

Our reach

Beyond the boundaries



Annual Report 2010 – 2011

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.

Our commitment to conservation extends beyond our boundaries...



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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.

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 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.

Symbol
Platypus
(*Ornithorhynchus anatinus*)

Opened
October 1916.
Site 28 hectares.

Animals
From old Moore Park Zoo, founded by the Royal Zoological Society of New South Wales in 1881.

Number of Animals: 3,928
Species/sub-species: 340

Contact
Bradleys Head Rd,
Mosman, NSW 2088

PO Box 20,
Mosman, NSW 2088

Tel: 02 9969 2777
Fax: 02 9969 7515
www.taronga.org.au

Hours
9am – 5pm daily

Symbol
Giraffe
(*Giraffa camelopardalis*)

Opened
February 1977.
Site 788 hectares.

Animals
Exhibited in open range facilities.
Number of Animals: 565
Species/sub-species: 83

Contact
Obley Rd,
Dubbo, NSW 2830

PO Box 831,
Dubbo, NSW 2830

Tel: 02 6882 5888
Fax: 02 6884 1722
www.taronga.org.au

Hours
9am – 4pm daily

The Hon. Robyn Parker MP
Minister for the Environment
Parliament House
Macquarie St,
Sydney, NSW 2001

Dear Minister,

It is with great pleasure that I present the 38th 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 2011 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).

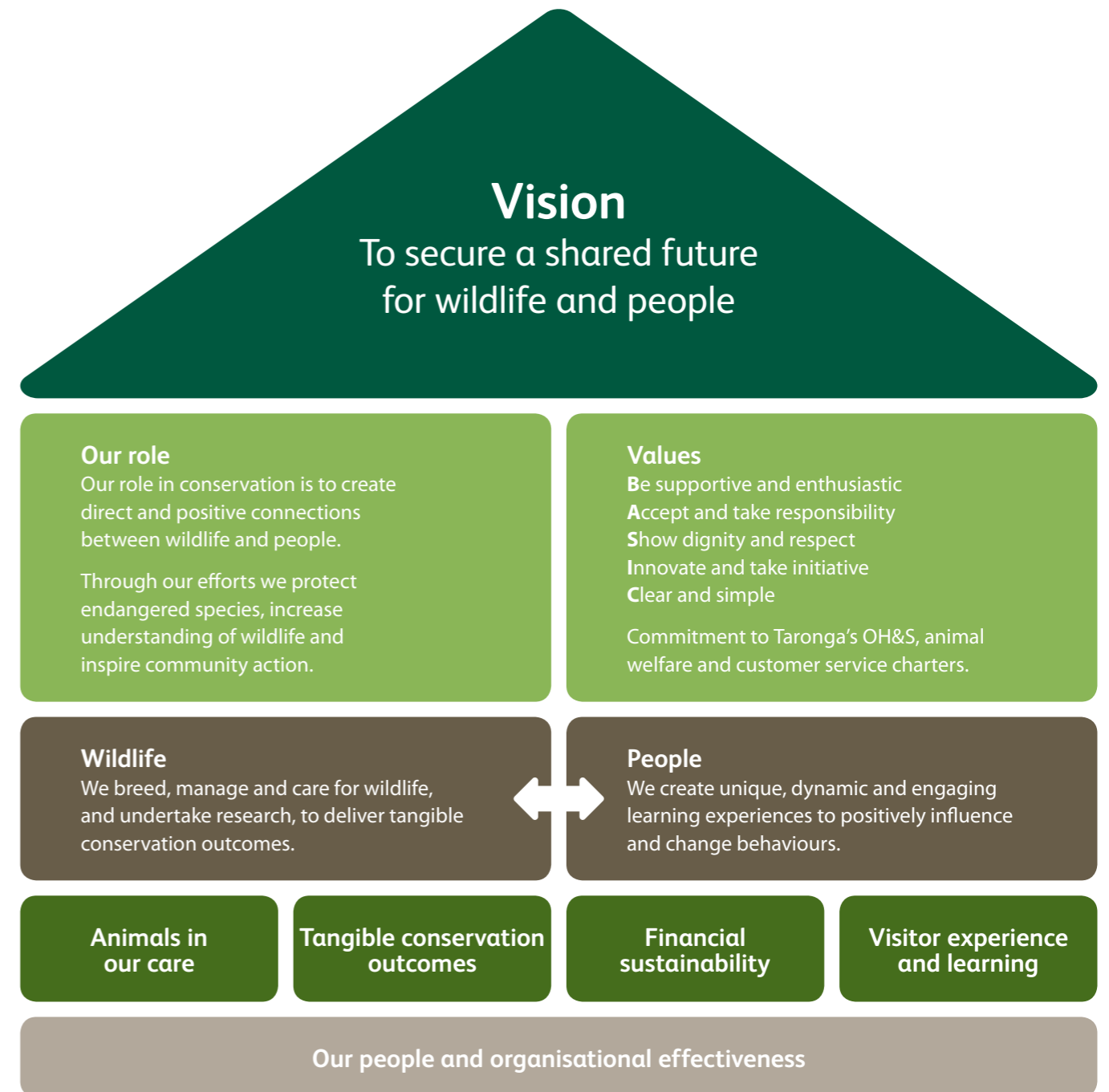
Yours sincerely,



Len Bleasel AM
Chairman

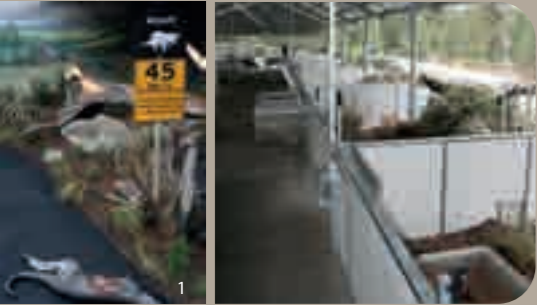
Taronga's strategic plan

Taronga's strategic plan was completed in 2010. It defines the long-term goal of the organisation (the vision), the unique role Taronga plays in the world of conservation (our role) and the way we will conduct our work (our values).



Insurance breeding program
Tasmanian Devil

Australia's Tasmanian Devil is the world's largest carnivorous marsupial.



The devil population faces the threat of extinction due to the devastating effects of Devil Facial Tumour Disease (DFTD) and has declined in numbers by 80% since the mid-1990s. It is estimated that only 10,000–15,000 remain in the wild today.

The Taronga Conservation Society Australia is working with other zoos and wildlife parks across Australia to establish an insurance population of 1,500 disease-free animals. These animals will form the nucleus of a re-introduction population when the threat of DFTD in the wild has abated.

Taronga's research team is also assisting by in-depth investigation of two aspects of Tasmanian Devil biology and reproduction – the ability to freeze genetically-valuable sperm for future breeding and mate compatibility to ensure healthy offspring. Taronga Zoo and Taronga Western Plains Zoo have bred a combined total of 28 Tasmanian Devils since the program started in 2008.



Chairman's report

It is with much pride that I present the 38th 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.

Of particular note is another record year for Taronga's fundraising arm – the Taronga Foundation – with \$7.1m raised. The Foundation has now raised \$53m since its establishment in 2000 and is well advanced to meet its target of \$57.6m in the first 12 years.

I am immensely proud of Taronga Zoo's win in the 2010 Qantas Australian Tourism Awards as the Best Major Attraction which is testament to the work undertaken by our staff to cement our place as the number one tourist attraction in Australia. The win reflects the changes we have made as a result of the current Master Plan redevelopment program which allows our visitors greater opportunities to engage with wildlife.

Together with the NSW Government, we invested more than \$28.58 million in capital development and maintenance this year, and continued our commitment to deliver education, research and leisure facilities and programs to the people of NSW.

With the current Master Plan concluding in 2012/13 we are focusing on ensuring successful completion of these final years and looking ahead toward future opportunities. Taronga's Strategic Plan has been instrumental in guiding management toward these opportunities and I look forward to reporting on them in the coming years.

Taronga's research mandate was again strengthened this year through the Taronga-based Australian Marine Mammal Research Centre (AMMRC). Dr Slip, AMMRC's Research Biologist travelled to Prima Vera Research Station in Antarctica this summer, joining other researchers from around the world studying the Antarctic ecosystem to learn more about climate change. His work with top order predators such as Leopard Seals is an integral part of determining past ecosystems and how these have changed over time.

Taronga's work on behalf of critically endangered frog species continued during the year, culminating in the release of over 400 zoo-bred Corroboree Frog eggs into Kosciuszko National Park. With the IUCN stating that 30% of the world's frog species are threatened with extinction, the conservation programs Taronga is committed to for the Corroboree, Booroolong, Yellow-spotted and Green-and-gold Bell Frogs are as essential as ever.

