstances such as a typical financing, sale or leaseback arrangements, special considerations or concessions granted by anyone associated with the sale.

It further clarifies that fair value is determined by reference to its 'highest and best use' taking into account the existing physical, legal, financial and socio-political environment in which the entity operates and which results in the highest value.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where

there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of land, infrastructure, buildings and plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The TCSA revalues each class of property and plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The most recent full revaluation was performed in May 2009. This is in accordance with the 'Guidelines for the Valuation of Physical Non-Current Assets at Fair Value' (TPP 07-1). Details of the valuations are as follows:

i) Land

A desk top valuation conducted by the Department of Lands in May 2010, resulted in a 5% increase to the land value at Taronga Zoo but no change to the land at Taronga Western Plains Zoo from the fair value reflected as at 30 June 2009. The land values reflect the sites' "value in use" as indicated by the zoning, heritage restrictions and other controls over the property.

ii) Infrastructure

Valuation of the infrastructure includes all site works which are considered to add value to the site as used and not already valued as individual fixed assets (such as buildings). This includes all services, roads and landscaping, etc.

The value of the TCSA's infrastructure is based on a desktop valuation conducted by the Department of Lands in May 2010. Valuation of the infrastructure includes all site works which are considered to add value to the site as used and not already valued as individual fixed assets (such as buildings). This includes all services, roads and landscaping, etc. The value for infrastructure was split between the major categories of roads, services and landscaping and its value to the site expressed at Written Down Replacement Value. The valuation was increased by 4% for Taronga Zoo and 4% for Taronga Western Plains Zoo during the 2009/10 financial year to equate to the fair values as at 30 June 2010.

iii) Buildings, Enclosures and Improvements

The value of the TCSA's buildings, enclosures and improvements is based on a desk top valuation conducted by the Department of Lands in May 2010. The carrying value of these assets has been adjusted by 4% for Taronga Zoo and 4% for Taronga Western Plains Zoo during 2010 to reflect these updated valuations.

Revaluation increments are credited directly to the asset revaluation reserve, except to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

1. Summary of Significant Accounting Policies (continued)

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to the accumulated funds.

(h) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no separable cash generating units, the TCSA is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB136 modifies the recoverable amount test to the higher of fair values less costs to sell and depreciated replacement cost. This means that for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(i) Depreciation and Amortisation

The TCSA has adopted a policy whereby depreciation is calculated on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life. Details of depreciation rates and methods are as follows:

Category of Asset	Rate of Depreciation
Motor Vehicles	10.0%
Computer Equipment	33.3%
Cableway System	
– building	3.3%
– lifts	10.0%
– cable system	8.3%
– cabins	6.7%
Other Items	20.0%
Infrastructure	The rate being determined by the estimated life of the asset (10–40 years as appropriate)
Buildings, Enclosures and Improvements	The rate being determined by the estimated life of the asset (10–50 years as appropriate)

The TCSA's intangible assets are amortised using the straight line method. Details of amortisation rates are as follows:

Category of Asset	Rate of Depreciation
Financial Application and Other Software	10.0% – 33.3%

These rates are consistent with those used in the previous year.

(j) Maintenance

The cost of day-to-day servicing or maintenance is charged to expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(k) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Operating lease payments are charged to the Income Statement in the periods in which they are incurred.

(l) Intangible Assets

The TCSA recognises intangible assets only if it is probable that future economic benefits will flow to the TCSA and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no cost or nominal cost, the cost is its fair value as at the date of acquisition.

The useful lives of intangible assets are assessed to be between three and ten years.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for some of the TCSA's software classified as intangible assets, these assets are carried at cost less any accumulated amortisation.

In general, intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to the recoverable amount or the reduction is recognised as an impairment loss.

(m) Employee Benefits

i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

Liabilities for salaries and wages that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

All accrued annual leave is treated as a current liability with the expectation that annual leave will be taken when due. The on-costs i.e. payroll tax, workers' compensation insurance premiums and superannuation which are consequential to employment have been taken into account in calculating annual leave provisions. Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with market yields on government bonds which are used to discount long-term annual leave.

The outstanding amounts of payroll tax, workers' compensation insurance premiums, and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

ii) Long Service Leave

The liability for long service leave is recognised as a provision and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on Government bonds with terms to maturity that match as closely as possible the estimated future cash flows.

(n) Animal Collection

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

(o) Accounting for Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- The amount of GST incurred by the TCSA as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office 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 Australian Taxation Office, are presented as operating cash flows.

(p) Trade and Other Receivables

Trade receivables, which generally have 30 day terms, are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

An allowance for impairment is raised when there is objective evidence that the TCSA will not be able to collect amounts due. The credit risk is the carrying amount (net of any allowance for impairment). Debts which are known to be uncollectible are written off. No interest is earned on trade debtors. The carrying amount approximates fair value.

(q) Inventories

Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost method. Current replacement cost is the cost the TCSA would incur to acquire the asset on the reporting date. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(r) Borrowings

Loans are not held for trading or designated at fair value through the profit or loss but are recognised at amortised cost using the effective interest rate method. Gains and losses are recognised in the income statement on de-recognition.

(s) Trade and Other Payables

Payables are recognised at fair value, usually based on the transaction cost. Trade accounts payable are generally settled within 30 days.

(t) Finance Costs

Finance costs are recognised as expenses in the period in which they are incurred in accordance with Treasury's mandate to not for profit general government sector agencies.

(u) Insurance

The TCSA's insurance activities are conducted through NSW Treasury Managed Fund Scheme of self insurance for government agencies. The expense (premium) is determined by the Fund Manager based on claims experience, asset values and risk.

(v) New Australian Accounting Standards and Interpretations Issued

The TCSA has adopted all new and revised Accounting Standards and Interpretations issued by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operation and effective for annual reporting periods beginning on 1 July 2009.

At date of authorisation of the financial statements, the following relevant Australian Accounting Standards and Interpretations had been issued or amended but are not yet effective and have not been adopted for the full year reporting period ended 30 June 2010.

- AASB 9 and AASB 2009-11 regarding financial instruments – mandatory for 2014 Financial Statements
- AASB 2009-5 regarding annual improvements – mandatory for 2011 Financial Statements

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

1. Summary of Significant Accounting Policies (continued)

- AASB 124 and AASB 2009-12 regarding related party transactions – mandatory for 2012 Financial Statements
- AASB 2009-14 regarding prepayments of a minimum funding requirement – mandatory for 2012 Financial Statements

(w) Financial Risk Management

The TCSA has exposure to the following risks from their use of financial instruments:

Credit risk
Liquidity risk
Market risk

This note presents information about the TCSA's exposure to each of the above risks, its objectives, policies and processes for measuring and managing risk, and the management of capital. Further quantitative disclosures are included throughout this financial report.

The Board of Directors has overall responsibility for the establishment and oversight of the risk management framework.

The TCSA has established the Audit and Risk Management Committee, that is responsible for developing and monitoring risk management policies. The Committee reports regularly to the Board of Directors on its activities.

Risk management policies are established to identify and analyse the risks faced by the TCSA, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the TCSA's activities. The TCSA, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group Audit Committee oversees how management monitors compliance with The TCSA's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the TCSA.

Credit Risk

Credit risk is the risk of financial loss to the TCSA if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's receivables from customers. The maximum exposure to credit risk is represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the TCSA, including cash, receivables and authority deposits. No collateral is held by the TCSA. The TCSA has not granted any financial guarantees.

Credit risk associated with the TCSA's financial assets, other than receivables is managed through the selection of counterparties and the establishment of minimum credit

rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

Cash

Cash comprises cash on hand and bank balances at call with ANZ Banking Corporation, Westpac Banking Corporation and NSW Treasury Corporation which have been rated "AA" and "AAA" by Standard and Poor's respectively. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 5.08% (2009 2.95%), the weighted average interest rate for the year was 4.45% (2009 4.65%). None of these balances are past due or impaired.

Receivables – Trade Debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis.

The TCSA is not materially exposed to concentration of credit risk to a single trade debtor or group of debtors.

Quantitative disclosures in relation to the ageing and demographics of debtors are made in Note 8 to these accounts.

Liquidity risk

Liquidity risk is the risk that the TCSA will not be able to meet its financial obligations as and when they fall due. The TCSA's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due under both normal and stressed conditions.

The TCSA continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. During the current and prior years, there were no defaults or breaches in any loans payable. No assets have been pledged as collateral.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced.

An analysis of the maturity profile of the TCSA's financial liabilities is in Note 8 of the accounts.

The TCSA maintains a direct payments facility of \$1.431m, this was unused at 30 June 2010.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

The TCSA has no exposure to foreign currency risk and does not enter into commodity contracts.

The TCSA's financial instruments comprise trade receivables and payables which do not earn/incur interest and fixed interest treasury loans which are not subject to interest rate fluctuations.

Cash deposited at the bank and in Treasury's TCorp hourglass cash facility earns interest at a variable rate. A sensitivity analysis of the impact of an interest rate rise or fall of 100 basis points is included in Note 8 to these accounts.

2. Trading and Franchise Revenue

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
i) Catering Sales	947	1,379	947	1,379
Less: Cost of Sales	(483)	(638)	(483)	(638)
Gross Profit	464	741	464	741
ii) Souvenir and Book Shop Sales	5,950	5,660	5,950	5,660
Less: Cost of Sales	(2,359)	(2,348)	(2,359)	(2,348)
Gross Profit	3,590	3,313	3,590	3,313
iii) Catering Franchise Commissions	2,420	2,131	2,420	2,131
Total Sales	9,316	9,170	9,316	9,170
Less Total Cost of Sales	(2,842)	(2,986)	(2,842)	(2,986)
Total Gross Profit	6,475	6,184	6,475	6,184

3. Government Grants

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Capital grant	22,003	10,433	22,003	10,433
Recurrent grant	14,903	15,231	14,903	15,231
Other grant	–	115	–	115
	36,906	25,779	36,906	25,779

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

4. Other Income

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Animal Sponsorship	458	374	458	374
Animal Encounters	608	615	608	615
Bequests	1,009	991	1,009	991
Bike and Cart Hire	529	558	529	558
Car Parking	1,625	482	1,625	482
Concert Income	279	259	279	259
Consultancy Fees	265	84	265	84
Donations	1,382	1,196	1,382	1,196
Educational and Recreation Activities	3,044	2,260	3,044	2,260
Event Sponsorship	678	760	678	760
Interest Received	773	590	773	590
Provision of Services	358	322	358	322
Research Project Income	559	445	559	445
Sponsorship of Goods and Services	112	96	112	96
Taronga Training Institute	377	–	377	–
Zoo Friends Memberships	395	243	395	243
Zoofari Lodge	2,256	2,032	2,256	2,032
Sundry Income	1,033	1,542	1,033	1,542
	15,740	12,849	15,740	12,849

5. Profit on Sale of Assets

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Profit on sale of Plant and Equipment	55	16	55	16
	55	16	55	16

6. (a) Employee Expenses

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Salaries and Wages	31,195	30,194	–	–
Long Service Leave	284	1,325	–	–
Payroll Tax	1,981	1,922	–	–
Workers Compensation Insurance	740	759	–	–
Other	542	390	–	–
	34,742	34,590	–	–

Employee related costs amounting to \$1,088,466 have been capitalised during the year (\$1,509,527 in 2009) and \$343,773 (\$329,138 in 2009) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

6. (b) Personnel Services

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Salaries and Wages	–	–	31,195	30,194
Long Service Leave	–	–	284	1,325
Payroll Tax	–	–	1,981	1,922
Workers Compensation Insurance	–	–	740	759
Superannuation	–	–	3,815	6,091
Other	–	–	542	390
	–	–	38,558	40,681

6. (c) Marketing Expenses

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Advertising	1,495	1,070	1,495	1,070
Promotions	495	457	495	457
Other Marketing	1,009	530	1,009	530
	2,998	2,057	2,998	2,057

6. (d) Reconciliation – Maintenance

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Contracted labour and other (non-employee related)	5,468	5,016	5,468	5,016
Employee related maintenance expenses	344	329	344	329
Total Maintenance Expenses	5,811	5,345	5,811	5,345

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

7. Other Expenses

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Animal Transport	142	169	142	169
Animal Husbandry & Research Support	1,939	1,896	1,939	1,896
Audit Fees – Audit of Financial Reports	80	78	80	78
Bad Debts Written Off	5	–	5	–
Bank Charges & Fees	303	231	303	231
Board Honoraria	206	206	206	206
Carrying Value of Assets Disposed:				
– Land and Buildings	376	214	376	214
– Plant and Equipment	7	14	7	14
Cash Collection	117	138	117	138
Communications	422	391	422	391
Computing Costs	562	395	562	395
Consultancy	109	61	109	61
Contract Services	1,324	721	1,324	721
Education Projects	170	281	170	281
Energy Costs	1,239	903	1,239	903
Fund Raising Expenses	52	49	52	49
Internal Audit Fees	86	69	86	69
Legal Fees	24	34	24	34
Minor Equipment & Stores	464	485	464	485
Printing & Stationery	481	337	481	337
Provision for Impairment of Trade Receivables	(18)	(32)	(18)	(32)
Travelling Expenses	303	342	303	342
Vehicle Costs	283	310	283	310
Vehicle Leasing Expenses	278	233	278	233
Water & Sewerage	382	361	382	361
Work in Progress Written Off	20	1,743	20	1,743
Zoofari Lodge Expenses	210	213	210	213
Sundry Expenses	1,978	1,645	1,978	1,645
	11,545	11,488	11,545	11,488

8. Financial Instruments

Financial Instruments give rise to positions that are a financial asset either of the TCSA or its counterparty and a financial liability (or equity instrument) of the other party. For the TCSA these include cash, receivables, cash deposited at the bank and in Treasury's TCorp hourglass facility, payables and borrowings.

In accordance with AASB 7 Financial Instruments: Disclosures – information is disclosed below in respect of the market risk (interest rate risk), credit risk and liquidity risk of financial instruments.

Financial instruments are carried at amortised cost, with the exception of cash, which is carried at fair value. However, the fair value of the other classes of financial instruments approximates their carrying value.

The TCSA does not enter into or trade financial instruments for speculative purposes. The TCSA does not use financial derivatives.

Financial Instrument Categories

Category		2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Financial Assets Class:					
Cash and Cash Equivalents	N/A	25,137	11,625	25,137	11,625
Trade and Other Receivables ⁽¹⁾	Loans and receivables at amortised cost	1,772	2,051	1,772	2,051
Financial Liabilities Class:					
Payables ⁽²⁾	Financial liabilities measured at amortised cost	8,562	8,198	20,699	19,409
Borrowings	Financial liabilities measured at amortised cost	40,192	40,155	40,192	40,155

(1) Excludes statutory receivables and prepayments in accordance with AASB 7.

(2) Excludes statutory payables and unearned revenue in accordance with AASB 7.

(a) Interest rate risk

Financial Instruments

As at the reporting date the interest rate profile of the TCSA's interest bearing financial instruments was:

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Fixed Rate Instruments				
Financial Assets	–	–	–	–
Financial Liabilities	40,192	40,155	40,192	40,155
Variable Rate Instruments				
Financial Assets	25,137	11,625	25,137	11,625

The TCSA manages its exposure to interest rate risk by financing borrowings through fixed rate borrowings.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

8. Financial Instruments (continued)

Cash Flow Sensitivity Analysis for Interest Rate Risk

A change of 100 basis points in interest rates as at the reporting date would have increased/(decreased) profit and loss and equity by the amounts shown below:

	Impact on Profit or Loss			
	2010		2009	
	100bp Increase	100bp Decrease	100bp Increase	100bp Decrease
Variable rate instruments	251	(251)	116	(116)

	Impact on Equity			
	2010		2009	
	100bp Increase	100bp Decrease	100bp Increase	100bp Decrease
Variable rate instruments	251	(251)	116	(116)

(b) Credit risk

The Carrying amount of the TCSA's financial assets represents the maximum credit exposure. The TCSA's maximum exposure to credit risk at reporting date was:

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Cash and Cash Equivalents	25,137	11,625	25,137	11,625
Total Trade Receivables	1,772	2,051	1,772	2,051
	26,909	13,676	26,909	13,676

The TCSA's maximum exposure to credit risk for trade receivables at the reporting date by type of customer was:

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Trade Receivables owing from NSW Government Entities	74	97	74	97
Trade Receivables owing from Non-Government Educational Bodies	2	31	2	31
Trade Receivables owing from Tourism Operators	792	1,024	792	1,024
Trade Receivables owing from Other Entities	459	256	459	256
Trade Receivables owing from Sponsors/Zoofriends	118	499	118	499
Trade Receivables owing from Catering Franchise Operator	334	168	334	168
Less: Allowance for impairment	(7)	(24)	(7)	(24)
	1,772	2,051	1,772	2,051

The TCSA does not hold any collateral as security over receivables.

Impairment as at 30 June 2010

	Consolidated			
	Gross 2010	Impairment 2010	Gross 2009	Impairment 2009
Not Past Due	1,776	7	1,827	–
Past Due 0–30 Days	2	–	214	–
Past Due 31–90 Days	–	–	3	–
Past Due > 90 Days	–	–	31	24
	1,778	7	2,075	24

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Balance at 1 July	24	56	24	56
Impairment Loss/(Gain) Recognised	(18)	(32)	(18)	(32)
Balance at 30 June	7	24	7	24

The following are the contractual maturities of financial liabilities, including estimated interest payments:

30 June 2010	Carrying Amount	Contractual Cash flows	< 6 months	6–12 Months	>1yr <2 yrs	2–5 yrs	> 5 Years
Non-derivative Financial Liabilities							
Trade and Other Payables	8,562	(8,562)	(8,562)	–	–	–	–
NSW Treasury Loans	40,192	(51,670)	(7,065)	(1,016)	(13,789)	(11,900)	(17,899)
30 June 2009	Carrying Amount	Contractual Cash flows	< 6 months	6–12 Months	>1yr <2 yrs	2–5 yrs	> 5 Years
Non-derivative Financial Liabilities							
Trade and Other Payables	8,198	(8,198)	(8,198)	–	–	–	–
NSW Treasury Loans	40,155	(54,110)	(1,220)	(1,221)	(8,080)	(16,442)	(27,147)

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

8. Financial Instruments (continued)

Fair value compared to carrying amount

Financial instruments are generally recognised at amortised cost, with the exception of the TCorp Hour-Glass facilities, which are measured at fair value. The value of the Hour-Glass investments is based on the TCSA's share of the value of the underlying assets of the facility, based on market value. All of the Hour Glass facilities are valued using 'redemption' pricing.

The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short-term nature of many of the financial instruments.

	Carrying Amount		Fair Value	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial Assets				
Cash and Cash Equivalents	25,137	11,625	25,137	11,625
Trade and Other Receivables	1,772	2,051	1,772	2,051
	26,909	13,676	26,909	13,676
Financial Liabilities				
Payables	8,562	8,198	8,562	8,198
Borrowings	40,192	40,155	40,192	40,155
	48,754	40,163	48,754	40,163

Fair value recognised in the statement of financial position

Level 1 – Derived from quoted prices in active markets for identical assets/liabilities.

Level 2 – Derived from inputs other than quoted prices that are observable directly or indirectly.

Level 3 – Derived from valuation techniques that include inputs for the asset/liability not based on observable market data.

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial Assets at Fair Value				
TCorp Hour-Glass Inv. Facility	–	10,018	–	10,018
	–	10,018	–	10,018

9. Trade and Other Receivables

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Debtors	3,079	2,504	3,079	2,504
Less: Allowance for Impairment	(7)	(24)	(7)	(24)
	3,073	2,480	3,073	2,480
Prepayments	1,421	126	1,421	126
Total Trade and Other Receivables	4,494	2,607	4,494	2,607

10. Inventories

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Held for Distribution				
Food for Animals	141	144	141	144
Stores and Spare Parts	251	253	251	253
	392	397	392	397
Held for Resale				
Catering	34	34	34	34
Souvenirs	692	778	692	778
	727	812	727	812
Total	1,119	1,209	1,119	1,209

11. Property, Plant and Equipment

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2009 – Fair Value					
Gross Carrying Amount	10,893	376,250	5,925	54,024	447,093
Accumulated Depreciation	–	(87,883)	(4,446)	(9,875)	(102,204)
Net Carrying Amount	10,893	288,367	1,479	44,149	344,889
At 30 June 2010 – Fair Value					
Gross Carrying Amount	30,688	393,039	6,359	58,118	488,204
Accumulated Depreciation	–	(101,801)	(4,571)	(12,411)	(118,783)
Net Carrying Amount	30,688	291,238	1,787	45,708	369,421

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

11. Property, Plant and Equipment (continued)

Reconciliation

Reconciliations of the carrying amount of each class of property, plant and equipment at the beginning and end of the current financial year is set out below:

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
Year ended 30 June 2010					
Net Carrying Amount at 1 July 2009	10,893	288,367	1,479	44,149	344,889
Additions	24,636	–	790	–	25,426
Transfers	(4,821)	2,876	5	1,940	–
Disposals	–	(1,326)	(362)	–	(1,688)
Expensed	(20)	–	–	–	(20)
Revaluation Increment	–	11,322	–	1,689	13,012
Depreciation Expense	–	(10,951)	(453)	(2,070)	(13,475)
Depreciation on Disposals	–	950	328	–	1,278
Net Carrying Amount at 30 June 2010	30,688	291,238	1,787	45,708	369,421
At 1 July 2008 – Fair Value					
Gross Carrying Amount	20,348	327,785	5,947	40,300	394,380
Accumulated Depreciation	–	(92,174)	(4,338)	(24,694)	(121,206)
Net Carrying Amount	20,348	235,612	1,608	15,606	273,174
At 30 June 2009 – Fair Value					
Gross Carrying Amount	10,893	376,250	5,925	54,024	447,093
Accumulated Depreciation	–	(87,883)	(4,446)	(9,875)	(102,204)
Net Carrying Amount	10,893	288,367	1,479	44,149	344,889

Reconciliation

Reconciliations of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous financial year is set out below:

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
Year ended 30 June 2009					
Net Carrying Amount at 1 July 2008	20,348	235,612	1,608	15,606	273,174
Additions	25,724	–	328	–	26,053
Transfers	(33,436)	23,848	99	9,335	(154)
Disposals	–	(6,517)	(448)	–	(6,965)
Expensed	(1,743)	–	–	–	(1,743)
Revaluation Increment	–	39,577	–	20,691	60,269
Depreciation Expense	–	(10,457)	(498)	(1,483)	(12,437)
Depreciation on Disposals	–	6,303	390	–	6,693
Net Carrying Amount at 30 June 2009	10,893	288,367	1,479	44,149	344,889

Land**Mosman – Taronga Zoo (28.1 hectares)**

Zoning: Special uses – Zoological Gardens and Open Space Public Recreation.