Taronga's conservation breeding programs continued throughout the year, highlighted by the birth of Taronga's third Asian Elephant calf and our first female, 'Tukta'; the hatching of Australasia's first Galapagos Tortoise at Taronga Western Plains Zoo which captivated us all with the wonderful images of hatchling and adult; and the breeding of endangered Northern Quoll for the first time at Taronga Zoo's Australian Nightlife exhibit.

Taronga also literally took to the skies this year with Australia's first tourist zoo branded aircraft. The QantasLink Q400 was commissioned into the fleet in November and makes regular trips to more than 50 destinations around Australia and as far afield as Papua New Guinea.

I would like to take this opportunity to thank my fellow Board Directors for their guidance and advice during the year. I would particularly like to thank those members whose tenure on the Board will expire at the end of the financial year.

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 and our sponsors whose support is integral to our success. We are all immensely grateful for your dedication and enthusiasm.



Len F Bleasel AM
Chairman



Main image: Mr Len F Bleasel. **1:** Taronga Foundation Patron, Rebel Penfold Russell enjoys the annual Taronga Ball fundraising dinner. **2:** Taronga Zoo was voted Australia's best major attraction at the 2010 Qantas Australian Tourism Awards. Photo: Ben Gibson. **3:** Taronga Western Plains Zoo long term partnership with Qantas resulted in the first promotion of the zoo on the side of a plane – a QantasLink Q400. **4:** Taronga's Australian Marine Mammal Research Centre scientists in the field in Antarctica.



Appointed Board

Section 6 of the Zoological Parks Board Act 1973 stipulates the criteria under which Taronga's Board 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 (6) AM, JP FAIM FAICD

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 and O'Connell Street Associates.

(Term of appointment expires 30/6/2013)

Mr Richard Humphry (5) AO, FCA FAICD AFIN MACS

Ministerial Appointee. Deputy Chairman and Chairman of the Finance and Capital Works Committee. Company Director and Chairman of the Audit and Risk Committee for HSBC Australia Ltd and UGL Ltd; Director BUPA Australia Holdings Pty Ltd, BUPA Australia Health Pty Ltd, MBF Alliances Pty Ltd, MBF Travel Pty Ltd and O'Connell Street Associates. Chairman Tearmunn Super Fund Pty Ltd.

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 30/6/2011)

Councillor Anne Connon (6) BBUS (accounting) CPA (ret), ASIA

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

(Term of appointment expires 30/6/2011)

Mr Ian Cox (6) MACEL BA BED

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. Mr Cox has been a member of Zoo Friends, Taronga Western Plains Zoo for over 20 years, and is a former Vice President of Zoo Friends Council. He was Chair of the Education Committee of Zoo Volunteers, Dubbo, to the end of 2010.

(Term of appointment expires 30/6/2011)

Mr Steven Crane (6) BCom FAICD SF FIN

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, NIB Holdings Limited, Australian Pipeline Limited and APA Ethane Ltd.

(Term of appointment expires 30/6/2011)

Dr Anthony W English (5)

AM RFD, BVSc (Hons.) PhD FACVSc

Representing veterinary science and animal welfare. 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 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 30/6/2012)

Mr Richard Morecroft (2)*

Ministerial Appointee. Member of the Marketing Committee. Mr Morecroft has over 25 years experience as a broadcaster – currently with SBS television. 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 30/6/2011)

*Mr Morecroft was granted a leave of absence from the Board from July – October 2010.

Ms Gae Raby (4) BEcon

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. Currently a member of the New England University Council and a Director of the Landcom Board.

(Term of appointment expires 30/6/2013)

Councillor Allan Smith (4)

Representing Dubbo City Council. An Elected member of Dubbo City Council since 1991. Councillor Smith is the current Mayor of Dubbo, re-elected in September 2009 and has also served as Mayor between 2000 – 2002 and 2004 – 2007, and Deputy Mayor between 1995 – 1999. Councillor Smith is the current Vice President Country for the Local Government Association and a member on the LGSA's Executive Committee, Joint Committee and Economic Committee. Councillor Smith is a member of several other committees and boards including; Regional Development Australia – Orana, State Cover Mutual, Museums and Galleries Board of NSW, as well as the NSW Rural Fire Service Advisory Council, The NSW Bushfire Coordination Committee and Fire Rescue NSW Advisory Council.

(Term of appointment expires 30/6/2011)

Ms Catherine Strassberg (4) CPA BBUS

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 30/6/2011)

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 (2)

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 & Young.

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 W 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;
- ~ Dr Mark Lawrie – Member, Australian Veterinary Association Board.

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)
- ~ Dr Jo Wiszniewski (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 19 new projects, of which all but one were approved. The Committee also reviewed and approved 18 ongoing projects.

From left – right: Dr Anthony W English, Ms Catherine Strassberg, Councillor Anne Connon, Mr Richard Humphry, Mr Leonard Bleasel, Mr Steven Crane, Ms Gae Raby, Councillor Allan Smith, Mr Richard Morecroft and Mr Ian Cox.



Senior Management Team



Cameron Kerr
BSc (Hons), M.Com
Director and Chief Executive



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



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
Fellow, Winston Churchill
Memorial Trust
General Manager,
Taronga Western Plains Zoo

Organisational chart

Minister for the Environment

Taronga Conservation Society Australia Board

Director and Chief Executive

Senior Management Team

Management divisions

Taronga Western Plains Zoo

- ~ Wildlife Programs
- ~ Travel and Tourism
- ~ Marketing
- ~ Guest Services
- ~ Media Relations
- ~ Commercial Operations including 'Zoofari Lodge'
- ~ Education Programs
- ~ Conservation Programs

Life Sciences and Environmental Education

- ~ Life Sciences Strategy and Operations Animal Husbandry
- ~ Keeping Operations
- ~ Formal Education
- ~ Community Education
- ~ Visitor Education (Interpretation) and Public Presentations

Human Resources

- ~ Payroll, Recruitment and HR Services
- ~ Employee and Industrial Relations
- ~ Equity and Diversity
- ~ Staff Training and Development
- ~ Registered Training Organisation Management
- ~ Occupational Health and Safety and Risk Management
- ~ Environmental Policy and Management

Capital Works, Infrastructure and Operations

- ~ Capital Planning and Development
- ~ Management of Capital Works Procurement and Contracts
- ~ Facilities and Asset Operations and Maintenance
- ~ Horticulture
- ~ Catering
- ~ Security Services
- ~ Sky Safari
- ~ Cleaning

Corporate Services

- ~ Financial Planning and Management
- ~ Audit and Review
- ~ Legal Services
- ~ Records Management
- ~ Management Support Services
- ~ Information Technology
- ~ Risk Management

Scientific Research and Wildlife Conservation

- ~ Government Liaison and Regulatory Interface
- ~ Master Plan exhibit planning and animal coordination
- ~ Curatorial Services
- ~ Animal Transactions
- ~ Species Management
- ~ Veterinary Services
- ~ Wildlife Conservation Programs
- ~ Research Programs
- ~ Reproductive Laboratory
- ~ Behavioural Science
- ~ AMMRC

Marketing, Guest and Commercial Operations

- ~ Marketing and Product Development
- ~ Commercial Operations
- ~ Retail
- ~ Guest Services and Admissions
- ~ Tourism and Group Sales
- ~ Fund raising / Taronga Foundation
- ~ Design Studio
- ~ Media Relations and Corporate Communications
- ~ Digital Marketing
- ~ Zoo Friends memberships

William Meikle

BSc, MSc
(resigned 4 November 2010)
General Manager, Scientific Research
and Wildlife Conservation

Director and Chief Executive's report

It has been another year of ground breaking achievements for Taronga, culminating in Taronga Zoo winning the Qantas Australian Tourism Award for Best Major Attraction and Taronga Western Plains Zoo successfully hatching a Galapagos Tortoise in an Australasian first.

On the back of our record year in 2009/10, we have maintained strong attendances and revenue streams despite the continued challenging economic and tourism environments. Of particular note is another record year for the Taronga Foundation – raising \$7.1m.

This was the first full year of our new, five year Strategic Plan to guide our vision and decision-making. Our strategic vision of 'securing a shared future for wildlife and people' is at the centre of our business. As depicted by the diagram on page 5, our continued work in caring for wildlife through breeding, management and research programs, as well as further developing our visitor engagement and education mandates is integral to our business.

I would like to extend my appreciation to our dedicated staff and volunteers for their continued efforts on behalf of wildlife. They are truly the beating heart of our organisation and continue to inspire the work we do.

2010/11 has been another year of conservation achievements and I am incredibly proud of the exceptional work being done in our various breeding programs. Of particular note is the birth of the third Asian Elephant calf to our growing herd – a female, 'Tukta', the successful hatching of a Glossy Black Cockatoo chick, continued breeding success within our Tasmanian Devil conservation program and of course the arrival of the region's first Galapagos Tortoise.

In February this year, I had the privilege of joining colleagues from the International Rhino Foundation in Indonesia to visit sanctuaries supported by Taronga. Reviewing the work undertaken of the sanctuaries and research facilities on Java and in Sumatra further reinforces the importance of Taronga's support through the foundation and technical expertise of staff. Through the International Rhino Foundation, of which Taronga holds a position on the Board, we are supporting ranger anti-poaching units, providing veterinary support and assisting the sanctuaries to further develop management plans and sustainable revenue streams. This is essential to ensure ongoing financial sustainability to support the preservation of critically endangered species, such as the Sumatran rhino, in the wild.

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 as we finalise such major projects as the redevelopment of Taronga Zoo's top entrance and the refurbishment of the Chimpanzee exhibit. Taronga Zoo's top entrance was opened to the public in March this year, although finishing touches to surroundings and continued operational trials will mean an official opening in late 2011.

Taronga continued to build on its growing reputation as a major conservation stakeholder when invited by the Commonwealth Government to address a Senate Standing Committee considering the Truth in Labelling – Palm Oil Bill. Along with CEOs from Zoos Victoria and Perth Zoo, I made representations on behalf of the zoo industry. The Bill, which passed the Senate in late June, will be

considered by the House of Representatives in July. If passed, the labelling of palm oil will be mandatory for all grocery products including cosmetics and detergents. This is an important initiative to ensure consumers can make informed choices and encourage manufacturers to source palm oil from certified sustainable sources.

I am delighted to report that Taronga's education programs continued to grow during the year, with over 160,000 school students participating in curriculum-based environment programs at the Zoos. This represents over 12% of NSW students. The expansion of Zoomobile services out of Taronga Western Plains Zoo and the commencement of the Connected Classrooms video conferencing system have further increased our ability to reach students disadvantaged by distance or finances.

As always, I would like to thank our dedicated sponsors and Zoo Friends, without whom we would not be able to undertake the significant breadth of conservation and research projects on behalf of wildlife. My thanks also to our Board for their support and guidance during the year.



Cameron Kerr
Director and Chief Executive



Main image: Mr Cameron Kerr. **1:** Over 160,000 school students visited Taronga and Taronga Western Plains Zoos in 2010/11. **2:** Taronga Zoo celebrated the arrival of the third Asian Elephant calf, and first female, to the herd in 2010. Photo; Rick Stevens. **3:** Mr Cameron Kerr, Director, visited wildlife sanctuaries and conservation research centres in Indonesia where staff are providing expertise and Taronga Foundation supports the rangers and researchers.



Highlights 2010 – 2011



Birth of the third Asian Elephant calf, a female 'Tukta', as part of the regional breeding program for this endangered species. Photo; Rick Stevens.



Taronga facilitated the return of 400 Corroboree Frog eggs to chytrid-free areas in Kosciuszko National Park. Zoo breeding programs are essential to the species' survival. Photo; Rick Stevens.



TWPZ bred the first ever Galapagos Tortoise in the Australasian region with the arrival of a hatchling in March 2011.



Over 1,100 animals were treated at Taronga's Wildlife Hospitals. Photo; Clare Muston.



Over 6,000 hours of observation assessment were undertaken by behavioural scientists and trained volunteers in the two Zoos. Photo; Dave Swift.



Taronga Zoo won the 2010 Australian Tourism Award for the Best Major Attraction, and the NSW Tourism Award in the same category.



Taronga Zoo hosted Oprah's Ultimate Australian Adventure audience on their first night in Australia, showcasing Australia's native animals.



Taronga Western Plains Zoo became the first Australian zoo to brand an aircraft, with the commissioning of a zoo-themed QantasLink Q400 aircraft.



Taronga's iPhone app, Monkey Mayhem, saw over 65,000 downloads and was a finalist in the prestigious Education and Reference category of the International Webby Awards. Photo; Chloe Precey.



Over 17,000 Facebook fans and 2,700 Twitter supporters follow Taronga's conservation and education messages each day.



Taronga's e-newsletter subscribers increased by 43% to over 54,500 in 2010/11.



Over 22,500 guests enjoyed the 2011 Twilight at Taronga Concert Series at Taronga Zoo.



The Taronga Foundation raised a record \$7.13m in 2010/11, an 8.2% increase on prior year.



A record \$486,594 was raised through four public, direct fund raising appeals. Photo; Taronga Foundation.



Zoo Parent sponsorship grew 5.1% to 2,965. Photo; Bobby Jo Vial.



Over 160,000 school students, or 12.6% of all students in NSW, participated in a Taronga education program in 2010/11. Photo; Rick Stevens.



Over 920 students experienced the new Zoomobile service in western NSW, now operating out of Taronga Western Plains Zoo. Photo; Rod Cheal.



Zoo Friends membership increased by 28% to 64,969.



Nineteen employees completed a Cert IV in Training and Assessment, 17 completed a Cert IV in Frontline Management and 30 completed Cert II in Tourism as part of Taronga's employee development program.



Along with Zoos Victoria and Perth Zoo, Taronga represented the zoo industry at a Commonwealth Senate Standing Committee debating the mandatory labelling of palm oil on food products. Photo; Lorinda Taylor.



Sixty-six publications, journals, conference proceedings and reports were produced by Taronga staff.



Taronga staff delivered 138 lectures and presentations to external audiences.



Taronga Zoo's Zoo Friends office moved to new premises at the renovated top entrance.



Taronga Zoo's top entrance opened to the public in April although an official launch won't occur until 2011/12.

Year in brief Financials

Allocation of employees by Taronga program

492
(FTE)*

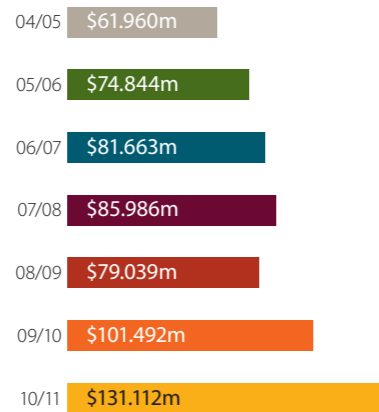
- Life Sciences and Research 208
- Marketing and Communications 39
- Human Resources 19
- Corporate Services 36
- Capital Works, Infrastructure and Operations 66
- Guest Services 124



*FTE – Full time equivalents

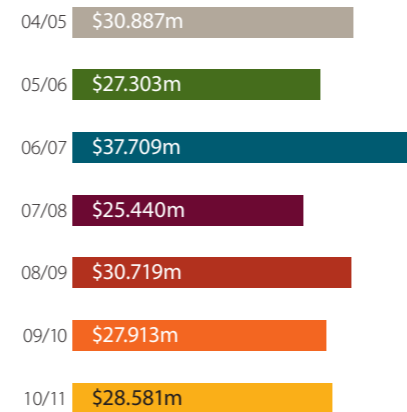
Total income

\$131.112
million



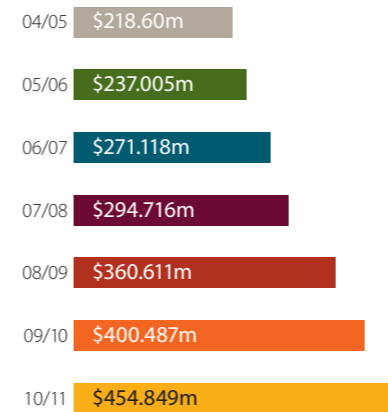
Expenditure on capital development and maintenance

\$28.581
million



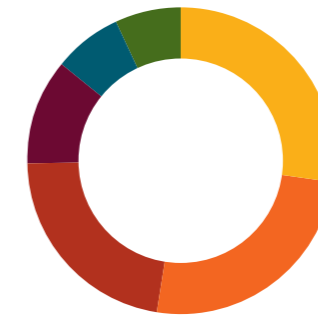
Total assets

\$454.849
million



Allocation of recurrent resources to expense types

- ### Sources of income for Taronga program
- Admissions income 25%
 - Trading sales and franchise revenue 7%
 - Other (including sponsorship and foundation) 22%
 - NSW Govt capital allocation 7%
 - NSW Govt recurrent grant 11%
 - NSW Govt (other) 28%



- ### Allocation of recurrent resources to expense types
- Employee expenses including superannuation 49%
 - Depreciation write down of assets 18%
 - Animal welfare and research 23%
 - Marketing expenses 3%
 - Maintenance 6%
 - Finance costs 3%
 - All other expenses 18%



Total cost of Social Program Policy (SPP) activities

\$11.218
million

- Conservation and preservation of threatened and endangered species \$2.9m
- Preservation and biodiversity \$2.4m
- Public education and awareness programs \$3.2m
- Collaborative species conservation and management \$2.7m