Department of Land's valuation as at 30 June 2010, based on comparable values for open recreation land, \$58,800,000.

Dubbo – Taronga Western Plains Zoo (758.3 hectares)

Zoning: Special Uses 5A – Institution Zone.

Department of Land's valuation as at 30 June 2010, based on comparable zoning values, \$2,600,000.

12. Intangible Assets

	Software \$'000	Total \$'000
At 1 July 2009		
Cost (Gross Carrying Amount)	1,686	1,686
Accumulated Amortisation and Impairment	(1,404)	(1,404)
Net Carrying Amount	282	282
At 30 June 2010		
Cost (Gross Carrying Amount)	1,766	1,766
Accumulated Amortisation and Impairment	(1,451)	(1,451)
Net Carrying Amount	315	315
Year ended 30 June 2010		
Net Carrying Amount at 1 July 2009	282	282
Additions (Acquisitions)	103	103
Transfers	–	–
Disposals	(22)	(22)
Amortisation	(69)	(69)
Amortisation on Disposals	22	22
Net Carrying Amount at 30 June 2010	315	315
At 1 July 2008		
Cost (Gross Carrying Amount)	1,545	1,545
Accumulated Amortisation and Impairment	(1,342)	(1,342)
Net Carrying Amount	203	203
At 30 June 2009		
Cost (Gross Carrying Amount)	1,686	1,686
Accumulated Amortisation and Impairment	(1,404)	(1,404)
Net Carrying Amount	282	282

Table continued on next page.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

12. Intangible Assets (continued)

	Software \$'000	Total \$'000
Year Ended 30 June 2009		
Net Carrying Amount at 1 July 2008	203	203
Additions (Acquisitions)	–	–
Transfers	154	154
Disposals	(14)	(14)
Amortisation	(76)	(76)
Amortisation on disposals	14	14
Carrying Amount at 30 June 2009	282	282

13. Trade and Other Payables

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Operating Expense Creditors	1,798	2,428	1,798	2,428
Capital Creditors	4,965	1,284	4,965	1,284
Accruals and Other Creditors	1,818	2,528	1,611	1,406
Amounts Owing to the Division	–	–	12,344	12,333
	8,581	6,240	20,718	17,451

14. Other Liabilities

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Unearned Income	1,038	777	1,038	777
	1,038	777	1,038	777

15. Borrowings

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
NSW Treasury Corporation	40,192	40,155	40,192	40,155
These loans are due to mature as follows:				
Not later than one year	5,874	–	5,874	–
Later than one year but not later than two years	11,768	5,944	11,768	5,944
Later than two years but not later than five years	7,999	11,774	7,999	11,774
Later than five years	14,552	22,437	14,552	22,437
	40,192	40,155	40,192	40,155

Face Value and Capital Value of Loans

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Face Value of Loans	41,157	41,157	41,157	41,157
Add Unamortised Premium				
Less Discount	(964)	(1,001)	(964)	(1,001)
Capital Value of Loans	40,192	40,155	40,192	40,155

The TCSA has ministerial approval to draw down a total of \$53m of loans including \$36.272m for the Master Plan. As at 30 June 2010 a total of \$12.808m of loans remain to be drawn down.

16. Provisions

	2010 Consolidated \$'000	2009 Consolidated \$'000	2010 Parent \$'000	2009 Parent \$'000
Current Liabilities				
Annual Leave	3,066	3,091	–	–
Long Service Leave	5,034	4,556	–	–
Amounts Owing to the Division	–	–	–	–
Total Current Liabilities	8,100	7,646	–	–
Non-Current Liabilities				
Annual Leave	–	–	–	–
Long Service Leave	402	648	–	–
Superannuation	3,635	2,917	–	–
Amounts Owing to the Division	–	–	–	–
Total Non-Current Liabilities	4,037	3,565	–	–
Total Employee Related Liabilities	12,137	11,211	–	–

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

16. Provisions (continued)

(a) Provisions for Annual and Long Service Leave

In 2009/10, on-costs of \$1,380,184 included components for payroll tax calculated at 5.75% (1 July–31 Dec 09) and 5.65% (1 Jan–30 June 10), workers compensation calculated at 5.0% and superannuation calculated at 9.0% of the relevant leave liability (\$1,347,973 in 2008/2009).

The leave liabilities that are expected to be settled within twelve months and outside twelve months (discounted) are shown below:

	Annual Leave \$'000	Long Service Leave \$'000	Total \$'000
Expected to be settled within twelve months	2,207	324	2,531
Expected to be settled outside twelve months	859	4,710	5,569
Total	3,066	5,034	8,100

(b) Superannuation

All employees are entitled to superannuation benefits under one of the superannuation schemes, namely First State Superannuation Scheme (FSS), State Authorities Non-Contributory Superannuation (SANCS) Scheme, State Authorities Superannuation Scheme (SASS), and State Superannuation Scheme (SSS). All funds are administered by the Superannuation Administration Corporation trading as Pillar Administration.

The superannuation schemes SSS, SASS and SANCS are all defined benefit schemes; at least a component of the final benefit is derived from a multiple of member salary and years of membership. All three schemes are closed to new members. Employees who are not members of an associated scheme and were covered by the State Authorities Non-Contributory Scheme (Basic Benefit) are automatically transferred into FSS. Employees also have the choice of using other superannuation schemes and some have opted to do so.

Accounting Policy

Actuarial gains and losses are recognised immediately in other comprehensive income in the year in which they occur.

Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present Value of Partly Funded Defined Benefit Obligations at Beginning of the Year	5,115	907	7,501	5,168	852	6,155
Current Service Cost	226	45	50	228	46	38
Interest Cost	278	49	408	328	53	393
Contributions by Fund Participants	126	–	29	138	–	28
Actuarial (Gains)/Losses	499	81	520	(337)	15	1,475
Benefits Paid	(423)	(43)	(250)	(409)	(60)	(588)
Present Value of Partly Funded Defined Benefit Obligations at End of the Year	5,821	1,038	8,258	5,115	907	7,501

Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Fair Value of Fund Assets at Beginning of the Year	4,666	649	5,291	5,216	720	6,345
Expected Return on Fund Assets	399	55	439	422	57	505
Actuarial Gains/(Losses)	123	3	66	(969)	(126)	(1,075)
Employer Contributions	248	53	51	269	57	75
Contributions by Fund Participants	126	–	29	138	–	28
Benefits Paid	(423)	(43)	(250)	(409)	(60)	(588)
Fair Value of Fund Assets at End of the Year	5,139	717	5,626	4,666	649	5,291

Reconciliation of the Assets and Liabilities Recognised in the Statement of Financial Position

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present Value of Partly Funded Defined Benefit Obligations at End of Year	5,821	1,038	8,258	5,115	907	7,501
Fair Value of Fund Assets at End of Year	(5,139)	(717)	(5,626)	(4,666)	(649)	(5,291)
Net Liability/(Asset) Recognised in Balance Sheet at End of Year	682	321	2,632	449	258	2,210

Expense Recognised in Income Statement

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Components Recognised in Income Statement						
Current Service Cost	226	45	50	228	46	38
Interest Cost	278	49	408	328	53	393
Expected Return on Fund Assets (Net of Expenses)	(399)	(55)	(439)	(422)	(57)	(505)
Actuarial Losses/(Gains) Recognised in Year	–	–	–	–	–	–
Expense/(Income) Recognised	105	39	18	134	41	(74)

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

16. Provisions (continued)

Amounts Recognised in Other Comprehensive Income

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Actuarial (Gains)/Losses	376	78	454	632	141	2,549
Adjustment for Limit on Net Asset	–	–	–	–	–	–

Cumulative Amount Recognised in the Other Comprehensive Income

The cumulative amount of actuarial gains and losses recognised in the 'Other comprehensive income' since 1 July 2004 is \$2,315m loss.

Fund Assets

The percentage invested in each asset class at the balance sheet date:

	30 June 10	30 June 09
Australian Equities	31.0%	32.1%
Overseas Equities	26.8%	26.0%
Australian Fixed Interest Securities	6.1%	6.2%
Overseas Fixed Interest Securities	4.3%	4.7%
Property	9.5%	10.0%
Cash	9.6%	8.0%
Other	12.7%	13.0%

Fair Value of Fund Assets

All Fund assets are invested by STC at arm's length through independent fund managers.

Expected Rate of Return on Assets

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

Actual Return on Fund Assets

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Actual Return on Fund Assets	434	58	481	(502)	(69)	(607)

Valuation Method and Principal Actuarial Assumptions at the Balance Sheet Date

(a) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligations and the related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

(b) Economic Assumptions

	30 June 10	30 June 09
Salary Increase Rate (Excluding Promotional Increases)	3.5% pa	3.5% pa
Rate of CPI Increase	2.5% pa	2.5% pa
Expected Rate of Return on Assets Backing Current Pension Liabilities	–	–
Expected Rate of Return on Assets Backing Other Liabilities	–	–
Expected Rate of Return on Assets	8.60% pa	8.10%
Discount Rate	5.17% pa	5.59%

(c) Demographic Assumptions

The demographic assumptions at 30 June 2010 are those that will be used in the 2009 triennial actuarial valuation. The triennial review report will be available from the NSW Treasury website.

Historical Information

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present Value of Defined Benefit Obligation	5,821	1,038	8,258	5,115	907	7,501
Fair Value of Fund Assets	(5,139)	(717)	(5,626)	(4,666)	(649)	(5,291)
(Surplus)/Deficit in Fund	682	321	2,632	449	258	2,210
Experience Adjustments – Fund Liabilities	499	81	520	(337)	15	1,475
Experience Adjustments – Fund Assets	(123)	(3)	(66)	969	126	1,075

Historical Information Previous Reporting Periods

	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present Value of Defined Benefit Obligation	5,168	852	6,155
Fair Value of Fund Assets	(5,216)	(720)	(6,345)
(Surplus)/Deficit in Fund	(48)	132	(190)
Experience Adjustments – Fund Liabilities	(228)	32	(155)
Experience Adjustments – Fund Assets	832	112	824

Table continued on next page.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

16. Provisions (continued)

	SASS Financial Year to 30 June 07 \$'000	SANCS Financial Year to 30 June 07 \$'000	SSS Financial Year to 30 June 07 \$'000
Present Value of Defined Benefit Obligation	5,335	810	6,018
Fair Value of Fund Assets	(5,807)	(788)	(6,745)
(Surplus)/Deficit in Fund	(472)	22	(726)
Experience Adjustments – Fund Liabilities	133	(15)	(624)
Experience Adjustments – Fund Assets	(365)	(42)	(252)

	SASS Financial Year to 30 June 06 \$'000	SANCS Financial Year to 30 June 06 \$'000	SSS Financial Year to 30 June 06 \$'000
Present Value of Defined Benefit Obligation	4,806	794	6,708
Fair Value of Fund Assets	(4,989)	(714)	(6,481)
(Surplus)/Deficit in Fund	(182)	80	227
Net Actuarial Losses/(Gains) Recognised in Year	(536)	(105)	(1,358)

Expected Contributions

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Expected Employer Contributions	239	51	46	261	53	44

Funding Arrangements for Employer Contributions

(a) Surplus/Deficit

The following is a summary of the 30 June 2010 financial position of the Fund calculated in accordance with AAS 25 "Financial Reporting by Superannuation Plans"

	SASS 30 June 10 \$'000	SANCS 30 June 10 \$'000	SSS 30 June 10 \$'000	SASS 30 June 09 \$'000	SANCS 30 June 09 \$'000	SSS 30 June 09 \$'000
Accrued Benefits	5,404	933	5,773	4,811	826	5,524
Net Market Value of Fund Assets	(5,139)	(717)	(5,626)	(4,666)	(649)	(5,291)
Net (Surplus)/Deficit	265	215	147	145	177	234

(b) Contribution Recommendations

Recommended contribution rates for the TCSA are:

	SASS 30 June 10 Multiple of Member Contributions	SANCS 30 June 10 % Member Salary	SSS 30 June 10 Multiple of Member Contributions	SASS 30 June 09 Multiple of Member Contributions	SANCS 30 June 09 % Member Salary	SSS 30 June 09 Multiple of Member Contributions
	1.9	2.5	1.6	1.9	2.5	1.6

(c) Funding Method

Contribution rates are set after discussions between the employer, STC and NSW Treasury.

(d) Economic Assumptions

The economic assumptions to be adopted for the 2010 actuarial review of the Fund are:

Weighted-Average Assumptions

Expected Rate of Return on Fund Assets Backing Current Pension Liabilities	8.3% pa
Expected Rate of Return on Fund Assets Backing Other Liabilities	7.3% pa
Expected Salary Increase Rate	4.0% pa
Expected Rate of CPI Increase	2.5% pa

Nature of Asset/Liability

If a surplus exists in the employer's interest in the Fund, the employer may be able to take advantage of it in the form of a reduction in the required contribution rate, depending on the advice of the Fund's actuary.

Where a deficiency exists, the employer is responsible for any difference between the employer's share of fund assets and the defined benefit obligation.

17. Restriction on Revenue – Taronga Foundation

The TCSA received certain amounts into the Taronga Foundation for specific purposes. As required by the Australian Accounting Standards, amounts have been recognised as revenues in the Income Statement which are yet to be spent in the manner specified. Unexpended amounts totalling \$919,000 (\$508,000 in 2008/2009) have been included in Accumulated Funds as at 30 June 2010. The unexpended restricted funds are held as cash in separate bank accounts from the TCSA's unrestricted funds.

	Unexpended Amount	
	2010 \$'000	2009 \$'000
Taronga Foundation Program		
Capital Redevelopment Fundraising	191	191
Taronga Foundation Recurrent Projects	728	317
	919	508

18. Remuneration of Auditors

The Audit Office fees for auditing the Board's financial report were \$79,500 (\$77,500 in 2008/2009). The auditors received no other benefits.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

19. Board Remuneration

Members of the TCSA received reimbursement of expenses incurred in carrying out their duties as members of the Board. In addition, Board remuneration of \$205,867 (\$206,208 in 2008/2009) was paid. This amount included honoraria of \$33,228 (\$33,228 in 2008/2009) paid to the Chairman of the Board and \$172,639 (\$172,980 in 2008/2009) paid to the other members of the Board. The rates of remuneration were fixed and approved by the Premier's Department.

The Board honorarium remuneration brackets are displayed below together with the number of members in each bracket.

	Consolidated		Parent	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
\$10,000 – \$19,999	9	9	9	9
\$20,000 – \$29,999	–	–	–	–
\$30,000 – \$39,999	1	1	1	1
	10	10	10	10

20. Notes to the Cash Flow Statement

(a) Reconciliation of Cash and Cash Equivalents

Cash at the end of the reporting period as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

	Consolidated		Parent	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Cash and Cash Equivalents	25,137	11,625	25,137	11,625
	25,137	11,625	25,137	11,625

For the purposes of the statement of cash flows, the TCSA considers cash to include cash on hand, in banks and investments in TCorp on 24 hour call.

(b) Reconciliation of Operating Surplus to Net Cash from Operating Activities

	Consolidated		Parent	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Operating Surplus	24,206	4,453	24,206	4,453
Depreciation and Amortisation	13,544	12,513	13,544	12,513
(Profit) on Sale of Assets	(55)	(16)	(55)	(16)
Amounts Capitalised in Prior Years Transferred to Profit and Loss	404	1,971	404	1,971
Change in Assets and Liabilities:				
(Increase)/Decrease in GST Receivable	(887)	216	(887)	216
(Increase)/Decrease in Accounts Receivable	295	1,011	295	1,011
(Increase)/Decrease in Inventories	90	60	90	60
Increase/(Decrease) in Creditors and Accruals	(164)	1,382	(164)	1,382
(Increase)/Decrease in Prepayments	(1,295)	(509)	(1,295)	(509)
Increase/(Decrease) in Employee Entitlements	(707)	1,788	(707)	1,788
(Increase)/Decrease in Prepaid Superannuation	–	239	–	239
Increase/(Decrease) in Unfunded Superannuation	(189)	(538)	(189)	(538)
Movement in Unamortised Premium on Loans	37	33	37	33
Net Cash Provided From Operating Activities	35,278	22,603	35,278	22,603

(c) The TCSA has not entered into any non-cash financing or investing activities.

(d) Financing Facilities

A Direct Payments facility of \$1.431m was available to the TCSA and unused at 30 June 2010. A Treasury approved facility of \$36.3m is available to the TCSA to fund Master Plan capital development of which there were no draw downs made in 2009/10 (nil in 2008/09).

21. Reserves and Retained Surplus

	Accumulated		Asset Revaluation Reserve		Total Equity	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Balance at the Beginning of the Financial Year	135,332	134,202	166,895	106,627	302,228	240,829
Surplus for the Year	24,206	4,453	–	–	24,206	4,453
Superannuation Actuarial Gains/(Losses)	(907)	(3,323)	–	–	(907)	(3,323)
Net Increase in Asset Revaluation Reserve for:						
– Land and Buildings	–	–	11,322	39,577	12,533	39,577
– Infrastructure	–	–	1,689	20,691	1,689	20,691
Total	23,298	1,130	13,012	60,269	36,310	61,399
Balance at the End of the Financial Year	158,631	135,332	179,907	166,895	338,538	302,228

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

22. Commitments

(a) Capital Expenditure Commitments

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$19,058,532 (\$1,592,097 in 2009) inclusive of GST of \$1,732,594. These commitments relate to expenditure that will be incurred within the following twelve months.

(b) Operational Expenditure Commitments

The estimated aggregate amount of contracts for operating expenditure resulting from unfulfilled purchase orders is \$1,775,944 inclusive of GST of \$161,449 (\$2,846,462 in 2009). These commitments relate to goods or services that will be received within the following twelve months. The TCSA has no operational expenditure commitments extending beyond twelve months.

(c) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

	Consolidated		Parent	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Not later than one year	962	721	962	721
Later than one year and not later than five years	731	1,327	731	1,327
Later than five years	–	–	–	–
Total including GST	1,693	2,048	1,693	2,048

The major operating leases relate to motor vehicles and computer equipment.

(d) GST input tax credit claimable on commitments amounts to \$2,047,910.

23. Contingent Assets and Liabilities

The TCSA is not aware of any Contingent Liabilities at 30 June 2010 (nil in 2008/2009).

24. Subsequent Events

There were no subsequent events occurring after balance date that have materially affected or may materially affect the results reported.

25. Segmental Reporting

	2010 Taronga Foundation	2010 Taronga & Corporate Services	2010 Taronga Western Plains	2010 Total	2009 Taronga Foundation	2009 Taronga & Corporate Services	2009 Taronga Western Plains	2009 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
Revenue								
Admissions	308	32,321	3,855	36,484	305	24,393	3,521	28,219
Trading and Franchise Revenue	–	7,414	1,903	9,316	69	6,576	2,525	9,170
Corporate Sponsorship	2,990	–	–	2,990	3,006	–	–	3,006
Government Grants	–	29,843	7,063	36,906	–	22,640	3,140	25,779
Other Income	6,285	5,950	3,505	15,740	5,091	4,444	3,373	12,908
Profit/(Loss) on Sale of Assets	–	22	33	55	–	–	–	–
Total Revenue	9,583	75,550	16,359	101,492	8,472	58,052	12,559	79,083
Expenditure								
Employee Expenses	738	26,706	7,298	34,742	818	25,976	7,797	34,590
Superannuation	54	2,279	574	2,908	60	2,127	581	2,768
Trading Cost of Sales	–	1,973	869	2,842	–	1,866	1,120	2,986
Marketing Expenses	548	2,207	243	2,998	567	1,268	222	2,057
Depreciation	–	11,775	1,769	13,544	–	10,769	1,744	12,513
Insurance	–	354	101	455	–	280	99	379
Maintenance	41	5,033	737	5,811	147	4,512	687	5,345
Finance Costs	–	2,374	67	2,441	–	2,434	25	2,459
Other Expenses	997	8,244	2,305	11,545	1,035	7,163	3,333	11,531
Total Expenditure	2,378	60,945	13,963	77,286	2,626	56,395	15,609	74,630
Surplus/(Deficit) for the Year	7,205	14,605	2,396	24,206	5,846	1,657	(3,050)	4,453
Total Assets	919	358,130	41,438	400,487	508	324,274	32,130	356,913
Total Liabilities	–	58,325	3,624	61,949	–	56,146	3,437	59,583

* The funds raised by the Foundation for the year ended 30 June 2010 amounted to \$9,583,000 (\$8,472,000 in 2008/09).

End of Audited Financial Report

The Taronga Conservation Society Australia Division

7

Financial Statements

Statement	109
Independent Auditor's Report	110
Income Statement	112
Statement of Comprehensive Income	112
Statement of Financial Position	113
Statement of Changes in Equity	114
Cash Flow Statement	115
Notes to and forming part of the Financial Statements	116



**TARONGA CONSERVATION SOCIETY AUSTRALIA DIVISION (TCSAD)
FINANCIAL STATEMENTS AND NOTES**

FOR THE YEAR ENDED 30 JUNE 2010


Statement

Pursuant to section 41C of the *Public Finance and Audit Act 1983* and in accordance with a resolution of the TCSA, we being members of the Board state that:

- (a) in our opinion the financial statements and notes thereon exhibit a true and fair view of the financial position and transactions of the TCSA Division for the year ended 30 June 2010;
- (b) the financial statements have been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which include Australian equivalents to International Accounting Standards and the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010*;
- (c) we are not aware of any circumstances which would render any particulars included in the financial report to be misleading or inaccurate; and
- (d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chairman of the Board



Member of the Board

Financial Statements



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Taronga Conservation Society Australia Division

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Taronga Conservation Society Australia Division (the Division), which comprises the statement of financial position as at 30 June 2010, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial statements:

- present fairly, in all material respects, the financial position of the Division as at 30 June 2010, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

My opinion should be read in conjunction with the rest of this report.