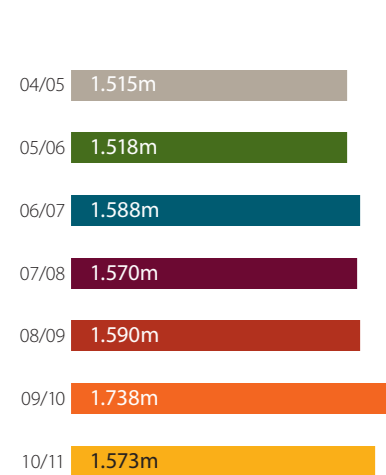


Year in brief

Visitation

Total visitation graph

1.573 million



Origin of guests Taronga Zoo

1.355 million

- NSW – Sydney 54%
- NSW – Other 10%
- Interstate 11%
- International 25%



Origin of guests Taronga Western Plains Zoo

217,117

- NSW – Sydney 28%
- NSW – Other 42%
- Interstate 29%
- International 1%



Guest ticketing mix consolidated

- General admission 51.4%
- Formal education 7.2%
- Discount admission 7.0%
- Promotions 4.4%
- Members 13.7%
- Free of charge 16.3%



Guest attendance

1.573 million
Paid & FOC*

	2009/10	2010/11	Variance	Variance %
Consolidated result				
Paid attendance	1,431,790	1,267,605	-164,185	-11.5%
Paid and FOC* attendance	1,738,103	1,572,980	-165,123	-9.5%
Taronga Zoo				
Paid attendance ⁽¹⁾	1,247,205	1,080,225	-166,980	-13.4%
Paid and FOC attendance ⁽²⁾	1,519,649	1,355,863	-163,786	-10.8%
Taronga Western Plains Zoo				
Paid attendance ⁽³⁾	184,585	187,380	2,795	1.5%
Paid and FOC attendance ⁽⁴⁾	218,454	217,117	-1,337	-0.6%

* FOC – Free of charge
 1. Paid attendance at Taronga Zoo includes Zoo Friends and twilight concerts
 2. Includes function guests
 3. Paid attendance at Taronga Western Plains Zoo includes Zoo Friends and Zoofari guests
 4. Includes function guests



Photo: Chloe Precey.

Global research programs Antarctica

Addressing conservation requires a multi-disciplinary approach – through education, research and collaboration. Taronga contributes to research endeavours across both indigenous Australian wildlife and environments, as well as international species – from native bush rats in Mosman and Dugongs in Queensland, to Leopard Seals in Antarctica.



Taronga's Australian Marine Mammal Research Centre (AMMRC), based at Taronga Zoo and operated in collaboration with the University of NSW, conducts research focusing on the biology, importance and conservation of marine mammals. During the summer of 2010/11, AMMRC again participated in the research season in Antarctica. The ClicOpen (Impact of climate induced glacial melting on marine and coastal communities along the Western Antarctic Peninsula), is an integrated study by 16 countries looking at glaciology, sea ice cover, weather and all biological systems to assess the effects of climate change on the Southern Ocean ecosystem. Taronga's AMMRC is leading the top-order predator research of the ClicOpen program with a focus on the Leopard Seal. Dr David Slip, Taronga's Research Biologist, travelled to the Western Antarctic Peninsula to assess the resident population of Leopard Seals. Research learnt from assessing Taronga Zoo's Leopard Seals is applied in the field in Antarctica, and is an essential component of the collaborative research into climate change.



Tangible conservation outcomes

Ensuring all our efforts contribute to 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 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.



Performance indicators	09/10	10/11
Collection species which are classified as threatened		
Taronga Zoo	28%	28%
Taronga Western Plains Zoo	41%	41%
Threatened species in conservation programs		
Taronga Zoo	43%	44%
Taronga Western Plains Zoo	61%	66%

1: Photo; Lorinda Taylor.
2: Photo; Rick Stevens.



1 & 2: Taronga's participation in the global ClicOpen program in Antarctica is helping to understand climate change.

Conservation and research programs

Taronga's conservation and research programs form the basis of our tangible and measurable conservation outcomes. During 2010/11 these programs included:

Australian Marine Mammal Research Centre (AMMRC)

Taronga's Australian Marine Mammal Research Centre, began in 1996 with the University of Sydney and now includes partnership with the University of New South Wales (UNSW). AMMRC supports post-graduate students from both universities, as well as from Macquarie University studying all aspects of marine science.

2011 Antarctic field trip

During the summer of 2010/11 an AMMRC staff member and a PhD student from UNSW joined the staff of Instituto Antártico Argentino on a research trip to the Argentinean research station Primavera, on the Western Antarctic Peninsula. This was the third field season of an International Polar Year Program, investigating the impact of climate change on top order predators, using the Leopard Seal as a model. Through the use of satellite telemetry and stable isotope analysis this project examines the movement and foraging patterns of Leopard Seals over many years. During this field season whiskers, tissue, and blood samples were collected from 19 Leopard Seals, and satellite transmitters were deployed on two seals. In addition, the seals were weighed, measured and photographed as part of a photogrammetry study that will improve our ability to estimate the mass of seals without the need for actually weighing them.

Concurrent studies on Leopard Seals at Taronga Zoo are also underway to provide vital information on the growth rates of whiskers in this species and to determine isotope patterns in whiskers in response to experimental diets. These studies are essential steps in validating the stable isotope analysis of whiskers from the field and historic museum samples. Our Leopard Seals, marine biologists and marine mammal keepers are also participating in studies to better understand the seasonal behaviour, unique diving physiology, hearing range and vocal patterns of this important and fascinating species.

Tasmanian Devil

The Devil Facial Tumor Disease is a devastating contagious cancer that currently affects approximately 60% of the wild Tasmanian Devil population. As part of the overall management response to the disease, an insurance population on mainland Australia has been established. Taronga Zoo, Taronga Western Plains Zoo and other Zoo and Aquarium Association members are collaborating with the Tasmanian Department of Primary Industries, Parks, Water and Environment to maintain this regional insurance breeding program. The program aims to maintain animals that are disease free and genetically and behaviourally suitable for release back into Tasmania.

Taronga Zoo and Taronga Western Plains Zoo have bred a combined total of 28 Tasmanian Devils since the program started in 2008. An important milestone was recorded at Taronga Zoo this year, with routine pouch checks revealing juvenile devils. This breeding success demonstrates the ability of these new facilities to achieve the breeding goals of the program, whilst innovatively communicating the pressures threatening the existence of this iconic species.

“This breeding success demonstrates the ability of these new facilities to achieve the breeding goals of the program, whilst innovatively communicating the pressures threatening the existence of this iconic species.”



Main image: Tasmanian Devils. Photo; Tony Britt-Lewis. 3: Taronga has bred 28 Tasmanian Devil joeys since 2008. 4: Photo; Mandy McLellan, 5: Photo; Danielle McGill & 6: Taronga Zoo's frog breeding unit is home to five of the most endangered amphibian species in Australia, including the Booroolong Frog and Yellow-spotted Bell Frog. Photo; Gary Ramage.

Frog conservation

Approximately 165 of the world's known amphibian species may already be extinct and another third are classified as threatened. The key threat to these species is Amphibian Chytrid Fungus, which hinders the ability of the frogs to breathe through their skins.

Taronga plays a crucial role in the recovery programs for the Green-and-gold Bell Frog, the Southern Corroboree Frog, the Booroolong Frog, the Yellow-spotted Bell Frog and the Spotted Tree-frog. In conjunction with the Office of Environment and Heritage and other institutions, Taronga aims to provide an insurance against extinction through breeding zoo-based populations to re-introduce to the wild.

Assessment of reptile and mammal disease prevalence on Christmas Island

Christmas Island has undergone significant environmental changes over the past century as a result of human settlement, infrastructure development, phosphate mining, and introductions of invasive plants and animals. Many endemic species that were only found on Christmas Island have now become extinct and a significant decline in numbers has also been documented for many remaining native mammal and reptile species on the island.

In response to these dramatic declines and extinctions, a multidisciplinary research team led by Taronga undertook a comprehensive health examination of mammals and reptiles on the island during 2010/11. The aims of the project were to identify the prevalence of potential pathogens in introduced mammals and reptiles; identify the prevalence of potential pathogens and disease in the remaining native species; and provide recommendations to guide the disease management aspect of captive breeding and reintroduction programs.

To investigate these complex issues, a research trip was conducted in July and August 2010 in which 480 animals were captured for examination, including Grass Skinks, Flowerpot Blind Snakes, feral cats, Black Rats, Barking Geckos, Wolf Snakes, Mute Geckos, Giant Geckos, Christmas Island Flying-foxes, Lister's Geckos and Blue-tailed Skinks.