Chief Executive's Responsibility for the Financial Statements

The Chief Executive of Taronga Conservation Society Australia is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

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

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

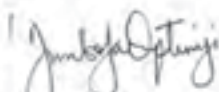
My opinion does not provide assurance:

- about the future viability of the Division
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal controls.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



A. Dyetunji
Director, Financial Audit Services

20 October 2010
SYDNEY

Financial Statements

INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 \$'000	2009 \$'000
Revenue			
Personnel Services		39,990	42,520
Total Revenue		39,990	42,520
Expenditure			
Employee Expenses	2	36,175	36,429
Superannuation	2	2,908	2,768
Total Expenditure		39,083	39,197
SURPLUS FOR THE YEAR		907	3,323

The accompanying notes form part of these Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 \$'000	2009 \$'000
Profit for the year		907	3,323
Other Comprehensive Income:			
Superannuation Actuarial Gains/(Losses)		(907)	(3,323)
Other Comprehensive Income for the Year		(907)	(3,323)
Total Comprehensive Income for the Year		-	-

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 \$'000	2009 \$'000
Assets			
Current Assets			
Receivables	3	12,344	12,333
Total Current Assets		12,344	12,333
Non-Current Assets			
Prepaid Superannuation		–	–
Total Non-Current Assets		–	–
Total Assets		12,344	12,333
Liabilities			
Current Liabilities			
Payables	4	207	1,122
Provisions	5	8,100	7,646
Total Current Liabilities		8,307	8,768
Non-Current Liabilities			
Provisions	5	4,037	3,565
Total Non-Current Liabilities		4,037	3,565
Total Liabilities		12,344	12,333
Net Assets		–	–
Equity			
Accumulated Funds		–	–
Total Equity		–	–

The accompanying notes form part of these Financial Statements.

Financial Statements

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2010

	Accumulated Funds \$'000	Total Equity \$'000
Balance at 1 July 2009		
Profit for the year	907	907
Other Comprehensive Income: Superannuation Actuarial Gains/(Losses)	(907)	(907)
Total Other Comprehensive Income	(907)	(907)
Total Comprehensive Income for the Year	-	-
Balance at 30 June 2010	-	-

	Accumulated Funds \$'000	Total Equity \$'000
Balance at 1 July 2008		
Profit for the year	3,323	3,323
Other Comprehensive Income: Superannuation Actuarial Gains/(Losses)	(3,323)	(3,323)
Total Other Comprehensive Income	(3,323)	(3,323)
Total Comprehensive Income for the Year	-	-
Balance at 30 June 2009	-	-

The accompanying notes form part of these Financial Statements.

CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2010

	Notes	2010 \$'000	2009 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Customers and Sponsors		39,980	37,947
		39,980	37,947
Payments to Suppliers and Employees		(39,980)	(37,947)
		(39,980)	(37,947)
Net Cash Flows from Operating Activities		-	-
Net Increase in Cash and Cash Equivalents		-	-
Cash and Cash Equivalents at Beginning of Financial Year		-	-
Cash and Cash Equivalents at End of the Financial Year		-	-

The accompanying notes form part of these Financial Statements.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

1. Summary of Significant Accounting Policies

(a) Reporting Entity

The TCSA Division is a Division of the Government Service established pursuant to Part 2 of Schedule 1 to the *Public Sector Employment and Management Act 2002*. It is a not-for-profit entity as profit is not its principal objective. It is consolidated as part of the NSW Total State Sector Accounts. It is domiciled in Australia and its principal office is at Taronga Zoo, Bradley's Head Road Mosman NSW 2088.

The TCSA Division's objective is to provide personnel services to the TCSA.

The TCSA Division commenced operations on 17 March 2006 when it assumed responsibility for the employees and employee-related liabilities of the TCSA. The assumed liabilities were recognised on 17 March 2006 together with an offsetting receivable representing the related funding due from the former employer.

The financial report was authorised for issue by the Chairman of the TCSA on 18 October 2010.

(b) Basis of Preparation

The general purpose financial report has been prepared in accordance with the requirements of:

- (i) the Australian Accounting Standards including the Australian equivalents to the International Financial Reporting Standards (AIFRS)
- (ii) the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010*
- (iii) specific directions issued by the Treasurer.

Historical cost convention

The financial report has been prepared under the historical cost convention, modified by the revaluation at fair value of land and buildings, plant and equipment and infrastructure systems.

Critical accounting estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the TCSA's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to financial statements are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The TCSA's financial statements and notes comply with Australian Accounting Standards, including Australian equivalents to International Financial Reporting Standards (AIFRS). Compliance with AIFRS ensures that the financial statements comply with International Financial Reporting.

(d) Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue from the rendering of personnel services is recognised when the service is provided and only to the extent that the associated recoverable expenses are recognised.

(e) Receivables

A receivable is recognised when it is probable that the future cash inflows associated with it will be realised and it has a value that can be measured reliably. It is derecognised when the contractual or other rights to future cash flows from it expire or are transferred.

A receivable is measured initially at fair value and subsequently at amortised cost using the effective interest rate method, less any allowance for doubtful debts. A short-term receivable with no stated interest rate is measured at the original invoice amount where the effect of discounting is immaterial. An invoiced receivable is due for settlement within thirty days of invoicing.

If there is objective evidence at year end that a receivable may not be collectable, its carrying amount is reduced by means of an allowance for doubtful debts and the resulting loss is recognised in the income statement. Receivables are monitored during the year and bad debts are written off against the allowance when they are determined to be irrecoverable. Any other loss or gain arising when a receivable is derecognised is also recognised in the income statement.

(f) Payables

Payables include accrued wages, salaries, and related on costs (such as payroll tax, fringe benefits tax and workers' compensation insurance) where there is certainty as to the amount and timing of settlement.

A payable is recognised when a present obligation arises under a contract or otherwise. It is derecognised when the obligation expires or is discharged, cancelled or substituted.

A short-term payable with no stated interest rate is measured at historical cost if the effect of discounting is immaterial.

(g) Employee Benefits

Provisions are made for liabilities of uncertain amount or uncertain timing of settlement.

Employee benefit provisions represent expected amounts payable in the future in respect of unused entitlements accumulated as at the reporting date. Liabilities associated with, but that are not employee benefits (such as payroll tax),

are recognised separately. Long term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with *AASB119 Employee Benefits*. Market yields on Government bonds are used to discount long term annual leave.

Leave liabilities are recognised as expenses and provisions when the obligations arise, which is usually through the rendering of service by employees.

All accrued annual leave is treated as a current liability with the expectation that annual leave will be taken when due. Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with market yields on government bonds which are used to discount long-term annual leave. The on-costs i.e. payroll tax, workers' compensation insurance premiums and superannuation which are consequential to employment have been taken into account in calculating annual leave provisions.

All other employee benefit liabilities (i.e. benefits falling due wholly within twelve months after reporting date) are assessed by management and are measured at the undiscounted amount of the estimated future payments.

The amount recognised for superannuation and long service leave provisions is the net total of the present value of the defined benefit obligation at the reporting date, minus the fair value at that date of any plan assets out of which the obligations are to be settled directly.

The actuarial assessment of superannuation provisions uses the Projected Unit Credit Method and reflects estimated future salary increases and the benefits set out in the terms of the plan. The liabilities are discounted using the market yield rate on government bonds of similar maturity to those obligations. Actuarial assumptions are based on market expectations for the period over which the obligations are to be settled.

(h) New Australian Accounting Standards and Interpretations Issued

The TCSA has adopted all new and revised Accounting Standards and Interpretations issued by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operation and effective for annual reporting periods beginning on 1 July 2009.

At date of authorisation of the financial statements, the following relevant Australian Accounting Standards and Interpretations had been issued or amended but are not yet effective and have not been adopted for the full year reporting period ended 30 June 2010.

- AASB 9 and AASB 2009-11 regarding financial instruments – mandatory for 2014 Financial Statements
- AASB 2009-5 regarding annual improvements – mandatory for 2011 Financial Statements
- AASB 124 and AASB 2009-12 regarding related party transactions – mandatory for 2012 Financial Statements

- AASB 2009-14 regarding prepayments of a minimum funding requirement – mandatory for 2012 Financial Statements

(i) Financial Risk Management

Credit Risk

Credit risk is the risk of financial loss to the Division if a counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's receivables. The maximum exposure to credit risk is represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Division which comprise receivables and prepayments. No collateral is held by the TCSA.

The TCSA has not granted any financial guarantees.

Receivables – Trade Debtors

All trade debtors are recognised as amounts receivable at balance date. 100% of the balance of trade and other receivables is owed by the Division's Parent Entity, the Taronga Conservation Society Australia.

Quantitative disclosures in relation to the ageing and demographics of debtors are made in Note 6 to these accounts.

Liquidity Risk

Liquidity risk is the risk that the Division will not be able to meet its financial obligations as and when they fall due. The Division's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due under both normal and stressed conditions.

The Division continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. During the current and prior years, there were no defaults or breaches in any loans payable. No assets have been pledged as collateral.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced.

An analysis of the maturity profile of the Division's financial liabilities is in note 6 of the accounts.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

The Division has no exposure to foreign currency risk and does not enter into commodity contracts.

The Division's financial instruments do not earn/incur interest.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

2. Employee Expenditure

	2010 \$'000	2009 \$'000
Salaries and Wages	32,627	32,033
Long Service Leave	284	1,325
Payroll Tax	1,981	1,922
Workers Compensation Insurance	740	759
Other	542	390
	36,175	36,429
Superannuation*	2,908	2,768

* Refer Note 5(b). Superannuation actuarial losses of \$907,000 (2009: \$3.323m) are recognised in the 'statement of comprehensive income'. Total superannuation expense, including actuarial losses recognised in the 'statement of comprehensive income' is \$3.815m (2009: \$6.091m).

3. Receivables

	2010 \$'000	2009 \$'000
Parent Entity – the TCSA		
Total Provisions Receivable	12,137	11,211
Add Accrued Salaries, Wages and On-Costs Receivable	206	1,122
Less Prepaid Superannuation	–	–
	12,344	12,333

4. Payables

	2010 \$'000	2009 \$'000
Accrued Salaries, Wages and On-Costs	206	1,122

5. Provisions

	2010 \$'000	2009 \$'000
Current		
Annual Leave	3,066	3,091
Long Service Leave	5,034	4,556
Total Current	8,100	7,646
Non-Current		
Annual Leave	–	–
Long Service Leave	402	648
Superannuation	3,635	2,917
Total Non-Current	4,037	3,565
Total Employee Related Provisions	12,137	11,211

(a) Provisions for Annual and Long Service Leave

In 2009/10, on-costs of \$1,380,184 included components for payroll tax calculated at 5.75% (1 July–31 Dec 09) and 5.65% (1 Jan–30 June 10), workers compensation calculated at 5.0% and superannuation calculated at 9.0% of the relevant leave liability (\$1,347,973 in 2008/2009).

The leave liabilities that are expected to be settled within twelve months and outside twelve months (discounted) are shown below:

	Annual Leave \$'000	Long Service Leave \$'000	Total \$'000
Expected to be settled within twelve months	2,207	324	2,531
Expected to be settled outside twelve months	859	4,710	5,569
Total	3,066	5,034	8,100

(b) Superannuation

All employees are entitled to superannuation benefits under one of the superannuation schemes, namely First State Superannuation Scheme (FSS), State Authorities Non-Contributory Superannuation (SANCS) Scheme, State Authorities Superannuation Scheme (SASS), and State Superannuation Scheme (SSS). All funds are administered by the Superannuation Administration Corporation trading as Pillar Administration.

The superannuation schemes SSS, SASS and SANCS are all defined benefit schemes; at least a component of the final benefit is derived from a multiple of member salary and years of membership. All three schemes are closed to new members. Employees who are not members of an associated scheme and were covered by the State Authorities Non-Contributory Scheme (Basic Benefit) are automatically transferred into FSS. Employees also have the choice of using other superannuation schemes and some have opted to do so.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

5. Provisions (continued)

Reconciliation of the Present Value of the Defined Benefit Obligation

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present Value of Partly Funded Defined Benefit Obligations at Beginning of the Year	5,115	907	7,501	5,168	852	6,155
Current Service Cost	226	45	50	228	46	38
Interest Cost	278	49	408	328	53	393
Contributions by Fund Participants	126	–	27	138	–	28
Actuarial (Gains)/Losses	499	81	520	(337)	15	1,475
Benefits Paid	(423)	(43)	(250)	(409)	(60)	(588)
Present Value of Partly Funded Defined Benefit Obligations at End of the Year	5,821	1,038	8,256	5,115	907	7,501

Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Fair Value of Fund Assets at Beginning of the Year	4,666	649	5,291	5,216	720	6,345
Expected Return on Fund Assets	399	55	439	422	57	505
Actuarial Gains/(Losses)	123	3	66	(969)	(126)	(1,075)
Employer Contributions	248	53	51	269	57	75
Contributions by Fund Participants	126	–	29	138	–	28
Benefits Paid	(423)	(43)	(250)	(409)	(60)	(588)
Fair Value of Fund Assets at End of the Year	5,139	717	5,626	4,666	649	5,291

Reconciliation of the Assets and Liabilities Recognised in the Statement of Financial Position

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present Value of Partly Funded Defined Benefit Obligations at End of Year	5,821	1,038	8,258	5,115	907	7,501
Fair Value of Fund Assets at End of Year	(5,139)	(717)	(5,626)	(4,666)	(649)	(5,291)
Net Liability/(Asset) Recognised in Balance Sheet at End of Year	682	321	2,632	449	258	2,210

Expense Recognised in Income Statement

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Components Recognised in Income Statement						
Current Service Cost	226	45	50	228	46	38
Interest Cost	278	49	408	328	53	393
Expected Return on Fund Assets (Net of Expenses)	(399)	(55)	(439)	(422)	(57)	(505)
Actuarial Losses/(Gains) Recognised in Year	-	-	-	-	-	-
Expense/(Income) Recognised	105	39	18	134	41	(74)

Amounts Recognised in Other Comprehensive Income

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Actuarial (Gains)/Losses	376	78	454	632	141	2,549
Adjustment for Limit on Net Asset	-	-	-	-	-	-

Cumulative Amount Recognised in Other Comprehensive Income

The cumulative amount of actuarial gains and losses recognised in the 'statement of comprehensive income' since 1 July 2004 is \$2.315m loss.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

5. Provisions (continued)

Fund Assets

The percentage invested in each asset class at the balance sheet date:

	30 June 09	30 June 08
Australian Equities	31.0%	32.1%
Overseas Equities	26.8%	26.0%
Australian Fixed Interest Securities	6.1%	6.2%
Overseas Fixed Interest Securities	4.3%	4.7%
Property	9.5%	10.0%
Cash	9.6%	8.0%
Other	12.7%	13.0%

Fair Value of Fund Assets

All Fund assets are invested by STC at arm's length through independent fund managers.

Expected Rate of Return on Assets

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

Actual Return on Fund Assets

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Actual Return on Fund Assets	434	58	481	(502)	(69)	(607)

Valuation Method and Principal Actuarial Assumptions at the Balance Sheet Date

(a) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligations and the related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

(b) Economic Assumptions

	30 June 10	30 June 09
Salary Increase Rate (Excluding Promotional Increases)	3.5% pa	3.5% pa
Rate of CPI Increase	2.5% pa	2.5% pa
Expected Rate of Return on Assets	8.6% pa	8.13% pa
Discount Rate	5.17% pa	5.59% pa

(c) Demographic Assumptions

The demographic assumptions at 30 June 2010 are those that will be used in the 2009 triennial actuarial valuation. The triennial review report will be available from the NSW Treasury website.

Historical Information

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present Value of Defined Benefit Obligation	5,821	1,038	8,258	5,115	907	7,501
Fair Value of Fund Assets	(5,139)	(717)	(5,626)	(4,666)	(649)	(5,291)
(Surplus)/Deficit in Fund	682	321	2,632	449	258	2,210
Experience Adjustments – Fund Liabilities	499	81	520	(337)	15	1,475
Experience Adjustments – Fund Assets	(123)	(3)	(66)	969	126	1,075

Historical Information Previous Reporting Periods

	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present Value of Defined Benefit Obligation	5,168	852	6,155
Fair Value of Fund Assets	(5,216)	(720)	(6,345)
(Surplus)/Deficit in Fund	(48)	132	(190)
Experience Adjustments – Fund Liabilities	(228)	32	(155)
Experience Adjustments – Fund Assets	832	112	824

	SASS Financial Year to 30 June 07 \$'000	SANCS Financial Year to 30 June 07 \$'000	SSS Financial Year to 30 June 07 \$'000
Present Value of Defined Benefit Obligation	5,335	810	6,018
Fair Value of Fund Assets	(5,807)	(788)	(6,745)
(Surplus)/Deficit in Fund	(472)	22	(726)
Experience Adjustments – Fund Liabilities	133	(15)	(624)
Experience Adjustments – Fund Assets	(365)	(42)	(252)

Table continued on next page.

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

5. Provisions (continued)

	SASS Financial Year to 30 June 06 \$'000	SANCS Financial Year to 30 June 06 \$'000	SSS Financial Year to 30 June 06 \$'000
Present Value of Defined Benefit Obligation	4,806	794	6,708
Fair Value of Fund Assets	(4,989)	(714)	(6,481)
(Surplus)/Deficit in Fund	(182)	80	227
Net Actuarial Losses/(Gains) Recognised in Year	(536)	(105)	(1,358)

Expected Contributions

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Expected Employer Contributions	239	51	46	261	53	44

Funding Arrangements for Employer Contributions

(a) Surplus/Deficit

The following is a summary of the 30 June 2010 financial position of the Fund calculated in accordance with AAS 25 "Financial Reporting by Superannuation Plans":

	SASS 30 June 10 \$'000	SANCS 30 June 10 \$'000	SSS 30 June 10 \$'000	SASS 30 June 09 \$'000	SANCS 30 June 09 \$'000	SSS 30 June 09 \$'000
Accrued Benefits	5,404	933	5,773	4,811	826	5,524
Net Market Value of Fund Assets	(5,139)	(717)	(5,626)	(4,666)	(649)	(5,291)
Net (Surplus)/Deficit	265	215	147	145	177	234

(b) Contribution Recommendations

Recommended contribution rates for the TCSA are:

	SASS 30 June 10 Multiple of Member Contributions	SANCS 30 June 10 % Member Salary	SSS 30 June 10 Multiple of Member Contributions	SASS 30 June 09 Multiple of Member Contributions	SANCS 30 June 09 % Member Salary	SSS 30 June 09 Multiple of Member Contributions
	1.9	2.5	1.6	1.9	2.5	1.6

(c) Funding Method

Contribution rates are set after discussions between the employer, STC and NSW Treasury.

(d) Economic Assumptions

The economic assumptions to be adopted for the 2010 actuarial review of the Fund are:

Weighted-Average Assumptions

Expected Rate of Return on Fund Assets Backing Current Pension Liabilities	8.3% pa
Expected Rate of Return on Fund Assets Backing Other Liabilities	7.3% pa
Expected Salary Increase Rate	4.0% pa
Expected Rate of CPI Increase	2.5% pa

Nature of Asset/Liability

If a surplus exists in the employer's interest in the Fund, the employer may be able to take advantage of it in the form of a reduction in the required contribution rate, depending on the advice of the Fund's actuary.

Where a deficiency exists, the employer is responsible for any difference between the employer's share of fund assets and the defined benefit obligation.

6. Financial Instruments

Financial Instruments give rise to positions that are a financial asset either of the TCSA or its counterparty and a financial liability (or equity instrument) of the other party. For the TCSA these include cash, receivables, investments and payables.

In accordance with AASB 7 Financial Instruments: Disclosures – information is disclosed below in respect of the credit risk and market risk (interest rate risk) of financial instruments.

Financial instruments are carried at amortised cost, with the exception of cash, which is carried at fair value. However, the fair value of the other classes of financial instruments approximates their carrying value.

The TCSA does not enter into or trade financial instruments for speculative purposes. The TCSA does not use financial derivatives.

	Category	2010 \$'000	2009 \$'000
Financial Assets			
Class:			
Receivables	Loans and receivables at amortised cost	12,344	12,333
Financial Liabilities			
Class:			
Payables	Financial liabilities measured at amortised cost	206	1,122

Financial Statements

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2010

6. Financial Instruments (continued)

(a) Interest rate risk

Financial Instrument

The Division's financial instruments do not earn/incure interest.

(b) Credit risk

The Carrying amount of the TCSA's financial assets represents the maximum credit exposure. The TCSA's maximum exposure to credit risk at reporting date was:

	2010 \$'000	2009 \$'000
Total Receivables	12,344	12,333

The total balance of the Division's receivables at balance date is owed by the Parent Company, the TCSA.

The Division does not extend credit to entities other than the Parent Company.

The TCSA does not hold any collateral as security over receivables.

Impairment as at 30 June 2010

	2010 \$'000	2009 \$'000
Not Past Due	12,344	12,333

There is no provision for impairment of receivable at balance date.

The following are the contractual maturities of financial liabilities.

30 June 2010	Carrying Amount	Contractual Cash flows	< 6 months
Non-derivative Financial Liabilities	–	–	–
Payables	206	(206)	(206)
30 June 2009	Carrying Amount	Contractual Cash flows	< 6 months
Non-derivative Financial Liabilities	–	–	–
Payables	1,122	(1,122)	(1,122)

7. Contingent Assets and Liabilities

The Division is not aware of any contingent assets or liabilities at 30 June 2010 (nil in 2008/09).

8. Subsequent Events

There were no subsequent events occurring after balance date that have materially affected or may materially affect the results reported.