Findings suggest a number of parasites and pathogens across all reptile and mammal species on the island. Most pathogens appeared quite species-specific, with no significant cross species infections. Valuable information on the distribution of pathogens, including the identification of potentially new parasites in both reptiles and mammals living on Christmas Island, were obtained from this study. As a result of this study, Taronga has commenced a captive breeding program for the Blue-tailed Skink and Lister's Gecko.

Blue-tailed Skink and Lister's Gecko

In 2010/11, Taronga and Parks Australia signed an memorandum of understanding on a captive program to preserve the last known Blue-tailed Skink and Lister's Gecko, both endemic reptiles from Christmas Island. Two populations of each have been established, one on Christmas Island and one at Taronga Zoo. Taronga's responsibilities include the preparation of a demographic and genetic management plan for both populations and the management of sound populations of both species for a minimum of 10 years providing surplus animals for repatriation to Christmas Island.

Regent Honeyeater

Taronga has led the Zoo component of the Regent Honeyeater recovery program since its inception in 1995. The program has successfully maintained a demographically and genetically sound population, continuously documenting and improving captive-breeding and husbandry techniques, and providing adequate stock for developing release strategies.

In 2008, Taronga oversaw the release of 27 Regent Honeyeaters at Chiltern, Victoria, in partnership with Birds Australia. In early 2010, a release of 44 more birds harvested from the Zoo population further refined the translocation protocols with a proportion of the released birds being fitted with transmitters. In 2010/11 monitoring of these released birds continued which contributes to our understanding of this recovery approach for threatened species.

Rhinoceros species

It's been an exciting year for rhinoceros conservation. Taronga has an ongoing commitment to Asian Rhinoceros conservation both via its support of the International Rhinoceros Foundation and Asian Rhino Project, and by direct assistance through the provision of expertise and equipment to the Sumatran Rhino Sanctuary (SRS) in Way Kambas National Park, Sumatra. Taronga's Director Cameron Kerr demonstrated the organisation's commitment to conservation in South East Asia during a field trip that encompassed visits to the SRS and many other of the field projects that Taronga supports. Taronga Western Plains Zoo staff veterinarians have particular expertise in rhinoceros medical management and TWPZ Senior Veterinarian Dr Benn Bryant remains on standby to provide advice and medical assistance to the SRS veterinarians with whom he regularly liaises over rhinoceros health issues. This year Dr Bryant travelled to the SRS to provide emergency assistance in the management of an adult male Sumatran Rhinoceros with kidney disease.

The SRS has made good progress towards incorporating a new breeding male into the program this year. 'Andalas' a 10 year old male was born at Cincinnati Zoo and later transferred to the SRS, is now fully habituated to life in the jungle and has had several breeding opportunities. SRS staff hope to confirm a pregnancy in the near future.

Recent photo capture data has delivered good news with respect to the single extant population of Javan Rhinoceros in Ujung Kulon National Park in Java. Several juvenile animals have been recorded which confirms the population is breeding. Taronga is supporting recent initiatives to expand the area available to the animals in the park including the construction of a fence across the isthmus of the Ujong Kulon peninsula.

Taronga's zoo-based rhinoceros population continues to draw significant focus at TWPZ. The group comprises three species of rhino and is one of the largest zoo-based populations in the world. TWPZ is at the forefront of captive rhinoceros reproductive management and conducts an ongoing research program into rhino reproduction which focuses on developing assisted reproductive technologies and their application to the conservation breeding of these remarkable animals.

Wildlife Reproductive Centre at Taronga Western Plains Zoo

Australia's only wildlife reproductive research centre has traditionally focused on non-invasive assessments of hormones in wildlife. With the addition of Dr Nana Satake to the lab in 2010, new areas of reproductive research and environmental investigation have commenced. Focal areas of research activity include reproductive function, stress physiology and the use of reproduction as an index of animal and population health. Key projects undertaken this year include an in-depth investigation of two aspects of Tasmanian Devil biology and reproduction:

Tasmanian Devil sperm cryopreservation

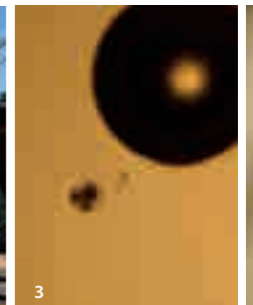
The ability to cryopreserve (freeze) sperm from males of rare and important species provides an avenue for saving and storing the genes of valuable males for generations and for transferring genes between populations without physically moving animals. These opportunities can assist with management of populations in the wild and in captivity. In order to freeze and thaw sperm effectively (with at least 40% of initial motility) species specific protocols must be developed. Such protocols have been established in only five marsupial species, and no dasyurids (carnivorous marsupial) to date. This study is particularly timely because of the important role dasyurids play in the ecosystem and the great threat faced by Tasmanian Devils due to the Devil Facial Tumour Disease. Sperm samples cryopreserved in an egg yolk based buffer using a fast freezing rate produced the highest post-thaw motility, recovering nearly half of the pre-freeze motility. These results may help lay the foundations for the development of assisted reproductive technologies for this and similar marsupial species.

The role of genes in Tasmanian Devil mate selection

Avoiding inbreeding is at the heart of reproductive strategies of many wildlife species and has been incorporated into captive genetic management. However, mate selection of many species may be specifically focused on maintaining genetic diversity in a complex area of genes that determine self-recognition and immune function. Females of several species, including humans, display a strong preference for males with genes in this region that are very different from their own. With a \$72,000 grant from Morris Animal Foundation, Taronga is working with zoos engaged in the national insurance program to investigate the role of these genes in reproductive success of Tasmanian Devils.



1: Photo; Lorinda Taylor.



Main image: Regent Honeyeater. Photo; Dean Ingwersen. 2: Performing ground-breaking assisted reproductive techniques on Rhino species requires specific equipment, including this modified lift mechanism. 3 & 4: Taronga Western Plains Zoo's reproductive laboratory is researching gene preservation techniques to assist the mainland insurance population breeding program for this endangered species.



1, 2, 3 & 4: Taronga's staff regularly undertake work in the field. These include releasing zoo-bred animals into the wild such as Corroboree Frogs in Kosciuszko National Park or Regent Honeyeaters in Chiltern, Victoria, or undertaking field assessments of wild populations of native animals. Photos; Ben Gibson.

Australian Registry of Wildlife Health

The Australian Registry of Wildlife Health continues to operate as a wildlife health resource and diagnostic centre. The Registry investigates outbreaks of sudden death or disease on behalf of wildlife managers, conservation departments, wildlife rehabilitation groups, the RSPCA and Zoos. The recent collaboration with the Australian Biosecurity Intelligence Network (ABIN) has brought new tools to the Registry and its stakeholders to engage in online collaboration, data integration and training.

In 2010/11, the Registry's work included:

National Wildlife Health Rounds

The aim of these sessions is to facilitate interaction, collaboration, education and the investigation of wildlife disease. The topics for discussion are focused on emerging wildlife health and management issues, particularly where there are opportunities to better understand and support biodiversity conservation, agriculture or human health. Through ABIN, the Registry's WildHealth Community Space brings together students, diagnostic professionals and practitioners of wildlife management and research from across Australia to participate in monthly web-conferences, to share knowledge and skills in key areas of wildlife and ecosystem health. Webinars held this year include interactive discussions on diseases that are endemic to Australia and exotic diseases that have the potential to impact our native fauna. Rounds sessions involve a mixture of local and international speakers and topics have included emergent health issues of aquatic, aerial and terrestrial wildlife. Recent advances in web-conferencing technology are being used in this program to address a national skills gap in wildlife health and diagnostic sciences, and to increase retention of scientists by providing opportunities for continuing education and peer support. Building a trained workforce of collaborative wildlife health experts ultimately improves our collective ability to detect and respond to wildlife health threats.



"...there are opportunities to better understand and support biodiversity conservation, agriculture or human health."



Main image: Corroboree Frog. Photo; Rick Stevens. 5: Photo; Lorinda Taylor, 6: Photo; Natalie Boog & 7: The Australian Wildlife Health Network, hosted by Taronga Zoo, facilitates and supports wildlife disease surveillance, emerging trends and new disease identification.

Field tests to detect Chytrid Fungus in environmental water samples

Chytrid is an introduced parasitic fungus that affects the skin and nervous system of infected frogs, resulting in illness and death in many species. Chytrid is probably transferred by direct contact between frogs or tadpoles, or through exposure to contaminated water. This fungus is largely blamed for the overwhelming loss of amphibian species over the last decade. The Commonwealth Department of Sustainability, Environment, Water, Population and Communities identified the lack of a field test for chytrid as an important gap in the fight against amphibian decline and this gap is identified within the Chytrid Fungus Threat Abatement Plan. With the University of Sydney, the Registry has now developed a rapid field test to detect chytrid in the environment. This test is more specific and sensitive to chytrid in environmental water samples than conventional laboratory techniques. This new field test will now be adapted to detect other potential causes of amphibian health decline. A complete understanding of the potential threats to these cryptic species is imperative to informing population management and conservation decisions.