End of Audited Financial Report



Appendices

Contents

1. Functions of the Taronga Conservation Society Australia	128
2. Privacy Management	128
3. Conservation Program and Population Management Program	129
4. Animal Transactions Relating to Conservation and Population Management Programs	130
5. Research Projects and Conservation Programs	131
6. Post-mortem and Clinical Samples Supplied for Research and Teaching Purposes	135
7. Scientific Associates	136
8. Paid Consultancies Undertaken by Taronga	138
9. Lectures and Presentations	138
10. Publications	142
11. Staff Representation on External Committees	145
12. Staff Participating in International Programs	146
13. Equal Employment Opportunity Target Groups 2006–2009	147
14. Senior Executive Service (including Director and Chief Executive Performance Statement)	148
15. Senior Staff	150
16. Employees by Category and Program	150
17. Freedom of Information	151
18. Consultant Fees	151
19. VIP Visits to Taronga and Taronga Western Plains Zoos	152
20. Multicultural Policies and Services Program	152
21. Action Plan for Women	155
22. Staff of the Taronga Conservation Society Australia	156
23. Internal Audit and Risk Management Attestation for the 2009/2010 Financial Year for Taronga Conservation Society Australia	160
Glossary	161
Index	163

Appendices

Appendix 1

Functions of the Taronga Conservation Society Australia

The main functions of the Board of the Taronga Conservation Society Australia are specified in Section 15 of the *Zoological Parks Board Act 1973*, which provides as follows:

- 15 (1) The Board may establish, maintain and control the TCSA for the following purposes:
- a) carrying out research and breeding programs for the preservation of endangered species;
 - b) carrying out research programs for the conservation and management of other species;
 - c) conducting public education and awareness programs about species conservation and management; and
 - d) displaying animals for educational, cultural and recreational purposes.
- (2) The Board may also maintain and control:
- a) the zoological park established before the commencement of the Act on the land described in Schedules 3 and 4 under the name 'Taronga Zoological Park'; and
 - b) Other zoological parks on land or premises vested in or held by the Board, whether or not those parks were established by the Board, for the purposes referred to in this section.
- (3) The Board:
- a) may cooperate with, and provide funds and other assistance to, such scientific and other institutions, governments and other bodies and individuals as the Board may determine in connection with species conservation and management for other scientific and zoological purposes; and
 - b) may investigate and carry out research into:
 - 1) the design of, and equipment and procedures in zoological parks; and
 - 2) the care and well-being of animals kept in zoological parks are maintained and controlled by the Board; and
 - c) may provide educational services for the public (whether in the nature of lectures, broadcasts, films, publications or otherwise) about species conservation and management, zoological parks and the biology of animals and;
 - d) may provide and charge for such services in connection with zoological parks maintained and controlled by the Board as the Board may determine; and
 - e) may make recommendations or reports to the Minister with respect to matters connected with the Board's power, authorities, duties, functions or the administration of this Act.
- (4) The Minister may request the Board to make recommendations or reports to the Minister with respect to matters connected with the Board's powers, authorities, duties and functions or the administration of this Act and the Board is to comply with any such request.
- (5) The Board may exercise and perform such other powers, authorities, duties and functions as may be conferred or imposed on the Board or under this or any other Act.

Appendix 2

Privacy Management

In accordance with section 33 of the *Privacy and Personal Information Act 1988*, Taronga produced a Security of Personal Information Policy, including a Privacy Management Plan and Internet Privacy Statement in May 2000. This Policy is currently being reviewed. Taronga's Internet Privacy Policy can be viewed on our website, www.taronga.org.au/about-us/privacy-policy/privacy-policy

The Security of Personal Information Policy identifies:

- Collections of personal information held by Taronga;
- Obligations of employees in respect of personal information;
- Guiding principles for the collection, storage and dissemination of personal information; and
- Procedures for lodging complaints or internal reviews.

For a copy of Taronga's Security of Personal Information Policy, please contact:

Executive Assistant
Human Resources
Taronga Conservation Society Australia
 PO Box 20
 Mosman
 NSW 2088
 T: 02 9978 4709
 F: 02 9969 7515



Appendix 3

Conservation Program and Population Management Program

“Conservation Program” and “Population Management Program”.

Species are actively managed on a genetic and demographic level.

Species	Held at TZ	Held at TWPZ	Coordinator
Addax		•	J Gillespie*
African Lion	•	•	L Ginman*
African Wild Dog		•	K Starr/R Austin
Asian Elephant	•	•	W Meikle*
Australian Little Penguin	•		Vacant
Australian Sea-lion	•		S McKee
Black and White Ruffed Lemur		•	S Barlow
Black-handed Spider Monkey	•	•	J Ray
Black-winged Stilt	•		V Wilson
Bongo	•	•	N Dunn*
Broad-headed Snake	•		L Andrew
Brolga	•		L Veyret
Brush-tailed Rock Wallaby	•	•	H Guy
Californian Sea-lion	•		C Eparvier
Cheetah		•	R Wilkins
Chimpanzee	•		M Finnigan
Cotton-top Tamarin	•		A Embury
Eastern Barred Bandicoot	•		P Courtney
Eastern Whipbird	•		Vacant
Eastern Yellow Robin	•		B Backhouse
Fijian Crested Iguana	•		P Harlow*
Giraffe	•	•	L Jolly
Greater Bilby (NT)	•		J Bruchecker
Helmeted Honeyeater	•		K Cartwright
Hippopotamus		•	S Barlow
Meerkat	•	•	S Eyre
Noisy Pitta	•		J Ray
Northern Quoll	•		Vacant
Oriental Small-clawed Otter	•	•	L Andrews
Plains Zebra	•	•	L Jolly
Przewalski's Horse		•	R Wilkins
Quokka	•	•	M Ricci
Red Panda	•		R Dockerill*/C Hibbard
Regent Bowerbird	•		J Ray
Regent Honeyeater	•	•	C Hibbard
Ring-tailed Lemur		•	M Tyler
Rose-crowned Fruit Dove	•		Vacant
Royal Spoonbill	•		R Hudson
Sacred Kingfisher	•	•	Vacant
Scimitar Oryx		•	R Wilkins
Siamang		•	S Behrens
Silvery Gibbon	•		L Cocks

Appendices

Species	Held at TZ	Held at TWPZ	Coordinator
Snow Leopard	•		M West
Southern Cassowary	•		Vacant
Southern Hairy-nosed Wombat	•		V Nicolson
Southern White Rhinoceros		•	S Kudeweh
Sumatran Tiger	•	•	C Hibbard
Squirrel Glider	•		L Andrews
Sun Bear	•		G Skipper
Tasmanian Devil	•	•	C Hibbard
Tuatara	•		B Blanchard
Western Lowland Gorilla	•		E Walraven*/L Grossfeldt*
White-browed Woodswallow	•	•	V Wilson
Yellow-bellied Glider	•		W Gleen*
Yellow-footed Rock Wallaby	•	•	P Alexander/H Guy

* Taronga Staff

Appendix 4

Animal Transactions Relating to Conservation and Population Management Programs

(Legend 1.1.1 = Male. Female. Undetermined sex)

Animals transferred from Taronga Conservation Society Australia

1.0.0	Regent Honeyeater to Melbourne Zoo, VIC
2.0.0	Regent Honeyeater to Cleveland Wildlife Park, SA
1.0.0	Regent Bowerbird to Currumbin Sanctuary, QLD
2.0.0	Regent Honeyeater to Adelaide Zoo, SA
1.0.0	Red Panda to National Zoo and Aquarium, ACT
0.1.0	Cotton-top Tamarin to Halls Gap Zoo, VIC
0.1.0	Rose-crowned Fruit Dove to Healesville Sanctuary, VIC
1.0.0	Greater Bilby to Monarto Zoo, SA
8.0.0	Corroboree Frog to Amphibian Research Centre, VIC
0.0.2	Noisy Pitta to Rockhampton Zoo, QLD
0.0.1	Yellow-bellied Glider to Healesville Sanctuary, VIC
1.1.0	Yellow-bellied Glider to Moonlit Sanctuary, VIC
1.0.0	Long-nosed Bandicoot to Moonlit Sanctuary, VIC
0.1.0	Zebra to Werribee Open Range Zoo, VIC
0.3.0	Australian Sea-lion to Australian Marine Wildlife Research & Rescue Organisation, SA
0.1.0	Gorilla to Melbourne Zoo, VIC
0.1.0	Silvery Gibbon to Port Lympne Wild Animal Parks, UK
14.30	Regent Honeyeater to Chiltern National Park, VIC
0.2.0	Meerkat to Melbourne Zoo, VIC
1.0.0	White-browed Woodswallow to Symbio Wildlife Park, NSW
2.0.0	Southern White Rhinoceros to Australia Zoo, QLD
1.2.0	Tasmanian Devil to Dreamworld, QLD
0.1.0	Black-handed Spider Monkey to Gorge Wildlife Park, SA
1.0.0	Squirrel Monkey to Perth, WA (then to Adelaide Zoo, SA)

Animals transferred from Taronga Conservation Society Australia

1.1.0	Cotton Top Tamarin to Halls Gap, VIC
1.2.0	Western Lowland Gorilla to Melbourne Zoo, VIC
1.3.0	Silvery Gibbon to Port Lyme Zoo, UK (International)
1.4.0	Pygmy Hippo to Melbourne Zoo, VIC
1.5.0	Common Zebra to Werribee Zoo, VIC
3.0.0	Himalayan Tahr to Falls Gap, VIC

Animals transferred to Taronga Conservation Society Australia

0.5.9	Regent Honeyeater from Adelaide Zoo, SA
1.0.0	Regent Honeyeater from Australia Zoo, QLD
0.0.1	Regent Honeyeater from Melbourne Zoo, VIC
1.1.0	Helmeted Honeyeater from Healesville Sanctuary, VIC
1.0.0	Black-winged Stilt from Cairns Tropical Zoo, QLD
0.0.2	White-browed Woodswallow from Melbourne Zoo, VIC
1.0.0	Californian Sea-lion from Emmen Zoo, Netherlands
1.0.0	Californian Sea-lion from Köln Zoo, Germany
3.7.0	Quokka from Perth Zoo, WA
3.0.0	Greater Bilby from Sydney Wildlife World, NSW
1.1.0	Southern Hairy-nosed Wombat from Manfred Heide, SA
0.1.0	Cotton-top Tamarin from Alma Park Zoo, QLD
1.1.0	Northern Quoll from Territory Wildlife Park, NT
1.0.0	Zebra from National Zoo and Aquarium, ACT
1.6.0	Cotton-top Tamarin from Alma Park Zoo, QLD
1.1.0	White-cheeked Gibbon from Perth Zoo, WA
1.7.0	White-cheeked Gibbons from Perth Zoo, WA
1.8.0	Francois Langurs from Nagoya Zoo, Japan (International)
1.9.0	Common Zebra from National Zoo, ACT



Animals transferred to Taronga Conservation Society Australia

- 0.1.0 Black-winged Stilt from Dreamworld, QLD
- 0.2.0 Addax from Werribee Open Range Zoo, VIC
- 2.0.0 White-browed Woodswallow from Melbourne Zoo, VIC
- 1.0.0 Tasmanian Devil from Healesville Sanctuary, VIC
- 0.1.0 Sumatran Tiger from Dreamworld, QLD
- 0.1.0 Plains Zebra from National Zoo and Aquarium, ACT
- 0.1.0 Addax from Werribee Open Range Zoo, VIC

Animals transferred to Taronga Conservation Society Australia

- 1.0.0 Eland from Werribee Open Range Zoo, VIC
- 0.1.0 Addax from Monarto Zoological Park, SA
- 0.3.0 Australian Sea-lion from Australian Marine Wildlife Research & Rescue Organisation, SA
- 0.1.0 Broad-headed Snake from Melbourne Zoo

Appendix 5

Research Projects and Conservation Programs

AEC No.*	Project Title	Researchers	Institution	Source of Funds
3a/02/07	Maintaining genetic diversity of the Tasmanian Devil: Development of assisted reproductive technology	Ms T Keeley	Taronga	Morris Animal Foundation, USA
3a/11/07	Leopard seal vocal learning	Dr T Rogers Ms M Ciaglia	UNSW	
3c/11/07	The genetic importance of natural mate choice and the repercussions of circumvention	Dr R Spindler	Taronga	Morris Animal Foundation, USA
3b/05/08	Leopard seal biomechanics	Dr S Wroe Dr T Rogers	UNSW	
3a/12/06	Growth rate of seal whiskers	Dr T Rogers	UNSW	Taronga Foundation
4a/09/08	Collection of samples opportunistically for researchers from live animals during veterinary procedures	Dr B Bryant	Taronga	Taronga Conservation Society Australia
4b/09/08	Handling of animals for educational purposes at Taronga Western Plains Zoo	Dr B Bryant	Taronga	Taronga Conservation Society Australia
4d/09/08	ACTH challenge in the Asian Elephant	Ms T Keeley	Taronga	Taronga Conservation Society Australia
4e/09/08	Development of sperm sexing technology in the Asian Elephant <i>Elephas maximus</i>	Dr J O'Brien	SeaWorld & Busch Gardens Reproductive Research Center	Taronga Foundation
4a/11/08	Taronga Zoo school and visitor programs	Ms M Willemson	Taronga	Taronga Conservation Society Australia
5a/01/09	RUV3413A condition animals	Ms M Wyatt	Taronga	Taronga Conservation Society Australia
5b/01/09	Availability of dietary magnesium to white rhinoceros (<i>Ceratotherium simum</i>) held at Taronga Western Plains Zoo	Dr P Celi	USYD	Taronga Conservation Society Australia
5c/01/09	ACTH challenge in the Tasmanian Devil	Ms T Keeley	Taronga	Taronga Conservation Society Australia
5d/01/09	Investigation of the competition and suppression between native bush rats <i>Ratus fuscipes</i> and alien black rats <i>Ratus ratus</i>	Dr G Cleary	Taronga	Taronga Conservation Society Australia
5a/03/09	Preliminary investigations into antibiotic pharmacokinetics in common ringtail and brushtail possums	Dr D Spielman	USYD	USYD

Appendices

AEC No.*	Project Title	Researchers	Institution	Source of Funds
5b/03/09	Collection of opportunistic samples for researchers from live animals during veterinary procedures	Dr L Vogelnest	Taronga	Taronga Conservation Society Australia
5a/07/09	Chytrid infection in Booroolong frogs	Dr S Cashins	James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease
5b/07/09	Expression and regulation of MHC (major histocompatibility complex) class II on immune cells of koalas (<i>Phascolarctos cinereus</i>)	Dr D Higgins	USYD	Hermon Slade Foundation
5c/07/09	Health survey of free living water dragons <i>Physignathus lesueurii</i> , at Taronga Zoo	Dr R Johnson	Taronga	Taronga Conservation Society Australia
5d/07/09	Fertility management of koalas, kangaroos and wallabies: 2. Remote delivery trials in the eastern grey kangaroo	Dr C Herbert	USYD	
5a/09/09	Respiratory physiology of the leopard seal	Dr T Rogers Dr D Slip Mr N Edwards	Taronga	UNSW
5b/09/09	Monitoring the effect of deslorelin on reproductive hormones in Australian sea lions and evaluation of adrenal function in Australian sea lions and Californian sea lions	Dr D Slip Ms T Keeley	Taronga	Taronga Conservation Society Australia
5c/09/09	Testing the correct tightness of collars on koalas	Dr D Lunney	DECCW NSW	DECCW
5a/11/09	Understanding of enteric coccidiosis in echidnas	Dr J Slapeta	USYD	
5b/11/09	Development of little penguin eggs during artificial incubation	Ms M Willemson	Taronga	Taronga Conservation Society Australia
5c/11/09	Reproductive biology of the common 'wall skink' <i>Cryptoblepharus pulcher</i> .	Dr P Harlow	Taronga	
5d/11/09	Acquired immunity to chytridiomycosis in Corroboree frogs	Dr S Cashins	James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease
5e/11/09	Alfaxalone anaesthesia in Australian frogs	Dr L Vogelnest	Taronga	Taronga Conservation Society Australia
4a/01/10	Nutritional physiology of Asian elephants (<i>Elephas maximus</i>) at Taronga Zoo and Taronga Western Plains Zoo and African elephants (<i>Loxodonta africana</i>) at Taronga Western Plains Zoo	Dr G Faichney	Taronga	Taronga Conservation Society Australia
4c/01/10	Evolution of resistance: Is there evidence of increased susceptibility to Bd in naïve populations of <i>Crinia signifera</i> and <i>Litoria alpine</i>	Dr S Cashins	James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease
4d/01/10	Satellite telemetry of two Australian juvenile Loggerhead turtles (<i>Caretta caretta</i>); Tracking the "lost years"	Dr K Vinette-Herrin	Taronga	Taronga National Oceanic and Atmospheric Administration
4a/03/10	Validation of corticoid monitoring techniques in the Asian Elephant	Ms T Keeley	Taronga	Taronga Conservation Society Australia
4b/03/10	Maintaining genetic diversity of the Tasmanian Devil: development of assisted reproductive technology	Ms T Keeley	Taronga	Morris Animal Foundation, USA SeaWorld and Busch Gardens Conservation Fund, USA



AEC No.*	Project Title	Researchers	Institution	Source of Funds
4c/03/10	Growth rate of seal whiskers	Dr T Rogers Dr D Slip	UNSW Taronga	UNSW Taronga Foundation
4d/03/10	Preliminary investigations into the efficacy of commercial footrot vaccines used in adult and juvenile macropods	Dr D Spielman	USYD	USYD
4a/05/10	Analyses of mixed lymphocyte responses in marsupials	Dr A Kreiss	UTAS	Australian Research Council
4b/05/10	Assessment of reptile and mammal disease prevalence on Christmas Island	Dr K Rose	Taronga	Australian Government Department of Environment, Water, Heritage and Arts
4c/05/10	Human noise impact study on fur seals and sea lions in the Southern hemisphere	Dr J Tripovich	USYD	Joyce Vickery Scientific Research Fund Winifred Violet Scott Charitable Trust
4d/05/10	Faecal glucocorticoids of koalas at Taronga Zoo	Dr K Webster	UMACQ	Taronga Conservation Society Australia
	Field Surveillance and monitoring <i>Leishmania</i> transmission by the blood-sucking midge <i>Forcipomyia</i> subgenera, <i>Lasiohelea</i> in the Northern Territory	Ms A Dougall Dr K Rose	Menzies School of Health Research	Australian Biosecurity CRC Wildlife Exotic Disease Preparedness Program
	Wildlife health information management and communication system	Dr K Rose Ms J Hall	Taronga	Australian Biosecurity Intelligence Network
	Creation of a centre of research in tropical, rural, and indigenous communicable disease control	Prof R Speare Dr L Skerratt Dr L Burger	JCU	National Health and Medical Research Council (pending)
	<i>Salmonella paratyphi var java</i> source investigation	Dr K Rose Ms J Hall	Taronga	Pittwater Council DECCW National Enteric Pathogen Surveillance Scheme
	Amphibian myxozoa investigation	A Hartigan Dr J Slapeta Dr D Phalen Dr K Rose	USYD	USYD
	National wildlife health rounds	Dr K Rose Ms J Hall Dr C Shilton	Taronga Berrimah Vet Labs	Taronga Wildlife Disease Association – Australia
	Surra pathology in marsupials	Dr K Rose Dr J Lee Dr S Reid Dr D Middleton	Taronga AAHL Australian Biosecurity CRC Murdoch University	Australian Biosecurity CRC
	Murray Valley encephalitis surveillance project	Dr D Phalen Dr K Rose Dr P Kirkland Dr S Warner	USYD Taronga NSW DII DPI VIC	Australian Government Department of Health and Ageing
	One Health – World Heritage areas	Dr K Rose	GBMWHI Taronga	Accepted for funding, funding agency collapsed
	Leopard seal nutrition mapping project	Dr D Slip Dr T Rogers Ms M Ciaglia	UNSW Taronga	ARC Taronga Conservation Society Australia
	Using 3-D photogrammetry to estimate body mass of marine mammals	Dr D Slip	Taronga	Taronga Conservation Society Australia

Appendices

AEC No.*	Project Title	Researchers	Institution	Source of Funds
	Investigating the risk of human-borne pathogens to Antarctic wildlife	Dr D Slip Dr T Rogers Ms T Nelson	UNSW Taronga	UNSW
	The effect of visitor numbers on leopard seal behaviour	Dr. D Slip Ms P Diaz	Taronga	Taronga Conservation Society Australia
	The impact of whale watching on migrating humpback whales	Dr D Slip Ms M Gulesserian	Taronga	Taronga Conservation Society Australia
	The return of the native: reintroductions, reinvasions, and a new paradigm in restoration ecology	Dr P Banks Dr G Cleary Ms W Gleen Ms W Kinsella	UNSW Taronga	ARC
	Monitoring adrenal activity in greater one-horned rhinoceros	Ms T Keeley	Taronga	Taronga Conservation Society Australia
	Reproductive parameters of subtropical dugongs	Ms T Keeley Ms E Hurley	UQ Sea World	Taronga Conservation Society Australia UQ
	Development of assisted reproductive technology for rhinoceros	Dr B Bryant Ms T Keeley Dr T Hildebrandt Dr F Goritz	IZW Taronga	Taronga Conservation Society Australia IZW
	The impact of territorial auditory signals on silvery gibbon pair bonding and reproduction	Ms V Nedved	Taronga	Taronga Conservation Society Australia
	Analysis of the behavioural patterns and sleeping preferences of elephants	Ms V Nedved	Taronga	Taronga Conservation Society Australia
	Seasonal activity of leopard seals	Ms M Hawkins	Taronga	Taronga Conservation Society Australia
	Investigation of the relationship between enrichment and stereotypic behaviour of sun bears	Ms M Hawkins	Taronga	Taronga Conservation Society Australia
	Exhibit use and activity of chimpanzees	Ms M Hawkins	Taronga	Taronga Conservation Society Australia
	Platypus reproductive behaviour and environmental requirements	Ms M Hawkins	Taronga	Taronga Conservation Society Australia
5c/11/09	Reproductive biology of the common 'wall skink' <i>Cryptoblepharus pulcher</i>	Dr P Harlow Mr M McFadden	Taronga	Taronga Conservation Society Australia
	Banded iguana (<i>Brachylophus sp.</i>) species assessment of the North Eastern Fijian Islands	Dr R Fisher Dr P Harlow J Niukula	United States Geographical Survey Taronga National Trust of Fiji	International Iguana Foundation National Trust of Fiji Taronga Conservation Society Australia
	Implementation of the 'IUCN Fijian Crested Iguana Recovery Plan'	E Erasito J Niukula Dr P Harlow	National Trust of Fiji Taronga	Critical Ecosystems Partnership Fund National Trust of Fiji
	Conservation biology of the Fijian crested iguana	S Morrison Dr S Keogh Dr P Harlow	ANU Taronga	ANU International Iguana Foundation
	Corroboree frog recovery program	Dr D Hunter R Pietsch Mr M McFadden Dr P Harlow G Marantelli	NSW DECCW Taronga ARC	
	Yellow-spotted bell frog captive husbandry project	Mr M McFadden Dr P Harlow Dr D Hunter Dr S Cashins	Taronga NSW DECCW	NSW DECCW Taronga Conservation Society Australia



AEC No.*	Project Title	Researchers	Institution	Source of Funds
3a/01/08	Booroolong frog captive husbandry project	Dr P Harlow Mr M McFadden Dr D Hunter R Pietsch M Saxon	Taronga NSW DECCW	Wilson HTM Foundation & Murray Catchment Management Authority
5a/07/09	Investigating immunity of Booroolong frogs to chytridiomycosis	Dr S Cashins Dr L Skerrat Dr P Harlow Mr M McFadden	Taronga James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease JCU Taronga Conservation Society Australia
5d/11/09	Acquired immunity to chytridiomycosis in Corroboree frogs	Dr S Cashins Dr L Skerrat Dr P Harlow Mr M McFadden	TCSE James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease JCU Taronga Conservation Society Australia
4c/01/10	Evolution of resistance: is there evidence of increased susceptibility to chytridiomycosis in native populations of <i>Crinia signifera</i> and <i>Litoria alpina</i>	Dr S Cashins Dr L Skerrat Dr P Harlow Mr M McFadden	Taronga James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease JCU Taronga Conservation Society Australia

* Taronga Animal Ethics Committee Protocol Number (if applicable)

Appendix 6

Post-Mortem and Clinical Samples Supplied for Research and Teaching Purposes

Receiving Organisation	Individual	Sample and Purpose
Australian Museum	Dr Boles	Bird carcasses: education and display
Australian Museum	Dr Ingleby	Australian/Pacific mammal carcasses: education and display
Australian Museum	Dr Sadlier	Herpetofauna carcasses: education and display
Australian Museum Evolutionary Biology Unit	Ms Johnson	Tissue samples from all species, preparing a genetic library
Macquarie University, Department of Biological Sciences	Dr Deane	Blood and post mortem tissues from marsupials: marsupial immune function and disease
NSW Department of Environment, Climate Change and Water	Mr Roach	Australian native animal carcasses: environmental toxicology analysis
St George Hospital	Dr Clarke	Blood from great apes: SGM1 gene in spinal development
St George Hospital	Dr Clark	Blood samples from white-fronted brown lemurs for RNA/ DNA extraction
Taronga Conservation Society Australia (AMMRC)	Dr Rogers	Pinniped and cetacean carcasses and tissues: education, behaviour and hormones in marine mammals
Taronga Conservation Society Australia (ARWH)	Dr Rose	Serum and tissues from native animals of disease concern and interest
Taronga Conservation Society Australia (Australian Fauna and SR&WC)	Ms Gleen	Ear biopsy punch from long-nosed bandicoot: DNA research
Taronga Conservation Society Australia (Bird Show)	Mr Kettle	Feathers for raptors: imping
Taronga Conservation Society Australia (TWH)	Dr Vnette Herrin	Green turtle skulls and carapace: education
University of NSW	Ms Nelson	Faeces and intestinal content from marine mammals: research into storage methods for samples

Appendices

Receiving Organisation	Individual	Sample and Purpose
University of Otago, New Zealand	Dr Gammell	Blood from chimpanzees
University of Sydney	Dr Slapeta	Faecal samples from short-beaked echidnas: understanding enteric coccidiosis in short-beaked echidnas
University of Sydney	Dr Spielman	Blood from native animals: education
University of Sydney	Dr Higgins	Tissues from koala: chlamydomphila and cryptococcus research
University of Sydney	Dr Malik	Blood from non-domestic cats: blood groups and blood parasites in captive cats
University of Sydney	Dr Hamsley	Marsupial carcasses: education
University of Sydney	Dr Malik	Blood from cheetah for blood group typing and virus serology
Veterinary & Quarantine Centre	Dr Rose and Dr Sangster	Tissues from various native species of disease interest/concern

Appendix 7

Scientific Associates

Consultant	Institution	Consultancy
Dr G Allan	Veterinary Imaging Associates	Radiology
Dr R Bathgate	University of Sydney	Reproductive Biology
Prof K Belov	University of Sydney	Genomics
Dr I Beveridge	University of Melbourne	Parasitology
Dr A Black	Veterinary Specialist Centre	Orthopedic surgery
Prof R Brooks	University of New South Wales	Ecology
Prof M Bryden	University of Sydney	Chair, AMMRC Advisory Board
Prof P Canfield	University of Sydney	Pathology
Dr S Cashins	James Cook University	Amphibian Research
Prof D Cato	Defence Science & Technology Organisation	AMMRC Advisory Board
Dr A Chavez	University of Sydney	Animal Nutrition
Dr G Childs	Sash Small Animal Specialist Hospital	Neurology
Ms M Ciaglia	University of New South Wales	Research Assistant, AMMRC
Dr D Clarke	K-9 Gums	Dentistry
Dr G Cronin	University of Sydney	Animal Behaviour
Dr C Dart	University of Sydney Vet Centre, Camden	Anaesthesia
Dr J Ellis-Clarke	University of Sydney	Colo-rectal Surgery
Prof I Fraser	University of Sydney	Gynaecology
Dr S de Graaf	University of Sydney	Reproductive Biology
Dr L Gabor	Elizabeth Macarthur Agricultural Institute	Pathology
Dr F Göritz	Leibniz Institute for Zoo and Wildlife Research	Reproductive Physiology
Dr B Halliday	CSIRO	Parasitology
A/P A Harcourt	Macquarie University	Marine Science
Dr W Hartley	Scientific Advisor	Pathology
Dr R Hermes	Leibniz Institute for Zoo and Wildlife Research	Reproductive Physiology
Dr T Hildebrandt	Leibniz Institute for Zoo and Wildlife Research	Reproductive Physiology
Dr K Hoffman	Animal Referral Hospital	Sonology



Consultant	Institution	Consultancy
Dr G Hogg	University of Melbourne	Microbiology
Dr R Howlett	University of NSW	Pathology
Dr B Hudson	Royal North Shore Hospital	Infectious Diseases
Dr A Hyatt	CSIRO	Molecular Biologist
Prof K Johnson	University of Sydney	Orthopaedic surgery
Dr S Johnston	University of Queensland	Research Biology
Ms J Kelly	Turretfield Research Centre	Reproductive Physiology
Dr P Kirkland	Elizabeth Macarthur Agricultural Institute	Virology
Prof M Kluckow	Royal North Shore Hospital	Neonatologist
Ms L Maclellan	Seven Creeks Equine Reproduction	Reproductive Physiology
Dr T Mogg	University of Sydney	Equine medicine
Dr J Mohler	Livestock Veterinary Teaching & Research Unit	Resident
Dr R J Montali	University of California, Davis, USA	Pathology
Dr R Nicoll	Veterinary Imaging Associates	Radiology
Dr J O'Brien	SeaWorld and Busch Gardens Reproductive Research Center	Reproductive Physiology
Dr P O'Donoghue	University of Queensland	Parasitology
Dr P Prosee	Consultant	IT consultant
Dr R Reece	Elizabeth Macarthur Agricultural Institute	Pathology
Dr T Roach	DECCW	Toxicology
Dr T Rogers	University of New South Wales	AMMRC Advisory Board
Dr C Shilton	Berrimah Veterinary Laboratories, NT DPIFM	Pathology
Dr J Slapeta	University of Sydney	Parasitology
Dr J Smith	Eye Clinics for Animals	Ophthalmology
Dr R Speare	James Cook University	Amphibian Research
Dr D Spratt	CSIRO	Parasitology
Dr L Vogelnest	University of Sydney	Dermatology
Water Police Unit, Sydney	NSW Police	Animal rehabilitation release
Mr M West	Thermal Inspection Services Pty Ltd	Thermography
Dr C Whittaker	Eye Clinics for Animals	Ophthalmology
Assoc Prof G Wilson	Advanced Animal Dentistry	Dentistry
Dr K Wilson	DECCW	Executive Director, Scientific Services

Appendices

Appendix 8

Paid Consultancies Undertaken by Taronga

Report/Services	Receiving Organisation
Management of National Animal Health Data Standards	Animal Health Australia
Reproductive and corticoid hormone analysis	Australia Zoo Dreamworld Melbourne Zoo Monarto Zoo Pet Porpoise Pool University of Queensland Werribee Open Range Zoo
Veterinary consultancies and veterinary pathology consultancies	Centennial Parklands NSW Department of Environment, Climate Change and Water (DECCW) (via MOU agreement) Oceanworld, Manly South Penrith Veterinary Clinic Sydney City Council Sydney Olympic Park Authority University of NSW, Cowan Field Station
Veterinary consultancy	RSPCA NSW
Wildlife Diagnostic Services	City of Sydney NSW DECCW Tidbinbilla Nature Reserve

Appendix 9

Lectures and Presentations

Staff Member	Subject	Receiving Body
T Britt-Lewis	Tasmanian Devil Breeding Program	Rotary Club Dee-Why/Warringah
B Bryant	An Australian incursion of Equine Influenza and its impact on operations at Taronga Western Plains Zoo	Australian College of Veterinary Scientists annual conference
B Bryant	Animals and War	Patrons of the Western Plains Cultural Centre
B Bryant	Zoo Animal Nutrition Formulating Animal Rations	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
B Bryant	Managing the health of captive populations	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
B Bryant	Reproductive management of rhinoceros at Taronga Western Plains Zoo	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
N Boyle	The 'Sea' Drivers: Using a Combination of training, husbandry and research in the management of our sea lion collection at Taronga Zoo	ZAA Conference
N Bourke	Birds up close	University of the Third Age
M Campbell	Climate change and animal disease: Is there a link?	Public talk at the Western Plains Cultural Centre (Dubbo)
J Dalziel N Ferrugia	Investing In a "Snore" Thing	ZAA Conference
L Fidler	JGI Hardwired Instincts	Various business organisations



Staff Member	Subject	Receiving Body
M Fuller	Taronga Western Plains Zoo's Rhino conservation projects	The SAVE Foundation
M Fuller	Taronga Western Plains Zoo and Tourism's economic contribution to Central NSW	Dubbo City Council
M Fuller	Nature Tourism and opportunities for the Australian zoo industry	ZAA Conference
K Garard	Asian Rhino Project and trip to Nepal and India	University of the Third Age
W Gleen	Local Wildlife Conservation and Native Rodents	The Australian Plant Society
V Grillo	Australian Wildlife Health Network – who we are and what we do	University of Sydney
V Grillo	Wild bird surveillance – Summary	Wildlife Disease Association
V Grillo	Wild bird surveillance – reports and plans for the future	Government/ Poultry industry avian influenza forum
L Grossfeldt	Chimpanzee Presentation	Taronga Foundation Fundraising Dinner
L Grossfeldt	Chimpanzee Group Management	VIP Group
L Grossfeldt	JGI – Hardwired Instincts	Various business organisations
J Hall	Wildlife Health in the digital age	Wildlife Disease Association – Australasia Conference, New Zealand
J Hall	Registry Annual Report	Wildlife Disease Association – Australasia Conference, New Zealand
G Harris	Taronga Zoo's Live Breeding Unit: The Heart of the Zoo	Abbotsleigh Discussion Group
M Hawkins	Effects of extended zoo opening hours on the behaviour of captive animals	43rd Congress of International Society of Applied Ethology
	Enrichment: Is your programme effective?	ASZK Conference
A Hillerman	Skin Full – The evolution of and issues regarding animal skin	Western Plains Cultural Centre Animal in Art Forum
B Host	Bird Training	Australian Professional Dog Trainers Conference
F Hulst	Veterinary perspectives on captive management issues	University of NSW
K James	History and husbandry of the Maned wolf	University of the Third Age
R Johnson	Dystocia in the python	Australian Veterinary Association, Unusual and Exotic Pets group Annual Conference
R Johnson	An outbreak of deep fungal dermatitis in coastal bearded dragons, <i>Pogona barbata</i>	First international conference in reptile and amphibian medicine, Munich, Germany
R Johnson	Veterinary care of Australian freshwater turtles	Veterinary and Pharmaceutical University, Brno, Czech Republic
R Johnson	Veterinary care of Australian freshwater turtles	Veterinärmedizinische Universität, Vienna, Austria
R Johnson	Unusual and Exotic Pets group – the past, present and future	Australian Veterinary Association Summit
R Johnson	Managing the reptile breeding season	Pan Pacific Veterinary Conference
R Jones	Out and About – the benefits of walking zoo animals outside of their exhibits	ASZK Conference
T Keeley	Development of sperm cryopreservation techniques for the Tasmanian Devil (<i>Sarcophilus harrisii</i>)	Australian Mammal Society Conference
T Keeley	Examination of reproductive and corticoid hormones in the Tasmanian Devil to elucidate potential causes of reduced reproductive success	Zoo Endocrine Leader's Workshop 2009, Front Royal, Virginia, USA

Appendices

Staff Member	Subject	Receiving Body
T Keeley	Development of sperm cryopreservation techniques for the Tasmanian Devil	University of Sydney's Veterinary Science Post Grad Conference, 2009
T Keeley	Examination of reproductive and corticoid hormones in the Tasmanian devil to elucidate potential causes of reduced reproductive success in mainland captive populations	Devil Husbandry Workshop, 2009
T Keeley	Maintaining the Genetic Diversity of the Tasmanian Devil: Development of Assisted Reproductive Technologies	Royal Society of NSW
C Kerr	Linking Strategy and Leadership	Mecuri Urval
C Kerr	Organisational Evolution: Changing the Zoo's mission and value priorities	University of NSW
C Kerr	The Role of a Modern Zoo	Mosman Rotary
C Kerr	Taronga Zoo	Mosman Chamber of Commerce and retailers
C Kerr	The Role of a Modern Zoo	Various media reps and journalists
C Kerr	Organisational Change: overcoming external threats to Taronga through its staff	University of NSW
C Kerr	"Sorry you're not speaking my language"; the challenge of communicating wildlife conservation	ZAA Conference
R Laing	Keeper exchange to Edinburgh zoo	University of the Third Age
C Magner	Animals in war – Cheetah conservation in Africa	Western Plains Cultural Centre Animal in Art Forum
F Matthews	Regent honeyeater breeding program	Capertee Primary School
M McFadden	Corroboree Frog conservation program	Illawarra Reptile Society
M McFadden	Amphibians reproduction modes	Indonesia Amphibian Husbandry and Conservation course, Taman Safari, Indonesia
M McFadden	Australian Biosecurity and quarantine	Indonesia Amphibian Husbandry and Conservation course, Taman Safari, Indonesia
M McFadden	Australian amphibian conservation programs	Indonesia Amphibian Husbandry and Conservation course, Taman Safari, Indonesia
M McFadden	Australian amphibian conservation programs	AZA Amphibian Biology and Conservation Management course, Toledo, OH, USA
M McFadden	Corroboree Frog conservation program	UWS Conservation Biology class
M McFadden	Basic Amphibian Husbandry	2010 Wild Expo
M McFadden	Conservation and Management of Amphibians	UTS 3rd Year Wildlife Ecology
M McFadden	Vertebrate Ecology	UTS 3rd Year Biodiversity
M McFadden	Corroboree Frog ex-situ conservation program	University of NSW
M McFadden	Basic frog Husbandry Techniques	Hawkesbury Herpetological Society
J Milton	The Wildlife Clinic's activities at Taronga Western Plains Zoo	University of the Third Age
V Nedved	Environmental enrichment at Taronga Zoo	TAFE Western Sydney, Animal Studies Cert II students
V Nedved	Sex Ratio Research: Could this be the key to developing sustainable zoo collections?	ZAA Conference
A O'Brien	Cassowaries	University of the Third Age
R Pellatt	'Raising Elke' The learning curve of hand raising the endangered Francois Langur	ASZK Conference
C Renwick	Taking Action for Healthy Oceans	ZAA Conference
K Rose	Taronga Zoo Pathology Department	CSIRO Double Helix Group
K Rose	Wildlife Health – Mapping and Data Analysis Needs	Australian Biosecurity Intelligence Network
K Rose	The new online Registry	Zoos SA



Staff Member	Subject	Receiving Body
K Rose	The new online Registry	Wildlife Disease Association – Australasia
K Rose	The new online Registry	Australian Biosecurity Intelligence Network
K Rose	Improved Biosecurity Outcomes: Incorporating Wildlife Health within the Australian Biosecurity Intelligence Network	Global Biosecurity Conference 2010
K Rose	Wildlife health in the digital age	Australian Society for Veterinary Pathology Conference
K Rose	Registry Annual Report	Australian Society for Veterinary Pathology Conference
K Rose	Improved Amphibian Health Outcomes: Through online collaboration and data sharing	Emerging Amphibian Disease – International Conference
K Rose	Presentation to launch the book: Pathology of Australian Native Wildlife	Pathology of Australian Native Wildlife book launch
C Sangster	Feasibility of coyotes (Canislatrans) as sentinels of bacterium bovis in Cervids in and around Riding Mountain National Park	Elizabeth Macarthur Agricultural Institute, NSW Industry and Investment
C Sangster	Wobbly possum syndrome seminar	Australian Society for Microbiology (NSW/ACT Branch), Virology Special Interest Group
C Sangster	Poster presentation on Neosporosis in a Southern White Rhinoceros (Ceratotherium simum simum) foetus	American Association of Zoo Veterinarians, Annual Conference, Tulsa, USA
C Sangster	Webinar presentation on Australian bat lyssavirus	National wildlife health rounds hosted by the ARWH
D Schaap	2009 Tasmanian Devil breeding season	University of the Third Age
E Schmelitschek	Regent honeyeater release	ASZK conference
A Schmidt	JGI Hardwired Instincts	Various business organisations
D Slip	Marine mammal conservation	University of Sydney
D Slip	Diving physiology of marine mammals	University of NSW
R Spindler	The Role of Zoos in Conservation	University of NSW
R Spindler	Reproductive Techniques for Wildlife Management and Conservation	University of NSW
R Spindler	Reproductive Techniques for Wildlife Management and Conservation	University of Sydney
R Spindler	The value of rigor and specificity in project selection and assessment	CBSG annual meeting, St Louis, USA
R Spindler	The Role of Zoos in Conservation	Macquarie University
E Stone	Training as a Rehabilitation Tool	ASZK Conference
M Tantini	Bird watching skill	Chiltern Primary School
K Taylor	Catch me if you can – Challenges of managing a Cheetah breeding population	ASZK Conference
A Twentyman	Management of a Greater Glider (Petauroides volans) with a barbed wire injury	Veterinary Nurses Council of Australia, Annual Conference
K Vinette Herrin	Informal discussion on marine turtles and the effect of marine debris	Science Week: Scientists by the sea session, hosted by EcoDivers
K Vinette Herrin	Life as a zoo vet	Drummoyne Probuc Club
L Vogelnest	Wildlife case reports	Partners in Veterinary Education Conference, University of Sydney
L Vogelnest	Antarctica research trip	Camden Rotary Club
L Vogelnest	Veterinarians in field research	University of Sydney
L Vogelnest	Management of an orphaned Humpback Whale	University of Sydney
L Vogelnest	Veterinary responsibilities for the treatment, rehabilitation and release of wildlife	Australian Veterinary Association, Southern Highlands Branch

Appendices

Staff Member	Subject	Receiving Body
L Vogelnest	The Ark in my surgery – a career in zoo and wildlife medicine	University of Sydney
L Vogelnest	A career in zoo and wildlife medicine	Year 7, 9 and 10 students at Camden High School, Macarthur Chronicle's Inspire Program
L Vogelnest	Anaesthesia of Leopard Seals in the Western Antarctic Peninsula	Joint conference of the Wildlife Disease Association – Australasian Section and the Wildlife Society of the New Zealand Veterinary Association
A Wagner	Bird Watching Skill	Chiltern Primary School
A Wagner	Regent honeyeater breeding program	Capertee Primary School
A Wagner	Finch husbandry at Taronga Tour	Royal Finch Society
A Watson	That's my team – African Wild Dogs	ASZK Conference
J Webster	Husbandry of the salt water crocodile	University of the Third Age
K Willett	Students FESS up for conservation during National Science Week as future endangered species scientists	ZAA Conference
R Woods	Wildlife Health in Australia and the Australian Wildlife Health Network	Australian College of Veterinary Scientists
R Woods	Wildlife health information in Australia: Tools required	Australian Biosecurity Intelligence Network
R Woods	Australian Wildlife Health Network Diseases and Management in Australia	Royal Zoological Society of NSW Annual Conference
R Woods	Lead poisoning of free-living birds in Esperance	Pan Pacific Veterinary Conference
R Woods	Wildlife health information in Australia: Bridging the gaps between wildlife and industry	Global Biosecurity Conference
R Woodward	Keeper Exchange to Higashiyama	Nagoya Sister City Committee
M Wyatt	Taronga Training Institute: a powerful driver for the big C's	ZAA Conference

Appendix 10

Publications

Books

Abra, L (2010). The Authors. Journal Compilation 2010. The Zoological Society of London, Notes on the development and behaviour of two Binturong *Arctictus binturong* litters born at Taronga Zoo, Sydney.

Behr B., Rath D., Hildebrandt T.B., Goeritz F., Blottner S., Portas T.J., Bryant B.R., Sieg B., Knieriem A., de Graaf S.P., Maxwell W.M., Hermes R (2009). Germany/Australia index of sperm sex sortability in elephants and rhinoceros. *Reprod. Domest. Anim.* 44: 273–277.

Campbell-Ward M., Meredith A (2010). Rabbits. In: *BSAVA Manual of Exotic Pets, 5th edition*. (Eds: A. Meredith, C. Johnson-Delaney). British Small Animal Veterinary Association.

Cheetham, E., S. Doody, S. Stewart and P. S. Harlow (2010). Embryonic mortality as a cost of communal nesting in the delicate skink. *Journal of Zoology, London* (in press).

Development after In Vitro Fertilization in the Domestic Cat. *Biology of Reproduction* (Epub ahead of time).

Gray, R.B., Rogers, T.L. and Canfield, P.J. (2009). Health status of the Leopard-seal (*Hydrurga leptonyx*) in Prydz Bay, Eastern Antarctica. In: *Health of Antarctic Wildlife*. (Eds. K. Kerry and M. Riddle) Springer.

Grigg, G.C., M.B. Thompson, L.A. Beard and P.S. Harlow (2010). Gas exchange in the mound nests of *Crocodylus porosus* and *Alligator mississippiensis* occurs primarily by diffusion, not convection. *Australian Zoologist*, 35(2): 235–244.

Harlow P.S. and J.S. Keogh (2010). Phylogeny, distribution and conservation status of the three Pacific iguanas. *New Zealand Journal of Zoology*. 37(1): 80.

Hawkins, M and Battaglia, A. (2009). Breeding behaviour of the platypus (*Ornithorhynchus anatinus*) in captivity. *Australian Journal of Zoology, Special Issue: Beyond the Platypus Genome*, 57, pp. 283–293.