Australian Wildlife Health Network (the Network)

The Australian Wildlife Health Network is an initiative of the Australian government, comprising a national network of government and non-government stakeholders with an interest in wildlife health issues in Australia. The Network is hosted by Taronga and the NSW Department of Trade and Investment, Regional Infrastructure and Services. Core business activities are twofold. Firstly, the Network 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. Secondly, the Network manages and provides information; data is collated, analysed and disseminated to support Australia's lead agencies.

In 2010/11 the Network continued to assist the National Avian Influenza Wild Bird Steering Group coordinate the National Avian Influenza Surveillance Plan. It managed a number of focus groups whose aim is to improve communication and coordination of various biosecurity related activities at a national level and provide input into Australia's quarantine and biosecurity arrangements. Focus groups included: a Universities focus group, Bat diseases focus group and Zoo Animal Health Reference Group. The Network continues to move the National Wildlife Health Information System (NeWHIS) into a new platform that will incorporate data from the Australian Registry of Wildlife Health. The Network also undertook a trial to examine the value of zoo-based wildlife health surveillance information and produced a national zoo biosecurity manual.

Australian Shark Attack File (ASAF)

Since 1984, Taronga has supported the development and maintenance of the ASAF. Summary information is accessible to the general public and can be accessed on the Zoo's website. The ASAF cooperates with the International Shark Attack File (ISAF). John West, Manager, Life Sciences Operations is the coordinator of the Australian file and is also a member of the International Shark Attack Committee. There were 12 new shark attack cases recorded this year including two fatalities. During this year over 630 email, written and telephone requests were received from various sources including the general public, local and international media, researchers, State and Federal Government agencies and publishers.

Taronga conservation field grants

In September 2009 the Taronga Conservation Committee committed over \$80,000 in grants to field projects addressing primary threatening processes to wildlife health and survival across the world. These projects are now complete and a brief evaluation of progress is detailed below.

Anti-poaching and wildlife-human conflict reduction

- ~ The first successful translocation of One-horned Rhinos in India. Six rhinos were moved from Pobitora, to Manas National Park, reducing pressure on the Pobitora habitat and reducing the overall risk to the species.
- ~ Over 50 school-based awareness sessions have been conducted in Sri Lanka. These school sessions have significantly improved community understanding of the importance of elephant and habitat conservation.
- ~ Reduction in the illegal poaching of animals for the bush meat trade in Zambia, through engaging local law enforcement to focus on poachers (69 suspects apprehended), a veterinary rescue team to reduce mortality of snared animals (45 animals rescued) and anti-snaring community campaigns (776 snares dismantled).
- ~ Local community members trained as human-carnivore conflict monitors in Tanzania have helped reduce carnivore attacks and livestock loss by over 60% in target regions through improved husbandry practices and enclosures. A threefold increase in community members believing that carnivores have a value to the region through education campaigns.

Protection and generation of habitat

- ~ Over 40 hectares of degraded forest in Borneo that supports Orangutans, Sun Bears and many other wildlife species will be replanted and restored.
- ~ Students from three schools in the Capertee Valley engaged in an extensive community campaign throughout 2010. With Taronga staff and Youth at the Zoo members, they planted over 1500 trees to contribute to the Regent Honeyeater conservation program.
- ~ Communities around the Berbak National Park in Sumatra, have an increased understanding of the economic incentives through a carbon trading scheme in the area. These efforts prevent further deforestation and land degradation, and focus on the need to protect Berbak's wildlife including Sumatran Tigers.

Population health management

- ~ To meet the IUCN requirements for translocation of critically endangered Fijian Crested Iguanas, health examinations were conducted on iguanas living on the sanctuary island and on feral iguanas inhabiting potential translocation sites.
- ~ A reduction in the use of the anti-inflammatory drug diclofenac has resulted in a rebounding of the vulture population in Nepal. This result is likely the result of several key projects acting in the area, including those supported by Taronga.



Taronga Green Grants

Ever had an idea that could change the world?

The NSW Office of Environment and Heritage "Who Cares About the Environment in 2009?" report revealed a reduced level of concern in the public surrounding wildlife and environmental issues. Australians feel the responsibility for resolving environmental issues rests with government and skilled groups, including scientists. A recent study reflects this attitude and found that Australians are at the bottom of developed countries in terms of taking up "green behaviours" including recycling and energy reduction. At the same time, we are facing the greatest rate of species extinction in human history, with one third of species heading for extinction by 2050. The world's top minds agree that without behaviour change, the earth will not be able to sustain our population.

To inspire a new way of thinking, engage the Australian public in a national dialogue and draw out new ideas for sustainable solutions, Taronga offered \$50,000 in the first ever Taronga Green Grants program in 2010/11. The aim was to fund the most innovative project which would have a positive impact on our wildlife and their habitats.



1, 2 & 3: Taronga's Field Grants and Green Grants programs support conservation programs on the ground – both in Australia and internationally. Photos; Jo Wiszniewski. **Main image:** Sumatran Tiger. Photo; Rick Stevens. 4: Taronga participated in the Commonwealth Government's review of new palm oil legislation. If passed, it will be mandatory for all grocery items to list palm oil if an ingredient. Taronga supports sustainable palm oil plantations and the right for consumers. Photo; Lorinda Taylor.

Over 200 applications were received from across Australia, which were assessed by a judging panel consisting of Prof. Tim Flannery, Bernie Hobbs, Andy Ridley and Cameron Kerr. Seven finalists, each addressing a specific threat to wildlife health and viability, were selected on the relevance and feasibility of their idea.

The winners, "Take 3 - A Clean Beach Initiative" addressed a significant threat to wildlife health in a new way. The concept of needing to reduce the amount of plastic waste on our beaches and in our oceans is not a new one, but it is clearly not resolved. The Taronga Wildlife Hospitals see evidence of the harm this kind of rubbish can cause to wildlife every week. The Take 3 initiative will engage school groups, beach goers and surfers in taking personal responsibility for rubbish they see on the beach. This idea is directly in line with the ideology of the Green Grants – to devolve responsibility for the environment from governing and scientific bodies to individuals.

Community conservation campaigns

Taronga continues to gather momentum in community conservation, with an increased capacity in this area due largely to the newly created role of Community Conservation Manager. In 2010/11, the following Community Conservation Campaigns were undertaken:

Fish4Life – in January 2011, Taronga launched its new sustainable seafood campaign. To raise awareness, a giant fish 'pledge board' statue was built and staffed in the January school holidays. Six thousand visitors signed a pledge stating "I care about the health of the oceans and want to make sustainable seafood choices". To further promote this cause, the statue was featured in Sydney's Gay and Lesbian Mardi Gras. A pilot four-week challenge was run throughout January, which explored the use of mobile and email technologies to continue to engage with visitors after they leave the Zoo. Acknowledging the hard work the Australian Government is doing to manage fisheries sustainably, the campaign identified four fish to try that are 'better choice'. Over 2,330 visitors joined the challenge, committing to eating sustainable seafood and learning about seafood issues. Self reported survey results indicate positive behaviour change towards eating more sustainable seafood.

Don't Palm Us Off – this campaign informs visitors about the effects of unsustainable palm oil production on wildlife. Initiated by Zoos Victoria, the main aim is to influence policy makers to change food-labelling laws to identify products that contain palm oil, which would allow consumers to choose products with sustainably produced palm oil. Since February 2010, Taronga generated over 29,000 signatures in support of this campaign. In response to the Private Members Bill "Truth in Labelling – Palm Oil", requesting legislation of labelling, and sponsored by Senator Nick Xenophon, the Australian Senate's Community Affairs Legislative Committee held an inquiry in May 2011. Taronga's Director, Cameron Kerr, along with the CEOs of Zoos Victoria and Perth Zoo were requested to present at the hearing to speak on behalf of all Australian zoos. They identified the tens of thousands of zoo visitors who had signed petitions asking for labelling of palm oil in products, shared insights about the impacts of forest clearing for oil palm plantations on Orangutan populations, and conveyed the results of visitor research that identified that truth in labelling would have a significant impact on the choices consumers make.

The Committee rejected the Private Members Bill in June 2011, however is expected to be resubmitted for debate later in the year. Taronga will continue to inform visitors of the effects of unsustainable palm oil production on wildlife, and work with the Federal Government towards mandatory labelling.



They're Calling on You – showcased across both Zoos, and in partnership with Zoos Victoria and Aussie Recycling Program, this campaign is designed to conserve precious Gorilla habitat by reducing the demand for coltan through mobile phone recycling. To date \$18,000 from over 9,500 phones has been generated through Taronga. The proceeds have been evenly split between the Jane Goodall Institute to support in-situ conservation work and the Taronga Foundation. Over 25 schools and 50 organisations are now participating in the program and Taronga is developing a package to engage larger corporations in the next financial year.