- Haynes L, E Arzey, C Bell, N Buchanan, G Burgess, V Cronan, C Dickason, H Field, S Gibbs, PM Hansbro, T Hollingsworth, AC Hurt, P Kirkland, H McCracken, J O'Connor, J Tracey, J Wallner, S Warner, R Woods and C Bunn. 2009. Australian surveillance for avian influenza viruses in wild birds between July 2005 and June 2007. *Australian Veterinary journal* 87(7): July 2009.
- Hermes, R., Goëritz, R., Portas, T.J., Bryant, B.R., Kelly, J.M., Maclellan, L.J., Keeley, T., Schwarzenberger, F., Walzer, C., Schnorrenberg, A., Spindler, R.E., Saragusty, J., Kaandorp, S. and Hildebrandt, T.B. (2009). Ovarian superstimulation, transrectal ultrasound-guided oocyte recovery, and IVF in rhinoceros. *Theriogenology*. 72: 959–968.
- Hogan, L. A., Phillips, C. C., Horsup, A. B., Keeley, T., Nicolson, V., Janssen, T., Lisle, A., and Johnston, S. D. (2010). Monitoring male Southern hairy-nosed wombat (*Lasiorhinus latifrons*) reproductive function and seasonality in a captive population. *Animal Reproduction Science*. 118: 377–387.
- Hogan, L. A., Phillips, C. C., Lisle, A., Keeley, T., Horsup, A. B., Janssen, T., and Johnston, S. D. (2010). Non-invasive methods of oestrus detection in captive southern hairy-nosed wombats (*Lasiorhinus latifrons*). *Animal Reproduction Science*. 119: 293–304.
- McFadden, M., Boylan, T. Kozlowski, S. and Purcell, D. (2009). Courtship Behaviour in a solitary Collett's Snake (*Pseudechis colletti*). *Herpetofauna*, 39(1): 58–59.
- McFadden, M., Harlow, P.S., Kozlowski, S. and Purcell, D. (2010). Toe-twitching during feeding in the Australian Myobatrachid frog, *Pseudophryne corroboree*. *Herpetological Review*, 41(2): 153–154.
- Morrison S., P.S. Harlow and J.S Keogh (2009). Nesting ecology of the critically endangered Fijian Crested Iguana *Brachylophus vitiensis* in a Pacific tropical dry forest. *Pacific Conservation Biology*, 15: 135–147.
- Morrison, C., G. Keppel, N. Thomas, I. Rounds and P.S. Harlow. (2009). Critically endangered Fijian crested iguana shows habitat preference for globally threatened tropical dry forest. *Pacific Science*, 63(2): 223–242.
- Pelican K.M., Spindler R.E., Pukazhenthil B.S., Wildt D.E., Ottinger M.A., Howard J. (2010). Progesterin Exposure Before Gonadotropin Stimulation Improves Embryo.
- Portas T, Johnston SD, Hermes R, Arroyo F, López-Fernandez C, Bryant B, Hildebrandt TB, Göritz F, Gosalvez J. (2009). Frozen-thawed rhinoceros sperm exhibit DNA damage shortly after thawing when assessed by the sperm chromatin dispersion assay. *Theriogenology*. 72(5): 711–20.
- Portas TJ, Hildebrandt TB, Bryant BR, Göritz F, Hermes R. 2010. Seminoma in a southern black rhinoceros (*Diceros bicornis minor*): diagnosis, surgical management and effect on fertility. *Aust Vet J*. 88 (1–2): 57–60.
- Pollock, K., Booth, R., Wilson, R., Keeley, T., Grogan, K., Kennerley, P., and Johnston, S.D. (2010). Oestrus in the Julia Creek dunnart (*Sminthopsis douglasi*) is associated with wheel running behaviour but not necessarily changes in body weight, food consumption or pouch morphology. *Animal Reproduction Science*. 117: 135–146.
- Reid CE, Hermes R, Blottner S, Goeritz F, Wibbelt G, Walzer C, Bryant BR, Portas TJ, Streich WJ, Hildebrandt TB. (2009). Split-sample comparison of directional and liquid nitrogen vapour freezing method on post-thaw semen quality in white rhinoceroses (*Ceratotherium simum simum* and *Ceratotherium simum cottoni*). *Theriogenology*. 71: 275–291.
- Rogers, T., Hogg, C., Parlson, A., Constable, S. and Dutton, G. (2009). Comparison of invasive and non-invasive techniques in assessing cortisol levels in Weddell seals. In: *Health in Antarctic Wildlife*. (Eds. K. Kerry & M. Riddle). Springer.
- Rose, K. (Reprint 2007). *Wildlife Health Investigation Manual*. Taronga Conservation Society Australia, Mosman.
- S., Hildebrandt T.B. (2009). Ovarian superstimulation, transectal guided oocyte recovery and IVF in rhinoceros. *Theriogenology* 72: 959–968.
- Smith J.L., Campbell-Ward M., Else R.W., and Johnston P.E.J. (2010). Undifferentiated carcinoma of the salivary gland in a chinchilla (*Chinchilla lanigera*). *Journal of Veterinary Diagnostic Investigation* 22(1): 152–155.
- Woods R, Jones HI, Miller GD, Shellam GR. (2009). *Health of Antarctic Wildlife A Challenge for Science and Policy. Diseases of Antarctic seabirds*. (Eds KR Kerry and MJ Riddle Springer, Berlin, Heidelberg, Germany.

Grey Literature

Harlow, P. (2009). Focus on Australian Venomous Snakes. *Zoonooz*, June: pp. 14–15.

McFadden, M. (2009). Species on the brink: The Southern Corroboree Frog. *Scales and Tails Australia*. Issue 6 – July 2009: 12–15.

McFadden, M. (2010). Threatened Species Fact Sheet: Spotted Tree Frog (*Litoria spenceri*). *Hawkesbury Herpetologist*, (in press).

Purcell, D. (2010). Green but not ill. *Zoonooz*, March: p. 20.

Thesis and Reports

Gulesserian, M. 2009. The influence of human activities on humpback whales (*Megaptera novaeangliae*) migrating north past Sydney Australia. Master of Philosophy. Graduate School of the Environment, Macquarie University.

Harlow, P.S. and R. Fisher. May 2010. Makodroga Island Banded Iguana (*Brachylophus bulabula*) Survey Report. Unpublished report to the National Trust of Fiji. pp. 13.

Harlow, P.S., R. Hudson and A. Alberts. Fijian Crested Iguana *Brachylophus vitiensis* Species Recovery Plan 2010–2015. IUCN Species Survival Commission, Iguana Specialist Group. pp. 36.

Hunter, D., R. Pietsch, G. Marantelli, M. McFadden, and P.Harlow. July 2009. Field Research, Recovery Actions and Recommendations for the Southern Corroboree Frog (*Pseudophryne corroboree*) Recovery Program. Unpublished report to the Murray Catchment Management Authority, NSW. pp. 40.

Appendices

Johnson, R. (2009). A Short tail – tail autotomy and regeneration in lizards – how to treat. *Control and Therapy*: Faculty of Veterinary Science, University of Sydney, June 2009, pp. 12–14.

Johnson, R. (2010). Reptile Sex. *Control and Therapy*: Faculty of Veterinary Science, University of Sydney, March 2010, pp. 11–15.

Nedved, V (2010). Sex allocation in captive mammals, PhD thesis submitted to The University of New South Wales, Sydney.

Phalen, D., Rose, K., Hall, J., Hueston, L., Azuolas, J., Lloyd, G., Kirkland, P. (2010). A survey of domestic animals and wildlife in Victoria and New South Wales for serological evidence of infection with Murray Valley Encephalitis Virus. Report to the Australian Government Department of Health and Ageing.

Rounds, I, S. J. Morrison, P. S. Harlow and D. Watling. August 2009. Terrestrial survey of Namenalala Island, Kubulau, Buva, Fiji with particular attention to factors of potential importance to the possible translocation of the Fijian crested iguana (*Brachylophus vitiensis*). Unpublished report to the National Trust of Fiji. pp. 17.

Walraven, E (2010). Computer dating and matchmaking. Zoonooz – ZooFriends Magazine, March 2010, pp. 6–7.

Workshops Convened

AWHN 2010, Zoo Animal Health Reference Group, Meeting/Workshop – Healesville Sanctuary, March 2010.

AWHN 2010 Zoo Animal Health Reference Group, Meeting/Workshop – Melbourne Zoo, September 2009.

AWHN 2009 Australian Bat Lyssavirus Focus Group, Rabies AUSVETPLAN Workshop, DAFF Canberra, July 2009.

Milton J. Managing burns in wildlife patients. A workshop presented by Dr Howard Ralph for Licensed Wildlife Carers, October 2009.

Conference and workshop proceedings

Bryant, B. (2009). An Australian incursion of equine influenza and its impact on operations at Taronga Western Plains Zoo. Proceedings of Science Week 2009, Annual conference of the Australian College of Veterinary Scientists.

Burgess, E. A., Keeley, T. and Lanyon, J. M. (2009). Knocked Up? How to pregnancy-test a wild dugong. *Proceedings of the annual Society of Marine Mammalogy Conference*, Quebec City, Canada, October 2009.

Constantinou, N.E., Rogers, T.L., Laffan, S.W., and Warton, D.I. (2010). Determining the spatial distribution of an Antarctic top predator using passive acoustics. *Acoustical Society of America*, 19–23 April, Baltimore, USA. Pp. 1825.

Grillo, T. 2009. Wild bird surveillance – Summary of Program and results. Wildlife Disease Association-Australian Section Annual Conference, New Zealand, December 2009.

Gulesserian, M., Derrick, G., Slip, D. and Harcourt, R. (2009). The influence of vessels on the surfacing characteristics of migrating humpback whales. *18th Biennial Conference on the Biology of Marine Mammals*. Quebec City, Canada, 12–16 October 2009.

Hall, J. and Rose, K. (2009). Wildlife Health in the Digital Age. Proceedings of the Wildlife Disease Association – Australasia Section Annual Conference, New Zealand, December, 2009.

Hawkins, M and Battaglia, A. (2009). Breeding behaviour of the platypus (*Ornithorynchus anatinus*) in captivity. Proceedings of Boden Research Conference: Beyond the Platypus Genome, Victor Harbour, SA, November 2008. CSIRO Publishing.

Hawkins, M. (2009). Effects of extended zoo opening hours on the behaviour of captive animals. Proceedings of 43rd Congress of the International Society for Applied Ethology; Cairns, Qld. July 2009.

Keeley, T., McGreevy, P.D., and O'Brien, J.K. (2009). Development of sperm cryopreservation techniques for the Tasmanian devil (*Sarcophilus harrisi*). *Proceedings of the annual Australian Mammal Society Conference*, Perth, WZ, Australia, July 2009.

Keeley, T., McGreevy, P.D., and O'Brien, J.K. (2009). Examination of reproductive and corticoid hormones in the Tasmanian Devil to elucidate potential causes of reduced reproductive success. *Proceedings of the annual Wildlife Endocrinology Leaders Workshop*, Front Royal, Virginia, USA, October 2009.

Klinck, H., Constantinou, N., Mellinger, D.K., and Rogers, T. (2010). Density estimation of leopard seals using a single stationary passive acoustic sensor. *Acoustical Society of America*, 19–23 April, Baltimore, USA. Pp. 1825.

Nedved, V. (2010). Sex ratio research – Could this be the key for developing sustainable zoo collections? Proceedings of ZAA Conference 2010, Healesville Sanctuary, March 2010.

Rogers, T.L., Hogg, C.J., Ciaglia, M.B., and Cato, D.H. (2010). Are they really not there? Using passive acoustics to overcome false absences in the study of vocal species that are rare, secretive, or distributed at low densities. *Acoustical Society of America*, 19–23 April, Baltimore, USA. Pp. 1757.

Rose, K. and Hall, J. (2009). Wildlife Health in the Digital Age. Proceedings of the Australian Society for Veterinary Pathology Conference, Perth, October, 2009.

Rose, K. (2010). Improving biosecurity outcomes through networking Australia's Wildlife Health data with the Australian Biosecurity Intelligence Network. Global Biosecurity 2010: safeguarding agriculture and the environment, Brisbane, February–March 2010.

Rose, K. and Hall, J. (2010). Improved Amphibian Health Outcomes: through online collaboration and data sharing. Emerging Amphibian Disease International Conference, Townsville, June 2010.

Shrubsole-Cockwill A.S., Sangster, C. and Vogelnest, L. (2010). Systemic nocardiosis in an adult, female Leopard Seal (*Hydrurga leptonyx*) in a zoological facility. Proceedings of the International Association for Aquatic Animal Medicine Annual Conference, Vancouver, B.C., Canada, May 2010, pp. 164–165.

Twentyman, A. (2010). Management of a Greater Glider (*Petauroides volans*) with a barbed wire injury. Proceedings of the Veterinary Nurses Council of Australia, Annual Conference, Surfers Paradise, April 2010.



Vogelnest, L. (2009). Anaesthesia of Leopard Seals in the western Antarctic Peninsula. Proceedings of the Wildlife Disease Association – Australasian Section, Annual Conference, Otago, New Zealand, December 2009.

Vogelnest, L., Edwards, N., Ciaglia, M., Carlini, A., Slip, D., and Rogers, T. (2009). Anaesthesia of leopard seals (*Hydrurga leptonyx*) on the Western Antarctic Peninsula. Wildlife Diseases Association (Australasian section) conference. New Zealand, December.

Woods, R. (2010). Wildlife disease in Australia and the Australian Wildlife Health Network. Australian College of Veterinary Scientists, College Science Week Scientific Meeting 1–3 July 2010.

Woods, R., and Main C. (2010). Lead poisoning of free-living birds in Esperance. Pan Pacific Veterinary Conference, Brisbane, May 2010.

Woods, R., T. Grillo, C. Bunn and L. Post. (2010). Wildlife health information in Australia: bridging the gaps between wildlife and industry. Global Biosecurity Conference, Brisbane Convention and Exhibition Centre, Queensland, Australia. p89.

Appendix 11

Staff Representation on External Committees

Andrew, P

Convenor, ZAA Taxonomy Specialist Advisory Group
Member, Australasian Species Management Program Committee
Member, Save the Tasmanian Devil Steering Committee, Department of Primary Industries, Parks, Water and Environment, Tasmania
Member, Scientific Committee, International Species Inventory System
Member, ZAA Tasmanian Devil Working Group

Angus, W

University of Sydney, School of Biological Sciences Alumni Committee

Bryant, B

Member, Taronga Animal Ethics Committee
Member, ZAA Veterinary Specialist Advisory Group

Campbell, M

Australasian representative, British Veterinary Zoological Society Council

Fuller, M

Vice President, Tourism Action Group Dubbo Narromine Wellington
Member, Advisory Committee for Zoo Friends

Grillo, T

Projects Coordinator, National Avian Influenza in Wild Birds Steering Group (DAFF)
Member, DEWHA Psittacine Beak and Feather Disease Threat Abatement Review Committee

Grossfeldt, L

Member, Jane Goodall Australia CPRL Fundraising Committee
Committee Member for the Borneo Orang-Utan Foundation

Hawkins, M

Secretary, SHAPE International
Secretary, International Environmental Enrichment Conference Committee
Co-chairperson, SHAPE Australasia, Regional Environmental Enrichment Committee
Adjunct Senior Lecturer, School of Animal and Veterinary Sciences, Charles Sturt University

Kerr, C

Member, Ecotourism Australian Board
Member, International Rhino Foundation (IRF) Board
Member, Zoo and Aquarium Association (ZAA) Board
Chair, ZAA Australian Government Affairs and Development Projects Committee
Member, Australian Marine Mammal Research Centre (AMMRC) Advisory Board
Member, Winston Churchill Trust Assessment Panel

Lynne, J

Member, ThankQ User Group

McLellan, A

Committee Member for the Borneo Orang-utan Foundation

Moss, R

ASZK Zoo Coordinator

McFadden, M

Member DECCW Corroboree Frog Recovery Team
Member Declining Frogs Working Group

McReaddie, S

Member, Tourism Action Group Dubbo Narromine Wellington Working Party (Marketing)

Meikle, W

Taronga Member, Exhibited Animal Advisory Committee
Taronga Member, Non-indigenous Advisory Committee
Taronga Representative, Management and Operations Committee, Australian Wildlife Health Network
Junior Vice Chair, Royal Zoological Society of NSW
Member, Animals in the Wild Working Group, Australian Animal Welfare Strategy
Scientific Member, Taronga Animal Ethics Committee
Member, Sydney-Nagoya Sister City Committee
Ungulate Taxon Advisory Group Convenor, Zoo & Aquarium Association
Save the Tasmanian Devil Steering Committee, Zoo & Aquarium Association
Australasian Species Management Program Committee Member

Mowat, C

Director, The Song Company

Shiels, M

Regent Honeyeater Recovery Team

Appendices

Spindler, R

Member, ZAA Conservation Committee

Slip, D

Member, DECCW Marine Fauna Advisory Group

Walraven, E

ZAA – Accreditation and Animal Welfare Committee – Chair
(Until December 2009)

Woods, R

Commonwealth Zoo Animal Health Reference Group
National Animal Health Information System (NAHIS)
Committee
National Avian Influenza in Wild Birds Steering Group (DAFF)
Devil Facial Tumour Disease (DFTD) Steering Committee

Appendix 12

Staff Participating in International Programs

Staff Member	Destination	Date of Travel	Reason for Travel
K Rose	San Diego, USA/ Vancouver, Canada	6 July 2009	To meet with representatives of a broad variety of institutions to discuss existing graduate level comparative pathology training programs
B Bryant	Los Angeles, USA	6 July 2009	To accompany a Greater One-horned Rhinoceros from Los Angeles to Taronga Western Plains Zoo
R Woodward	Nagoya, Japan	20 July 2009	Keeper Exchange Program with Nagoya Higashiyama Zoo
C Renwick	Auckland/ Wellington, New Zealand	9 September 2009	To attend the annual Interpretation Australia Association Conference
R Spindler	New York/St Louis, USA	28 September 2009	To attend the Conservation Breeding Specialist Group conference and attend an Endocrinology workshop at the Smithsonian Institute
C Sangster	Oklahoma, USA	24 October 2009	To attend the American Association of Zoo Veterinarians Conference and present a paper on "Neospora canium abortion in a Southern White Rhinoceros"
C Kerr	Jacksonville, USA	7 November 2009	To attend the annual Board meeting of the International Rhino Foundation, of which Taronga holds a Board position
J Hall	Auckland/Dunedin, New Zealand	26 November 2009	Zoo Friends Fellowship Grant to attend the Wildlife Disease Association Conference and visit wildlife health centres
V Grillo	Dunedin, New Zealand	10 December 2009	To attend the Wildlife Disease Association Annual Conference and deliver two papers regarding wildlife disease surveillance in Australia
L Vogelnest	Dunedin, New Zealand	10 December 2009	To attend the Wildlife Disease Association Annual Conference and present a paper, Chemical Restraint of Leopard Seals on the Antarctic Peninsula, following a three month research field trip to Antarctica as part of the Australian Marine Mammal Research Centre's summer research programme



Staff Member	Destination	Date of Travel	Reason for Travel
P Harlow	Suva, Fiji	24 January 2010	To attend the National Trust for Fiji steering committee meeting, advise on scientific processes for iguana translocation and assist with ecological survey design
I Anderson	Assam	3–18 Feb 2010	Visit Manas and Kaziranga National Parks to view in-situ conservation
M McFadden	Jakarta, Indonesia	7 March 2010	Deliver the Indonesian Amphibian Conservation and Husbandry Workshop, funded by The Amphibian Ark
R Johnson	Fiji	19 April 2010	To assist with the implementation of the IUCN Fijian Crested Iguana Recovery Plan
K Rose	Christmas Island	15 May 2010	Preliminary assessment of potential pathogens in endemic and introduced species on Christmas Island, funded by Christmas Island National Park
L Grossfeldt	Orana Park, New Zealand	May 2010	Visit to Orana Park Zoo to facilitate regional gorilla management programs
L Grossfeldt	Oklahoma, USA	12 May 2010	To participate in the 2010 International Gorilla Workshop
ASchmidt	Oklahoma, USA	12 May 2010	To participate in the 2010 International Gorilla Workshop

Appendix 13

Equal Employment Opportunity Target Groups 2006–2009 (Permanent And Temporary Staff Only)

Table A – Trends in the Representation of EEO Groups

EEO Group	Benchmark or Target	2007	2008	2009	2010
Women	50%	48%	51%		
Aboriginal People and Torres Strait Islanders	2%	0.5%	2.1%		
People Whose Language First Spoken as a Child was Not English	20%	1%	3%		
People with a Disability	12%	1.5%	7%		
People with a Disability Requiring Work-related Adjustment	7%	0.25%	3.4%		

Table B – Trends in the Distribution of EEO Groups

EEO Group	Benchmark or Target	2007	2008	2009	2010
Women	100	100	100		
Aboriginal People and Torres Strait Islanders	100	n/a	n/a		
People Whose Language First Spoken as a Child was Not English	100	n/a	n/a		
People with a Disability	100	n/a	96		
People with a Disability Requiring Work-related Adjustment	100	n/a	n/a		

Appendices

Table C – Commentary on Major Initiatives to Eliminate Discrimination in Employment and Promote Equal Employment Opportunity

Initiative	Outcomes
Aboriginal Employment Strategy	Aboriginal position/s identified and appointments made, supporting Taronga's workforce profile representation of Aboriginal people. Taronga currently employees 1 Aboriginal Keeper and 3 Aboriginal Education Officers
Aboriginal Education Scholarships	Taronga Training Institute Aboriginal Scholarship opportunities identified and provided
Diversity and Respect in the Workplace	Program developed and delivered organisational-wide to enhance communication and understanding of the principles and practices of Taronga's Anti-Discrimination and Harassment Free Workplace Policy and Equal Employment Opportunity Policy
Advertisement of vacant positions through multicultural networks	A range of Taronga vacancies advertised in multicultural community networks/media
EEO Celebrations	International Women's Day, Harmony Day and NAIDOC Week celebrated to promote a greater understanding of EEO groups
Mentoring Program	Program operating to create future opportunities for mentoring and networking
Work Placement Program	In partnership with the Department of Community Services, work placement and development opportunities provided to highly disadvantaged students to promote skill development
Life Enrichment Program	Life enrichment events provided to disabled and special needs children to support stimulating and educational experiences

Appendix 14

Senior Executive Service

In October 1991, the New South Wales Government undertook to further enhance the accountability and performance of the Senior Executive Service. The following sets out details of information now required under Clause 4c(i) of the *Annual Reports (Statutory Bodies) Regulation 1985*.

Number of Chief Executive Service (CES)/Senior Executive Service (SES) Positions

Level	Total CES/SES End of Previous Year	Total CES/SES End of Current Year
Level 1		
Level 2	2	3
Level 3	3	2
Level 4		
Level 5	1	1
Level 6		
Level 7		
Level 8		
CEO under S11A		
Total	6	6

In the current and previous year, one SES position was filled by a woman.



Performance Statement Director and Chief Executive, Mr Cameron Kerr

Mr Kerr commenced as Director and Chief Executive of the Taronga Conservation Society Australia on 29 August 2009 and has overseen the delivery of key Taronga projects and objectives, specifically:

- Total admissions surpassing 1.7M – a 12.1% increase on last year;
- In an Australasian first, Taronga Zoo successfully welcomed two Asian Elephant calves – part of the Region's Cooperative Conservation Program for this endangered species;
- The investment of over \$30.4M of capital and maintenance funding; and
- An increase of 9.8% in philanthropic fundraising through the Taronga Foundation.

Mr Kerr continued to provide industry direction through his position on the Board of the Zoo and Aquarium Association, ZAA (formally known as the Australian Regional Association of Zoos and Aquaria – ARAZPA), the umbrella organisation for all zoos and Aquaria in the region. Mr Kerr was also ratified onto the Board of the International Rhino Foundation (IRF), of which Taronga is a founding member, where he contributed to the global strategic direction of rhino species conservation.

Mr Kerr is also a Board member of Ecotourism Australia, contributing to the sustainability of the tourism industry.

Significant progress has also been made throughout the year on:

- construction of Taronga Zoo and Taronga Western Plains Zoo's entrance plazas;
- the development and initial implementation of a five year Strategic Plan for the Taronga Conservation Society Australia;
- the delivery of environmental education programs, with over 157,000 students participating in curriculum-based education programs delivered by the Zoos' Education Centres. This is an increase of 12.5% on prior year;
- the delivery of conservation education outreach programs for over 38,255 participants, many of which are from disadvantaged backgrounds; and
- the care of orphaned and injured wildlife with over 1,000 individual animals being treated this year at the Zoos' two Wildlife Hospitals.

Under Mr Kerr's leadership, the Taronga Conservation Society Australia maintained its strong international reputation for the care and conservation of wildlife and a leader in the global zoo industry.

Frank Sartor MP
Minister for Climate Change and the Environment

Appendices

Appendix 15

Senior Staff

Executive

Cameron Kerr, BSc (Hons), MCom – *Director and Chief Executive* (from 28 August 2009)

Guy Cooper, LAAI, FAIM – *Director and Chief Executive* (to 28 August 2009)

Hayley Holloway, BSc (REM) – *Executive Officer*

Human Resources

Bettina Sammut, BA, Cert (PR), Grad Cert (HRM), Grad Cert (Change Mgt) – *General Manager*

Andrea Muras, BTeach (Primary), BBus (Marketing) – *Manager Employee and Organisation Development* (from March 2010)

Emma Schaefer, BEnvSc – *Manager Environmental Sustainability*

Christine Smith, Dip OHS Mgt – *Manager OHS*

Heather Turner, JP BBus – *Manager Employee and Organisation Development* (to March 2010)

Life Sciences and Environmental Education

Simon Duffy BEd – *General Manager* (from December 2009)

Paul Maguire, BEd (PE and Sci) – *Manager Education*

John West PSM, Dip Aqua – *Manager Operations Life Sciences*

Scientific Research and Wildlife Conservation

William Meikle, BSc, MSc, – *General Manager*

Benn Bryant, BVSc, MVS – *Senior Veterinarian TWPZ*

David Slip, BSc, MSc, PhD – *Research Biologist, AMMRC*

Rebecca Spindler, BSc (Hons), PhD – *Manager Research and Conservation*

Erna Walraven, BAppSc, DipParkMgmt – *Senior Curator*

Larry Vogelneest, BVSc, MVS, MACVSc – *Senior Veterinarian TZ*

Corporate Services

Hunter Rankin, BCom, FCPA – *General Manager*

Sue Azar, CA – *Manager, Finance Manager*

Pamela Burgoyne – *Records Manager*

Richard Norburn, BSc (Hons) – *Manager Information Technology*

Marianne Richards – *Budget and Reporting Manager*

Capital Works and Infrastructure

Alex Halliburton, BLA (Hons) *General Manager*

Stephen Bedford – *Manager, Facilities*

John Inkratas, BE(Civil) – *Manager, Asset Maintenance*

Michael Poon, BSc (Hon) MSc, MIE, CPEng, MICE – *Manager, Contracts*

Brent Thomas – *Security Manager*

Brian Vanden Hogen, BSc – *Manager, Operations*

Marketing, Guest and Commercial Operations

Paul Davies, MBA, MA Econ – *General Manager*

Susan Baker – *Manager, Guest and Commercial Services*

Libby Hodgson, BA (Hons) – *Manager, Membership Programs and Digital Communications*

Lisa Keen, BA(Hons), GradDipProfComms – *Communications Manager*

Cameron Mowat – *Manager, Fundraising and Development*

Annette Stevens, BCom(Marketing) – *Manager, Marketing*

Taronga Western Plains Zoo

Matthew Fuller – *General Manager*

Trish Crisante, BA, BBus – *Manager, Commercial Operations* (to January 2010)

Gary Dawson – *Manager, Works and Maintenance*

Shallon McReaddie – *Public Relations and Promotions Manager*

Sue Thompson – *Reservations and Guest Services Manager*

Appendix 16

Employees by Category

Category Area	Permanent			Temp			Casual			Total		
	2008	2009	2010	2008	2009	2010	2008	2009	2010	2008	2009	2010
Executive	8	8	8	0	0	0	0	0	0	8	8	8
Clerical	100	105	101	16	12	16	37	38	43	153	155	161
General	23	24	23	1	1	1	0	0	0	24	25	24
Professional	12	13	13	2	2	2	0	0	0	15	15	15
Services	44	46	45	4	3	4	157	163	182	205	212	230
Technical	6	6	6	0	0	0	0	0	0	6	6	6
Trades	157	165	158	22	15	22	215	224	250	393	404	430
Total	350	368	354	45	32	45	409	425	475	804	825	874



Employees by Taronga Program

Program Area	Permanent			Temp			Casual			Total		
	2008	2009	2010	2008	2009	2010	2008	2009	2010	2008	2009	2010
Life Sciences and Research	159	171	165	28	17	20	168	185	232	355	373	417
Marketing and Communications	17	21	31	5	5	6	1	0	1	23	26	38
Human Resources	10	12	12	1	0	3	20	27	45	31	39	60
Corporate Services	26	30	30	1	3	2	5	4	5	32	37	37
Capital Works	69	69	92	8	6	3	0	0	12	77	75	107
Guest Services	69	66	33	2	2	3	215	209	180	286	277	216
Total	350	368	362	45	32	37	409	425	475	804	825	874

Appendix 17

Freedom of Information

The Taronga Conservation Society Australia published its Summary of Affairs (as prescribed by the *Freedom of Information Act NSW 1989*) in the NSW Government Gazette. The TCSA's complete Statement of Affairs can be obtained by request in writing to the Freedom of Information Coordinator, PO Box 20, Mosman, NSW 2088.

The TCSA received one request under the provisions of the *Freedom of Information Act* during the year with details as required by section 68(6) of the *Freedom of Information Act* being shown in the table at right. The impact of the FOI requirements on the TCSA's activities has been minimal.

FOI Request	Other	Personal
New	1	-
Brought forward (last year)	0	-
Total to be processed	1	-
Completed	1	-
Transferred out	-	-
Withdrawn	-	-
Total processed	1	-
Unfinished (carried onto next year)	0	-
Request: Granted in full	1	-
Granted in part	0	-
Refused	-	-
Deferred	-	-

Appendix 18

Consultants Fees

Consultants equal to or more than \$50,000

Organisational Review

Mercuri Urval – \$165,580

Co-ordination of Development of Taronga's Strategic Plan and Staff and Management Development

Total consultancies equal to or more than \$50,000 = \$165,580

Consultancies less than \$50,000

During the year two other consultancies were engaged in the following areas:

Environmental – \$16,250

Management Services – \$50,004

Total consultancies less than \$50,000 = \$66,254

Total consultancies = \$231,834

Appendices

Appendix 19

VIP Visits to Taronga and Taronga Western Plains Zoos

July 2009

- Omarian and Fatman Scoop, USA hip hop band – 4 July
- 'The Real Housewives of NYC' – 19 July
- Anthony LaPaglia and family – 28 July

August 2009

- Dr Phil, American TV Psychiatrist – 7 August
- Sugar Ray Leonard and family – 31 August

September 2009

- Keiran Perkins and Liesel Jones – 3 September
- Mongolian Parliamentary Delegation – 11 September
- Indian Tourism Minister – 15 September
- 'Couples Retreat' USA movie stars – 29 September

October 2009

- Rumor Willis – 2 October
- Bhutanese Parliamentary Delegation – 19 October
- 'Wicked' the Musical, cast visit – 29 October
- Bulgarian Diplomatic Party – 30 October

November 2009

- Chinese Parliamentary Delegation – 6 November
- Michael Buble and musicians – 13 November

December 2009

- Dubbo City Council Chinese Sister City visit – 1 December
- Fleetwood Mac family visit – 7 December
- Green Day musician tour – 11 December
- Nicole Kidman and Keith Urban – 31 December

January 2010

- Naomi Watts and family – 5 January
- Chairman of the Republic of China – 28 January

February 2010

- Salt and Pepper, R & B Group – 16 February

March 2010

- Consul-General of the People's Republic of China – 8 March
- Jimmy Barnes and family – 12 March
- Star Gate TV stars – 12 March
- Lady Gaga, American celebrity – 19 March
- Kei\$her, American singer – 25 March
- Mr George Souris, Shadow Tourism Minister – 31 March

April 2010

- Kelly Clarkson, American singer – 16 April
- Sophie Dahl and Jamie Cullum – 16 April
- Justin Bieber, American singer – 25 April

May 2010

- Vatican delegation – 14 May
- Scottish band Biffy Clyro – 21 May
- Buddhist Monks and NSW Thai Consul General – 24 May
- Sheila E, American singer – 25 May
- Jon English, Australian singer – 30 May

June 2010

- Paul Ritchie – 15 June
- Nicole Ritchie, USA celebrity – 18 June
- Fallout Boy, USA band – 18 June
- Ronan Keating and family, UK singer – 30 June

Appendix 20

Multicultural Policies and Services Program

Objective	Strategies	Achievements for 2009/2010	Program for 2010/2011
Integrate ethnic affairs initiatives into all Taronga business activities	Ensure all relationships with key countries are strong and supportive of long term outcomes	Participation of Thai consulate and Buddhist community in Elephant breeding program achievements	On-going
Increase the multi-cultural service capacity of both zoos	Continue staff training in customer service with a particular focus on cultural appreciation	Continuation of organisation wide training to existing employees on Taronga's Customer Service Charter to enhance cultural awareness in communications and visitor experiences	Training to be provided all new employees and as a refresher to existing employees
			Concurrent training programs conducted for zoo volunteers which provide increased awareness of visitors from culturally diverse backgrounds
		Visitor surveys conducted at both zoos	On-going program



Objective	Strategies	Achievements for 2009/2010	Program for 2010/2011
	Maintain a database of staff with language skills that are prepared to use this skill within the workplace	Updating of the Human Resources Management Information System database of all staff at both zoos with community language skills updated	On-going
	Continue to provide broad zoo based community education programs with special emphasis on the ethnic community	Zoo based language programs have been developed by Education staff targeting NESB students and overseas students	On-going
		NESB and ESL schools targeted by the Department of Education Zoo mobile focusing on regional areas of NSW and inner city schools. This Zoo Mobile visited approximately 20,000 students in 2009	On-going program
		St George Foundation Zoo mobile visited approximately 20,000 people during 2009	On-going program
		The DET Zoo mobile delivered the Aboriginal "Animals of the Dreaming" outreach program	On-going program
		Ensuring support is accessible to ESL students of Taronga Training Institute	On-going program
	Provide visitor information through foreign language interpretation guides (currently provided in Japanese, Chinese, Korean, Spanish, Vietnamese, German and French)	Surveys conducted to determine visitor needs	On-going program
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature	Continued upgrade of directional signage, and maintenance of interpretive signage. Installation of visually communicative devices (e.g. the new Tasmanian Devil; TWPZ cross promotion installation of giraffe lawns, macropod walk-thru signs, signs constructed which represent Aboriginal culture)	On-going program
Promote the zoos and the services of Taronga within ethnic communities	Target visitors of overseas origin through foreign language publications and ethnic print/broadcast media	In accordance with Premier's Department Guidelines, Taronga continues its commitment to expending 7.5% of its advertising budget on advertising Taronga's services throughout the ethnic community	On-going program
		Taronga Zoo Tourism targets groups and independent travellers from all overseas countries via sales missions to in-market tour operators, advertising and promotions	
		Zoo Education targets in bound student travel organisations including JTB, Kintestu, Jalpak, and foreign language schools	On-going program
		Taronga Zoo received significant media exposure through SBS Radio and Television	On-going program to ensure access for all ethnic media

Appendices

Objective	Strategies	Achievements for 2009/2010	Program for 2010/2011
		Quarterly PR media mailout included ethnic/community press and broadcast media	On-going program will continue in accordance with requests received
		PR department at both zoos hosted various media teams from foreign countries	On-going program
Promote respect and accommodate cultural difference amongst Taronga staff	Continue to provide opportunities through Taronga's work experience program particularly for people from non-English speaking backgrounds	School student work experience program continues to deliver opportunities to significant numbers of non-English speaking background students	On-going program
	Providing policies in accordance with the <i>Multiculturalism Act 2000</i> e.g. Holy Days Religious Duty Policy	Religious Duty Policy reviewed and updated	Updated annually
	International volunteer keeper program allowing foreign students and Keepers to work in Australia	Keeper exchange program continued with 3 international exchanges during the period	On-going
Continuing development of Taronga's Intranet	To provide and disseminate information on MPSP	Taronga MPSP placed on Intranet to ensure staff accessibility	Updated annually
Ensure Taronga's recruitment activities support MPSP	Ensure all Taronga offers of employment include a condition requiring employees to agree to support values of cultural diversity, equity and ethical practice, and a healthy, safe and fair workplace	Successfully recruited a full time aboriginal specific position in keeper area	Continue to support ethnic specific positions in key service delivery roles
	Ensure a range of vacant positions at both zoos are made known to a selection of organisations with multi-cultural community reach	A range of zoo vacancies directly advertised with several multi-cultural organisations	On-going
Promote understanding of multi-cultural communities	Provide opportunities to increase understanding of and experience multi-cultural communities	Organisational-wide Harmony Day celebrations	Annually
		Continued focus on the challenges faced by multi-cultural communities in the home countries of environmental and wildlife conservation regarding (e.g. Coltan mining in Great Ape habitat; sustainable seafood; use of habitat rainforest timber)	Ongoing



Appendix 21

Action Plan for Women

Taronga is committed to providing a fair and equitable workplace and is an Equal Employment Opportunity employer. The functions of Taronga which support the NSW Government's Action Plan for Women, and specifically address various issues faced by women are:

- Leadership and personal development. During the year, Taronga filled a number of management positions with women. The participation rate for women at middle management and senior management level remained greater than 50%. 50% of positions recruited for at middle management and senior management level during 09/10 were filled by women.

The Certificate IV in Frontline Management was made available to 21 current and future supervisor from both TZ and TWPZ. Women represented 52% of this participant group.

Of all Taronga Training Institute students and trainers 73% are female, which represents an increase of 3% on the 2008/09 participation rate.

Trainer and Assessor employment opportunities have and will continue to increase as the Taronga Training Institute's course offerings and student body grows. In 2009/10 a total of 16 individuals were supported to acquire their Certificate IV in Training and Assessment, with 75% of these supported places being female.

Further, the 50% of Taronga Training Institute's Indigenous Scholarships were awarded to females.

- Volunteer female representation. 72% of Taronga Volunteers are women.
- Celebrating Women in the Workplace. Taronga continues to promote International Women's Day and celebrate the significant contribution made by female employees and volunteers.

Taronga's participation in the 2010 Sydney Gay and Lesbian Mardi Gras provided an opportunity to celebrate the diversity of Taronga's workforce.

7 long serving female employees were also inducted into Taronga's Long Service Club.

- Access to Child Care. Taronga Zoo staff continue to have access to child care programs held in the Zoo's education centre every school holiday period, with fees for this service being financially subsidised by Taronga.
- Flexible working arrangements. Taronga has in place a number of flexible work arrangements, with many of these arrangements support working mothers.
- Support for lactating mothers: Taronga has adopted the proposed lactation breaks clause for our award with the broadest coverage. This clause enables lactating mothers access to 2 x 30minute breaks per day, for the purposes of continuing breastfeeding.

- Human Resources Policies. Taronga's commitment to its Anti-Discrimination and Harassment Free Workplace Policy, Equal Employment Opportunity Policy and Employee Code of Conduct was reinforced by its Dignity and Respect in the Workplace training program continuing to be provided to managers, supervisors and employees at Taronga Zoo and Taronga Western Plains Zoo.

Taronga's Mentoring Program Policy continues with excellent representation of our female employees within the group engaged in this program.

- Zoo Friends Fellowship Program (2009). During this year, 64% of Zoo Friends Fellowships were awarded to women to undertake development activities in their areas of specialisation.
- Training and Development Support. Over 74% of the employees sponsored by Zoo Friends to attend the annual ARAZPA Conference were women.

Strategies for 2010

It is intended that the following actions be undertaken over the next twelve months to aid in addressing issues for women in the workplace:

- Increase the number of Taronga Grievance Officers at both Taronga Zoo and Taronga Western Plains Zoo to enhance the avenues for women in the workplace to seek guidance, and raise concerns. This initiative has been rolled over from 2009.
- Continue financial support for female staff to access training and development programs and to attend the annual zoo industry conference. This will include providing Certificate IV in Front Line Management training to relevant employees including female supervisors to promote ongoing skill development, and to enhance Taronga's workforce capabilities.
- Continue to provide learning and development and new employment opportunities via Taronga's Registered Training Organisation, Taronga Training Institute.
- Establish a Leadership Development Program which incorporates skilling to enable women to develop into more senior positions.
- Continue to participate in NSW Government led initiatives for women.
- Continue to ensure the promotion of International Women's Day at both Taronga Zoo and Taronga Western Plains Zoos, and increase volunteer and student participation rates at International Women's Day celebrations.
- Continue the delivery of Dignity and Respect in the Workplace training; and promotion of Taronga's mentoring program.

Leadership and Personnel Development 2010

Total Female Representation in SES and SO	29%
Total Female Representation in Middle and Senior Management	59%

Appendices

Appendix 22

Staff of the Taronga Conservation Society Australia

Abra, Lisa	Belov, Dimitry	Campbell, Michelle	Cornish, Christine
Adams, Jennifer	Bennett, Samuel	Canning, Christopher	Costa, Francisco
Aggerholm, Pernille	Bennett, Allison	Capelin, Joshua	Couch, Jeanette
Agnew, Tammy	Benoit, Pascale	Carless, Holly	Coulter, Penny
Albanil, Ovidio	Bentley, Sarah	Carmody, Paula	Counihan, Monique
Albert, Simone	Betts, Beverley	Carr, Phillip	Couper, Kevin
Alexander, Catherine	Bianchi, Claudia	Carroll, Liana	Crabtree, Lucas
Alexander, Anders	Birchall, Gemma	Carroll, Sheryn	Crew, Lauren
Alexander, Michael	Birrell, Maree	Cashion, Louise	Crittles, Chad
Altuna, Juan	Bishop, Rochelle	Cassidy, Elizabeth	Crow, Kevin
Anderson, Ian	Bodel, Nikki	Castle, Amber	Crowe, Chi
Anderson, Peter	Bolivar, Javiera	Cavanagh, Simon	Crowley, Thomas
Anderson, Kathryn	Bombonato, Elio Emilio	Cavanagh, Lisa	Curr-Smith, Victoria
Anderson, Karen	Booth, Ngaire	Chambers, Suzanne	Cusack, Suzanne
Andrew, Paul	Bordakiewicz, Marika	Chan, Colin	Cveticanin, Lucinda
Angel, Lauren	Bourke, Nicholas	Cheal, Rodney	Dahm, Tobias
Angus, Warrick	Bourne, Duncan	Chellingworth, Belinda	Dalleywater, Stephen
Apostol, Amadeo	Boyer, Katie	Chen, Sean	Dalziel, James
Arcus, Tracey	Boylan, Terrence	Chen, Pei-yi	Darcy, Joshua
Armitage, Janet	Boyle, Nicholas	Chen, Amy	Dare, Ryan
Armstrong, Claire	Bradshaw, Nathan	Chin, Rebecca	Darlington, Leanne
Armstrong, Charlotte	Brandl, Megan	Chiotti, Claire	David, Patrick
Armstrong, Evan	Brass, Adam	Chisholm, Ian	Davies, Melanie
Arnold, Hugh	Brett, John	Choi, Brian	Davies, Paul
Arnold, Elissa	Brice, Sara	Christie, Emily	Davis, John
Arthur, Elizabeth	Briton, Eryn	Christie, Honor	Davis, Megan
Asimus, Allen	Britt-Lewis, Anthony	Clark, Nanette	Dawson, Garry
Astley, Jason	Brogan, Roger	Clarke, Peta	de Farria, Tammy
Atwood, Christopher	Brown, Simon	Clatworthy, Narelle	De Graaff, Nicolas
Austin, Verity	Brown, Karen	Clayton, Lindsey	De Marchi, Emma
Azar, Susan	Browne, Catherine	Clayton, Vanessa	de Vos, Nicholas
Azpiazu, Maria	Brunsdon, Shannon	Clifford, Chantelle	Dea, Matthew
Bailey, Kia	Bryant, Benn	Clinch, Pamela	Denton, Sandra
Baker, Susan	Bryson, Megan	Cocks, Marcus	Desai, Raja
Baker, Sandra	Bui Thi, Ngoc Anh	Codd, Deanne	D'Ettorre, Adalgisa
Bambrick, Rachel	Bullock, Kevin	Coffey, Michael	Di Giglio, Vanessa
Barden, John	Burchill, Leon	Collett, Jesse	Dickson, Pamela
Barden, Melissa	Burgess, Jane	Collier, Jay	Dockerill, Robert
Barker, Thomas	Burgoyne, Pamela	Collis, Bridgette	Dominique, Diane
Bastian, Matthew	Burke, Steven	Combridge, Lisa	Donoghue, Peter
Bastide, Belinda	Burke, Stuart	Conaghan, Jennifer	Dorrian, Anthony
Battaglia, Adam	Buzas, Richard	Connerton, Eric	Drew, Robert
Bedford, Stephen	Calabria, Frank	Connor, Alexandra	Dryburgh, Christopher
Beeby, Kristina	Cameron, Fiona	Cookson, Anthony	Duffy, Simon
Bell, Tamara	Cameron, Chaseley	Cooper, Pauline	Duncan, Janine
Bell, Emma	Campbell, Veronica	Cooper, Paige	Dundas-Hargraves, Kirsty