Taronga is approaching the end of a three year Australian Research Council linkage grant with Monash University. Results from this grant have been used to review conservation campaigns to enhance pro-wildlife behaviours. A new linkage grant is planned to explore how best to continue the conservation experience with visitors after they have left the Zoo.

Environmental sustainability Sustainability framework development

Taronga's Sustainability Policy was approved this year. The policy provides the framework for Taronga's Sustainability Action Plan. The policy and plan aim to reduce the environmental footprint of our Zoos' operation by embedding sustainable work practices into the core of our business. The program has been developed to work within the framework of the NSW Government Sustainability Policy, legal and other requirements and commits to a process of continual environmental improvement.

Resource efficiency

Major achievements this year in the area of resource efficiency included:

- ~ Partnering with the Office of Environment and Heritage to undertake the Sustainability Advantage program. Modules undertaken included: Resource Efficiency, Energy Saver and Staff Engagement;
- ~ A level 2 energy audit undertaken at Taronga Zoo and Taronga Western Plains Zoo to better understand energy use patterns and identify areas where energy can be used more efficiently and cost savings can be achieved;
- ~ A sustainable design tool was developed for consultants and project managers to ensure sustainable design features are intrinsic of capital works projects from design stage to completion of a project. The tool has been piloted this year in the Lemur Forest Adventure project; and
- ~ Establishing Key Performance Indicators and targets to monitor, measure and improve environmental performance in the areas of energy, water and waste.

Promoting sustainable culture

Taronga Green is a diverse group of employees largely responsible for promoting green culture in the workplace. This year the group implemented the following:

- ~ Internal mini grant program – financial support for innovative ideas that aim to increase the sustainability of Taronga's divisions. This year's winning grants were awarded to a commercial worm farm at the Education Centre, an ionic cleaner which requires no chemicals for cleaning, and the purchase of solar powered torches for overnight Education programs at TWPZ.
- ~ Taronga's annual mini expo held at Taronga to promote sustainable practices that can be undertaken at work and at home. Activities included eco-competitions, clothes and book swap, vegetarian and sustainable seafood lunch, and green purchasing ideas and products.

Waste Reduction and Purchasing Policy (WRAPP) Action Plan

Taronga implemented objectives and achieved targets in accordance with the WRAPP Action Plan this year. These actions included:

- ~ The completion of two external waste audits to measure performance and identify improvements to performance at Taronga;
- ~ Consistently diverting over 80% of general waste from landfill;
- ~ Over 95% of office paper purchased contains recycled content;
- ~ Implementing a process to restrict choices of office stationery products to those deemed more sustainable e.g. recycled content paper or stationery;
- ~ The development of a staff engagement and education package focusing on "waste and purchasing" which was rolled out to by Taronga Green; and
- ~ The implementation of a 100% reused notebook to reuse paper already printed on one page.

	09/10 TZ	09/10 TWPZ	09/10 Total	10/11 TZ	10/11 TWPZ	10/11 Total
Water consumption (megalitres)						
Domestic (TZ and TWPZ)	175	10	185	182	9.5	192
River (WPZ)	NA	307	307	NA	266	266
Recycled water production (TZ)	80	NA	80	67	NA	67
Total	255	317	572	249	275.5	525
Energy consumption						
Electricity (kWh)						
Black	8,137,477	1,113,263	9,250,740	7,808,493	1,188,467	8,996,960
Green	519,411	67,181	586,591.8	468,510	64,143	53,2653
Total (MWh)	8,657	1,180	9,837	8,277	1,253	9,530
Gas						
Natural Gas (MJ)						
	4,460,518	NA	4,460,518	5,491,914	NA	5,491,914
LPG (L)						
	1,695	35,633	37,328	127	28,783	28,910
Fuel (L)						
Unleaded						
	37,978	11,559	49,537	32,323	14,462	46,785
Diesel						
	19,003	46,495	65,498	21,681	46,706	68,387
Waste recycled (t)						
Co-mingled recyclables	245	2	247	335.59	2	335.59
Green waste	216	150	366	180	200	380
Animal waste	581	1,500	2,081	644	1,450	2,094
Paper/Cardboard	119	96	215	135	75	210
Toner cartridges	0.08	0.03	0.11	0.12	0.03	0.14
Waste to landfill (t)						
General waste						
	61	114	175	62	115	177



1, 2 & 3: Taronga's *They're Calling on You* mobile phone recycling program has recycled more than 9,500 to date. **Main image:** Taronga Zoo welcomed world renowned primatologist, Dr Jane Goodall in June. Photo; Rick Stevens.



4: Taronga Training Institute students undertake a wide variety of experiences during their work replacements at Taronga and Taronga Western Plains Zoos.

Breed and release conservation Corroboree Frog

Taronga participates in 12 breed for release recovery programs for endangered species across Australia. One such program is for the critically endangered Corroboree Frog.



Frog species around the world are declining in numbers as a result of the Chytrid Fungus, which fatally attacks the frog's skin. In 2010, only 16 male Corroboree Frogs were found in the wild. In collaboration with NSW National Parks and Zoos Victoria, Taronga is breeding Corroboree Frogs for release into Kosciuszko National Park. Over 400 eggs, bred at Taronga Zoo's purpose-built, refrigerated breeding unit, were released into Chytrid-free tubs in the high alpine region of Kosciuszko National Park in May 2011. The eggs will mature over the winter months, climbing out of the tubs when they mature in spring. With so little numbers left in the wild, this conservation program is essential to their survival.



Animals in our care

The care and management of a sustainable collection 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 a long term sustainable collection of animals.
- ~ Ensuring a strong integration between the animal collection plan and inspiring, educational experiences for our guests.

Objectives

- ~ To ensure that the animal collection is 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.



2



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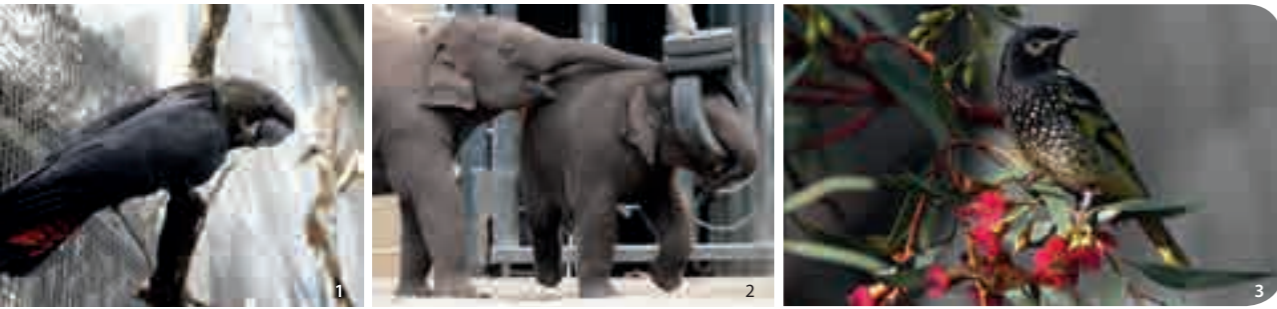


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1: Photo; Dave Swift.
2, 3 & main image: Photos; Rick Stevens.

Performance indicators	09/10	10/11
Collection in conservation programs		
Taronga Zoo	12%	12%
Taronga Western Plains Zoo	25%	28%
Wildlife rehabilitation		
Number of cases	1,050	1,162





1: For the first time in seven years, Taronga Zoo bred a Glossy Black Cockatoo chick. Photo; Rick Stevens. 2: Taronga's two male Asian Elephant calves, 'Luk Chai' and 'Pathi Harn' enjoy their toys, just like any youngster. Photo; Rick Stevens. 3: Taronga continued its commitment to re-establishing a wild population of Regent Honeyeaters through the tracking of birds released in May 2010. Photo; Dean Ingwersen. **Main image:** Pygmy Hippo calf. Photo; Mandy Everett.

Taronga Zoo

Taronga Zoo's Life Sciences team continues to focus on providing the highest possible care and welfare for the animals whilst ensuring that the overall collection is sustainable and effective in creating strong links between the animals, the experiences we offer to visitors, the research goals and conservation projects.

Taronga keepers continue to amaze visitors with innovative presentations and experiences that aim to engage and inspire visitors to care and act for wildlife. Our animals provide the important inspiration and link between our visitors and our conservation messages.

To facilitate these experiences training and conditioning of the animals is integral to the success as is training our staff in how to deliver an engaging presentation. This year the Backyard to Bush keepers have been working closely with the National Institute of Dramatic Arts to further develop and enhance the delivery and format of shows.