Dunn, Natalie	Friederich, Judith	Hall, Theresa	Hughes, Trent
Dunsford, Anthony	Friedman, Melanie	Halliburton, Alexander	Hughes, Bruce
Dzang, John	Frize, Lynne	Hamilton, Laura	Hulst, Frances
Eade, Kevin	Frost, Matthew	Hammon, Arabella	Hume, Kathryn
Eaton, James	Fuller, Matthew	Hampel, Mathias	Humphreys, Kaye
Edwards, Daryl	Galati, Jenny	Hanlon, Nicholas	Husher, Simon
Edwards, Carol	Gallagher, Andrew	Hannah, Samira	Husher, Kira
Edwards, Anika	Garard, Kristy	Hannan, Benjamin	Hutchison, Kerren
Edwards, Jane	Garcia, Cameron	Hanson, William	Inkratas, John
Edwards, Shannon	Garrett, Emily	Harasta, Hayley	Inkson, Carol
Egan, Belinda	Gaylard, Vicki	Harcourt, Allie	Inkson, John
Elfleet, Diane	Gee, Brian	Hardy, Colin	Isaacs, Oliver
Elton, Samantha	Gibb, Kathryn	Hare, Paul	Isaacs, Tristan
Elzer, Amanda	Gibson, Ben	Harlow, Peter	Jackson, Anthea
Emanuel, Joshua	Gifford, Annette	Harrington, Julie	Jackson, Gary
Ensor, Jessica	Giles, Peter	Harris, Helen	Jacobs, Matthew
Epworth, John	Gillespie, Judith	Harris, Teresa	James, Karen
Etchells, Tammy	Gillies, Tristan	Harris, Katherine	Jenkinson, Todd
Evans, Wesley	Ginman, Louise	Hart, Stephanie	Johnson, Tobias
Evans, Felicity	Glass, Edward	Hartigan, Ashlie	Johnson, Robert
Evans, Luke	Gleen, Wendy	Hattersley, Kelly	Johnston, Bradd
Fabreschi, Flavio	Gleichman, Ian	Hawkins, Margaret	Jones, Peter
Fairbank, Emma-Jane	Gold, Stephanie	Hay, Jason	Jones, Jessica
Faithfull, Simon	Goodyer, Eugenie	Hayford, Reginald	Jones, Rebecca
Falkenberg, Rosemary	Gordon, Martin	Haylock, Dannielle	Jones, Regan
Fanson, Kerry	Gordon, Luisa	Hayward, Arliah	Jones, Laura
Farquhar, Eleanor	Gotsch, Leopold	Heffernan, Julia	Jones, Kathryn
Farr, Diane	Grainger, Melissa	Helgesen, Jon	Katz, Veronika
Farrar, Lisa	Gramp, Joel	Hermansyah, Maman	Keeley, Tamara
Farrugia, Nicole	Grant, Mark	Heslin, Patricia	Keen, Lisa
Fegan, Christine	Grant, Brittany	Hill, Helen	Keighran, Katherine
Felton, Anna	Green, Matthew	Hill, Virginia	Keimling, Kerstin
Fidler, Laura	Greene, Belinda	Hill, Rebecca	Kerin, Joel
Field, Cyrelle	Greenfield, Abigail	Hillermann, Annemarie	Kernot, Alessia
Fifita, Andrew	Griffin, Alison	Hockey, Andrew	Kerr, Cameron
Finlayson, Brett	Grillo, Victoria	Hodges, Wendy	Kerr, Joel
Fisher JR, Stephen	Grima, Mark	Hodgson, Elizabeth	Kettle, Matthew
Fitzgerald, Nicole	Grossfeldt, Louise	Hoffmann, Terrence	Kettle, Edward
Flanagan, Linette	Grul, Timothy	Holland, Clair	Kidd, Geoffrey
Fletcher, Eric	Gussoni, Rossana	Hollings, Samantha	Killeen, Leonie
Flowers, Megan	Guy, Kenneth	Holloway, Hayley	Kinsella, Wendy
Formosa, Michael	Haddock, Joseph	Holmes, Kate	Kirk, Gregory
Foster, Jessica	Haenga, Reece	Hooker, Kathryn	Kirkwood, Anthony
Fox, Danielle	Haesler, Debra	Host, Brendan	Kitching, Paul
Fozard, Phillip	Hall, Simon	Hough, Cordelia	Klaassens, Kristie
Francis, Caroline	Hall, Jane Ann	Houghton, David	Kleinig, Steven
Fraser, Kim	Hall, Elizabeth	Howard, Meaghan	Kolkert, Heidi
Fredrickson, Cate	Hall, Theresa	Howard, Ashleigh	Konovas, Jenine
Freeman, Wayne	Hall, Lorraine	Hudnall, Vicki	Kozlowski, Stuart

Appendices

Krause, Sherie	Marr, William	Miller, Gary	O'Shea, Graham
Kurniawan, Sheley	Marshall, Jane	Miller, Lauren	Oxley, Gillian
Lahey, Mia	Martin, Alan	Milton, Kevin	Palmer, Christina
Laing, Rachel	Mason, Paul	Milton, Jodie	Parker, Shannon
Lambe, Kelly	Massey, Justine	Minehan, Janelle	Parry, Owen
Lamb-McCabe, Kathleen	Mathews, Shirley	Minor, Lisbeth	Payne, Jeffery
Lander, Sophie	Matkovics, Richard	Mitchell, Michael	Peel, Genevieve
Langman, Lloyd	Matthews, Farley	Moldrich, Chayna	Pellatt, Roxanne
Latham, Kerri	Matthews, Beverly	Molenaar, Maddison	Perry, Laurence
Le, Doan	Mawdsley, Claire	Molyneux, Melissa	Peters, Sallyanne
Le, Hien	McAliney, Cyndi	Monaco, Gina	Phillips, Susan
Leach, Rachel	McAuley, Stephen	Monaghan, Adam	Pietens, Belinda
Lear, Karina	McCallion, Michael	Mondon, Sandra	Pile, Wendy
Lebon, Geoffrey	McCluskey, Joshua	Monsour, Terasa	Pilon, Georgina
Leddin, Anton	McCracken, Stephen	Mooney, Natasha	Pomeroy, John
Lehmann, Kazuto	McDonald, Katherine	Moran, Holly	Pompeus, Jeannine
Leplaw, Gregory	McDonald, Kate Alice	Morgan, Garry	Ponting, Loretta
Leso, Sarah	McDonogh, Ben	Morrice, Emily	Poon, Michael
Lewis, Megan	McDonough, Michelle	Morris, Ian	Powell, Justine
Lewis, Melissa	McDowall, Phillip	Morris, Amelia	Powell, Bronwyn
Lewry, Daryl	McFadden, Michael	Mortimer, Emma	Price, Deborah
Li, Xin	McGill, Danielle	Moss, Renae	Pride, Rebecca
Licardy, Amber	McGuigan, Alexandra	Mountfort, Patty	Priest, Simon
Lindsay, Michelle	McGuinness, Donna	Mowat, Cameron	Priestley, Terence
Line, Owen	McIntosh, Keith	Mullins, Russell	Pringle, John
Lodge, Robert	McIvor, Paul	Muras, Andrea	Pritchard, Deborah
Lombe, Christi	McKenzie, Matthew	Murphy, Ben	Puckeridge, Sharne
Low, Maxwell	McKenzie, Bradley	Murphy, Laura	Purcell, Dean
Low, Scott	McKinlay, Alison	Murray, Sarah	Purvis, James
Low, Simone	McLachlan, Mitchell	Murray, Kristy	Quaass, Laura
Ludowyk, Simon	McLachlan, Ashley	Nedved, Vera	Quayle, Mandy
Luo, Anqi	McLellan, Amanda	Nelson-Harcourt, Lesley	Quirk, Samantha
Luo, Marco	McMillan, Alexandra	Neumann, Elly	Rac, Andrea
Lynne, Jeffrey	McMonigal, Simone	Newton, Linda	Rainey, Darrelyn
Lyons, Lauren	McReaddie, Shallon	Nguyen, Hong	Rankin, Hunter
MacGibbon, Rachel	Mead, Craig	Noke, Gemma	Rawson, Bernard
MacRae, Michael	Meikle, William	Nolan, Tannith	Raymond, Rose
Magee, Karen	Melo, Lucy	Norburn, Richard	Reid, Colin
Magner, Carolene	Mendis, Radhika	Nugent, Belinda	Reid, Sonia
Maguire, Paul	Mendis, Shehani	O'Brien, Frances	Reid, Rhonda
Maguire, Sharon	Mercer, Ian	O'Brien, Andrew	Reilly, Andrew
Male, Sarah	Mercurio, Stefania	O'Brien, Warren	Renwick, Cath
Manaros, Charn	Metcalfe, Paul	O'Brien, Rebecca	Richards, Marianne
Mance, Jennifer	Michelmore, Jordan	Olliek, Sarah	Rideout, Denise
Mander, Michael	Middlemiss, Timothy	Olliek, Miriam	Ridley, Lisa
Mandy, Jacquelyn	Mike, Georgia	Olliver, Dilan	Rios Meza, Micaela
Manning, Stephanie	Mike, Vicki	Olofinsky, Mark	Roberts, Tracey
Mansell, Sarah	Mikulecky, Angela	Onley, Kate	Roberts, Collette
Mare, Jean	Milgate, Jodie-Lee	O'Riordan, Mark	Roberts, Emma



Roberts, Katrina	Spinks, Michael	Towns, Jarret	Winslett, Barbara
Robinson, Marie	Spinks, Portia	Townsend, Warren	Withaar, Matthew
Rollins, Todd	Spinks, Michael	Tran, Trang	Wolf, Alli
Rose, Karrie	Springall, Teresa	Tranter, Emma	Wong, Kingsley
Rutherford, Sandra	Staker-Matthews, Kerry-Anne	Trosse, Greg	Wood, Julie
Salisbury, Jennifer	Standen, Wade	Truswell, Jennifer	Wood, Kimberley
Sammut, Bettina	Stebbing, Vanessa	Tucker, William	Woodbury, Roger
Sanders, James	Steele, Caroline	Tully, Jessica	Woods, Rupert
Sangster, Cheryl	Steindler, Lisa	Turnbull, James	Woodward, Rachael
Scalora, Penny	Stevens, Annette	Twardowski, Anette	Wright-Murray, Lindsay
Scannell, Charmaine	Stewart, Sarah	Twentyman, Amy	Wyatt, Melissa-Ann
Schaap, David	Stewart, Gregory	Usmar, Rebecca	Xu, Liang
Schaap, Louise	Stone, Erin	Uvirova, Lenka	Yasuda, Emi
Schaap, David	Stoneman, Zoe	Vanden Hogen, Brian	Zhu, Yao
Schaefer, Emma	Stoneman, Lorena	Varga, Lloyd	Ziliotto, Roger
Schmelitschek, Emily	Strykowski, Julia	Vetsavong, Heidi	Zivkovic, Danilo
Schmidt, Allan	Stuart, Jacqueline	Vial, Bobby-Jo	
Seaton, Andrew	Stuart, Elaine	Vieceli, Jane	
Sedgman, Nichole	Sue-San, Andrew	Vinette Herrin, Kimberly	
Sehlin, Marilyn	Sullivan, Jane	Virgona, Gabriel	
Sehlmeier, Annabelle	Surland, Elizabeth	Vogelnest, Larry	
Shadie, Jason	Swan, Nathen	Wagner, Amie	
Shenstone, Elizabeth	Tamayo, Bobby	Waldren, Tegan	
Sherring, Kylie	Tantini, Michele	Walker, Joanne	
Shiels, Michael	Taprasert, Rattana	Walraven, Erna	
Shipway, Melissa	Tate, Ryan	Walton, Alice	
Shipway, Brendan	Taubert, Cheryl	Walton, Kelly	
Shqau, Martine	Taylor, Ross	Watkin, Lang	
Sicilia, Raul	Taylor, Alison	Watkins, Jacqueline	
Sidana, Puneet	Taylor, Lorinda	Watkinson, Gemma	
Sime, Andrea	Taylor, Kelly	Watson, Barbara	
Simpson, Nardi	Taylor, Matthew	Watts, David	
Sinclair, Paul	Taylor, Philip	Webster, Janelle	
Singh, Ranbir	Taylor, Brooke	Welch, James	
Skibinski, Dorota	Tenbrock, Nora	West, John	
Skidmore, Adam	Tennyenhuis, Lisa	Weston, Evelyn	
Slavica, Dragana	Theagesan, Sumita	Wheatley, Stephanie	
Slip, David	Theodore, Katharina	Wheeler, Dean	
Small, Lesley	Theodoropoulos, Connie	Whitby, Caitlyn	
Smith, Christine	Thomas, Brent	Whiteman, Melissa	
Smith, Bryan	Thompson, Susan	Wiencke, Christopher	
Smith, Scott	Thompson, Jay	Wigger, Merryn	
Smith, Jannene	Thomson, Stephen	Wilkin, David	
Smith, David	Thomson, Kristal	Willenborg, Christiana	
Smith, Alison	Todd, Peter	Willet, Kristy	
Smith, Michael	Todd, Elli	Williams, Mark	
Snowdon, Michael John	Toombes, Jordan	Williams, Phillipa	
Soden, Joanne	Topham, Philip	Williams, Jesmond	
Spindler, Rebecca		Williams, Phillipa	

Appendices

Appendix 23

Internal Audit and Risk Management Attestation for the 2009–2010 Financial Year for Taronga Conservation Society Australia

I, Leonard F Bleasel AM, am of the opinion that the Taronga Conservation Society Australia (Taronga) has internal audit and risk management processes in place that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I am of the opinion that the internal audit and risk management processes depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) Taronga has implemented the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

Ministerially Determined Departure	Reason for Departure and Description of Practicable Alternative Measures Implemented
<p>Core Requirement 3</p> <p>Taronga has appointed three independent members of the Board as members of the Audit Committee. The members are not nominated on the Government Audit and Risk Committee prequalification scheme.</p>	<ul style="list-style-type: none"> • The three Taronga Board members of the Audit and Risk Committee have had significant experience in financial and risk management in both the public and private sectors. • Board members by virtue of their duties are aware of the operating activities and inherent risks of the organisation. • Significant savings in time and costs (no additional remuneration) in having members of the Audit and Risk Committee. • The ASX Corporate Governance principles (August 2007) recommend that the Audit Committee consist only of non-executive directors.

I am of the opinion that the Audit and Risk Committee for Taronga is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair – Ms Gae Raby
- Independent Member 1 Clr – Anne Connon
- Non-independent Member 1 – Ms Catherine Strassberg

These processes, including the practicable alternative measures being implemented, provide a level of assurance that enables the senior management of Taronga to understand, manage and satisfactorily control risk exposures.



L F Bleasel AM
Chairman
Taronga Conservation Society Australia



Glossary

AAD	Australian Antarctic Division	CSIRO	Commonwealth Scientific and Industrial Research Organisation
AAZV	American Association of Zoo Veterinarians	CWIO	Capital Works, Infrastructure and Operations
AC	Companion of the Order of Australia	DECCW	Department of Environment, Climate Change and Water (NSW)
ACA	Associate of the Institute of Chartered Accountants	DET	Department of Education and Training
ACGC	Australasian Conservation Genetics Centre	DoCS	Department of Community Services
AFAIM	Associate Fellow of the Australian Institute of Management	DSTO	The Defence Science and Technology Organisation
AGSRCA	Animal Gene Storage Resource Centre of Australia	EEO	Equal Employment Opportunity
AHRI	Australian Human Resource Institute	ESL	English as a Second Language
AM	Member of the Order of Australia	FACVSc	Fellow, Australian College of Veterinary Science
AMMRC	Australian Marine Mammals Research Centre	FAICD	Fellow of the Australian Institute of Company Directors
AMSA	Australian Maritime Safety Authority	FAIM	Fellow of the Australian Institute of Management
ANFFS	Australian Native Flora and Fauna Sanctuary	FCA	Fellow of Chartered Accountants
ANU	Australian National University	GMQ	Graduate Management Qualification
AO	Officer of the Order of Australia	GOHR	Greater One-horned Rhinoceros
AQIS	Australian Quarantine and Inspection Service	GSO	Great Southern Oceans
APU	Animal Presentation Unit	GST	Goods and Services Tax
ARAZPA	Australasian Regional Association of Zoological Parks and Aquaria	IRF	International Rhinoceros Foundation
ARC	Australian Research Council	IRV 2020	Indian Rhino Vision 2020
ARKS	Animal Record Keeping System	ISIS	International Species Information System
ARWH	Australian Registry of Wildlife Health	IUCN	International Union for the Conservation of Nature
ASAF	Australian Shark Attack File	IVF	In Vitro Fertilisation
ASMP	Australasian Species Management Program	IZWR/IZW	Institute for Zoo and Wildlife Research, Berlin
ASX	Australian Stock Exchange	LAAI	Licentiate of the Australian Advertising Institute
ASZK	Australasian Society of Zoo Keepers	MACS	Member of the Australian Computer Society
AWHN	Australian Wildlife Health Network	MACVSc	Member of the Australian College of Veterinary Science
B2B	Backyard to Bush	MRCVS	Member Royal College Veterinary Surgeons
BioSIRT	Bio-security, Surveillance, Incident Response and Tracing	MBA	Master of Business Administration
BSU	Behavioural Science Unit	MFIA	Member of Fundraising Institute of Australia
CCTV	Closed Circuit Television	MIE	Member of Institution of Engineers Australia
CEO	Chief Executive Officer	MIKE	Monitoring the Illegal Killing of Elephants
CES	Chief Executive Service		
CITES	Convention for the International Trade in Endangered Species		
CPEng	Chartered Professional Engineer (Australia)		

Glossary

MSDS	Material Safety Data Sheets
NAIDOC	National Aboriginal and Islander Day Observance Committee
NESB	Non-English Speaking Background
NPWS	National Parks and Wildlife Service
NWHIS	National Wildlife Health Information Service
OHS&E	Occupational Health, Safety and Environment
PR	Public Relations
QAP	Quarantine Approved Premises
QC	Queen's Counsel
QPWS	Queensland Parks and Wildlife Service
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SAFE	Saving Animals From Extinction
SAG	Specialist Advisory Group
SAP	Systems Analysis and Program Development
SEO	Search Engine Optimisation
SES	Senior Executive Service
SCAR	International Scientific Committee for Antarctic Research
SSC	Species Survival Commission
TAFE	Technical and Further Education
Taronga	Taronga Conservation Society Australia
TCSA	Taronga Conservation Society Australia
TTI	Taronga Training Institute
TWH	Taronga Wildlife Hospital
TWPZ	Taronga Western Plains Zoo
TZ	Taronga Zoo
VQC	Veterinary Quarantine Centre
WAZA	World Association of Zoos and Aquariums
WELL	Workplace, English Language and Literacy
WIRES	NSW Wildlife Information and Rescue Service
WRAPP	Waste Reduction and Purchasing Policy
YATZ	Youth at the Zoo
ZAA	Zoo and Aquarium Association (formally known as Australian Regional Association of Zoological Parks and Aquaria – ARAZPA)
ZIMS	Zoological Information Management Sydney
ZPB	Zoological Parks Board of New South Wales



Index

Action Plan for Women	155	Media Relations	36
Admission Figures	17	Occupational Health and Safety (OHS)	65
Animal Collection Management and Display see		Performance Indicators	19, 27, 39, 49, 61
Life Sciences at Taronga Zoo	20	Privacy Management	128
Life Sciences at Taronga Western Plains Zoo	22	Publications	142
Behavioural Science Unit	25	Records Management	68
Appendices (Contents Page)	127	Recycling/Environmental Programs	35
Assets (Statement of Financial Position)	75, 113	Research Projects	28, 131
Australian Marine Mammal Research Centre (AMMRC)	28	Retail Services	53
Australian Registry of Wildlife Health	31	Risk Management	68
Australian Shark Attack File	31	Sponsors	59
Australian Wildlife Health Network (AWHN)	31	Staff Training and Development	63
Board Members, Committees	8	Taronga Foundation	54
Catering Services	54	Tourism Marketing	50
Chairman's Report	7	Veterinary Services	23, 25
Community Support	66	Vision (role in conservation)	4
Conservation and Population Management Programs	129	Volunteers	62
Conservation and Research Projects	28	Wildlife Rehabilitation	24, 25
Conservation Field Grants	32	Year in Brief see	
Consultants Fees	151	Financials	14
Consultancies undertaken by Taronga	138	Visitation	16
Customer Feedback	44	Zoofari Lodge	54
Corporate Partnerships	58	Zoo Friends	58
Director and Chief Executive's Report	12		
Education Programs	40		
Equal Employment Opportunity	64, 147		
Freedom of Information	151		
Financial Statements and Notes	69		
Guarantee of Service	44		
Guest Services and Visitor Experience	44		
Highlights 2009/2010	13		
Human Resources	62		
Information Technology	67		
Management Structure see			
Appointed Board and Board Committees	8		
Organisational Chart	11		
Senior Management Team	10		
Senior Staff	150		
Employees by Program Area	14, 151		
Marketing and Promotion	50		



This document has been printed by the Lindsay Yates Group, which is certified by the Forest Stewardship Council.

Covers printed on Sovereign Silk which uses fibre sourced from pulp suppliers employing sustainable forestry techniques and is manufactured with elemental chlorine free pulps by an environmentally accredited mill under the ISO 14001 Environmental Management System.

Text pages printed on Sovereign Offset which is FSC Certified, considered to be one of the most environmentally adapted products, contains fibre sourced only from responsible forestry practices, is ISO 14001 EMS accredited and made with elemental chlorine free pulps.



The Taronga Conservation Society Australia Board operates Taronga Zoo and Taronga Western Plains Zoo.

The principal office of the Board is at Taronga Zoo.
Office Hours: 8.30am to 5.00pm
Monday to Friday.

Both Zoos have wheelchair access to most exhibits and facilities, as well as wheelchair accessible toilets.

The current annual report is available on the Taronga Conservation Society Australia website.

www.taronga.org.au

ISSN 0312 – 181X

Design: Impress Design

Editor: Angela Emmerton,
Darill Clements and Zoo
Executive Office

Total Cost of Production:
the total cost of \$44,895
(ex GST) also includes \$2,980
(ex GST) for the production of
the 2010 Animal Register, the
annual reconciliation of wildlife
held by the Zoos.