To keep Taronga's presentations fresh for our visitors some new additions have been added this year to the very popular Bird Show. These include the White-bellied Sea-eagle, Australian Hobby and the Brahminy Kite. These birds will continue to delight our visitors in the coming years. The Bird Show team highlighted conservation and raised awareness and funds throughout the year for the Cassowary appeal following Cyclone Yasi in Queensland, and Burbangana project during the National Aborigines and Islanders Day Observance Committee (NAIDOC) week.

Ongoing breeding and careful management of the animals is essential to the sustainability of the collection. Taronga has had significant breeding success this year. Two pairs of Glossy Black Cockatoos laid eggs in the Bush Birds aviaries, and the Northern quolls bred for the first time in the Australian Nightlife exhibit. The seven young quolls were successfully raised and transferred to other Australian zoos for breeding.

Eight Regent Bowerbirds were bred in the Bush Birds Aviaries, along with seven Noisy Pitta's and three Eastern Whip birds bred throughout the Zoo. Keepers now manage the studbooks for these three species, reflecting Taronga's significant contribution

to these species in the region. Taronga also successfully bred five Quokka joeys at Backyard to Bush as part of a zoo recovery-breeding program between Taronga, Perth and Melbourne Zoos. This will help secure a viable population of this species in zoos.

Taronga's Asian Elephant herd continued to thrive with the successful birth of 'Tukta', Taronga's first female calf to mother 'Pak Boon'. With older boys 'Luk Chai' and 'Pathi Harn' taking the lead 'Tukta' is proving to be a confident and boisterous calf. Elephant keepers continue to collect semen from 'Gung' regularly as part of the regional conservation breeding program.

Female Sumatran Tiger 'Jumilah' conceived in 2010 after a two year introduction program between Taronga's pair. She experienced a healthy full-term pregnancy but gave birth to a single still-born cub, despite exhibiting positive mothering skills. The pair continue to be introduced cyclically hoping for another pregnancy in the near future.

A highlight this year has been the successful management of the endangered Francois Langurs, which included the birth of male infant 'Keo-co'. This was a significant event with mother 'Saigon' and aunt 'Meili' both displaying excellent mothering and co-mothering skills. The arrival of a new male and female from China brings hope to further breed and regenerate the region's dwindling population.

The arrival of a Pygmy Hippopotamus calf was an anxious time for all, as mother 'Petre' had not successfully raised her first two calves. The first few days saw 'Petre' not allowing female calf 'Kambiri' to suckle. Careful management by keepers and vets saw the calf eventually suckling from her mother and the pair began to bond – a wonderful achievement and contribution to the region's breeding of this endangered species.

The Life Science team continues to be crucial in supporting Taronga's research programs. Marine Mammal keepers have continued to support internal research programs through the training of their animals. These include hearing trials and whisker sampling through the Australian Marine Mammal Research Centre.



“Our animals provide the important inspiration and link between our visitors and our conservation messages.”



4: Photo; Lorinda Taylor & 5: Taronga's frog conservation programs enjoyed another successful breeding season with more than 244 Corroboree Frog eggs released into Kosciuszko National Park.

The Regent Honeyeater 'Release To The Wild' Program is thriving with a zoo bred bird released at Chiltern in May 2010 spotted back near the release site in February 2011. This is a significant achievement for the recovery program and evidence that zoo bred and released birds can succeed in the wild, and travel large distances with wild birds in search of the desirable flowering Eucalyptus species. This year's breeding program resulted in six fledged chicks. These birds are being held on display for further releases. From May to July 2011 the Creatures of the Wollemi exhibit housed 15 Regent Honeyeaters. These birds have been fitted with several styles of harnesses mounted with transmitters as part of a research trial aimed at fine tuning their use on this species. The aim is to develop a system that may be used to track the post-release movements of this critically endangered species in the wild.

Taronga's frog conservation projects have prospered over the last 12 months. This year has seen the successful breeding of both the Southern and Northern Corroboree Frogs. With only 16 male Southern Corroboree Frogs recorded in the wild this year, Taronga's participation in this program has been critical, with 244 eggs returned to Kosciuszko National Park in late April. The critically endangered Yellow-spotted Bell Frogs have also thrived, reaching maturity ahead of the next breeding season. Additionally, Taronga staff have participated in instructing frog captive husbandry and conservation courses in Indonesia and New Zealand.

The Blue-tailed Skink and Lister's Gecko, small lizards found only on Christmas Island, are considered near-extinct in the wild. Parks Australia maintains a captive breeding colony of these species on Christmas Island, and this year 60 skinks and 40 geckos were transferred to Taronga Zoo to begin a second captive breeding colony. This is a 'cost recovery' project, the aim being to breed them at Taronga and repatriate their offspring back to Christmas Island once the threatening processes have been identified and reversed.

Taronga Western Plains Zoo

Taronga Western Plains Zoo has experienced an exciting year in Life Sciences, with individual program successes, future planning and development of the Zoo's animal collection benefiting both Taronga and the Australasian region. Continued work in the area of visitor experience has also seen positive changes within Life Sciences operations while the Zoo continues to align the connections between our visitors and our animals with key objectives outlined within the strategic plan.

The Zoo achieved a major breeding success this year with the first ever arrival of a Galapagos Tortoise hatchling on 19 March 2011, the first Galapagos Tortoise to be born in the Australasian region.

Taronga Western Plains Zoo continued its commitment to the Tasmanian Devil Insurance population and this year saw the appointment of the Zoo's General Manager, Mr Matthew Fuller to the steering committee of the Save the Tasmanian Devil Program, the nationally coordinated program working to ensure the survival of this iconic species.

The Prezwalski's Horse, a species program with an enormous amount of history at TWPZ continued in earnest during the year with new arrivals, but importantly the reconnection of the program in Mongolia when Divisional Supervisor Mr Todd Jenkinson, took part in field research within Hushti National Park as part of Taronga's 'Zoo Friends Fellowship' program. Mr Jenkinson spent time with the wild populations of horses in Mongolia over a period of five weeks.

Other arrivals were welcomed throughout the year including a female giraffe calf, named 'Mvita' meaning full of life in the African language of Shona, the seventh calf for experienced mother, Mutangi. Taronga Western Plains Zoo also welcomed a Bison calf, Zebra foal and a number of Eland and Addax calves.

Taronga Western Plains Zoo has welcomed two groups of Ring-tailed Lemurs from Hong Kong Zoo. The family group which now resides on the Savannah Lake includes a baby who is only a couple of months old and a bachelor group of males. Construction of a new breeding facility onsite will see the Zoo join the regionally coordinated breeding program for this species.

Sadly, this year Taronga Western Plains Zoo mourned the passing of African Elephant 'Yum Yum' the Zoo's longest living resident. 'Yum Yum' arrived to the Zoo from the United Kingdom when it first opened in 1977. Her passing in October marked a sad occasion for the team and visitors alike.

During the year, collaborative work continued with reproductive specialists from the Berlin Institute for Zoo and Wildlife Research. The team are pursuing ground breaking research to harvest embryos from both Black and White Rhinoceros and successfully achieved several of the steps involved in the process. The first, programming the timing of ovulation in females and the production of multiple eggs within two of the three rhinoceros. Successful flushing of viable embryos is still to be achieved, however the research to date has provided valuable knowledge to enable ongoing development of these techniques thus helping to secure a future for rhinos globally.

Taronga Wildlife Hospitals Veterinary services Taronga Zoo

The Taronga Wildlife Hospital (TWH) team has expertise in many aspects of wildlife medicine and management. This is utilised within the Zoo in providing a high standard of care for the Zoo's animals and wildlife admitted to the hospital for treatment and rehabilitation.

TWH was also involved in a number of wildlife management projects including: determination of antimicrobial properties of marine turtle oviductal secretions and their relationship to cloacal and nest pathogens; health and reproductive monitoring of Brush-tailed Rock Wallabies at Jenolan Caves; health survey of Fijian Crested Iguanas and feral Green Iguanas in Fiji and translocation of Fijian Crested Iguanas; and satellite telemetry of rehabilitated and released juvenile Loggerhead Turtles.

Other projects included research into coccidiosis in echidnas, anaesthesia of amphibians and ground breaking new therapy for arthritis in a Snow Leopard using adipose derived stem cells that were surgically implanted into a joint.

One of TWH's greatest challenges has been the diagnosis of tuberculosis in an Asian Elephant. Treatment, screening of other animals and infection control measures were implemented immediately.

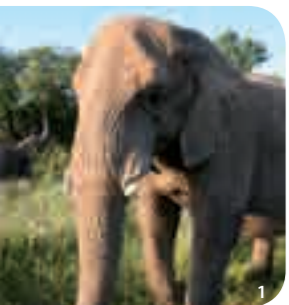
Taronga Western Plains Zoo

The Taronga Western Plains Wildlife Hospital (TWPWH) has had a busy year delivering the Veterinary Health Program to the Zoo's animals.

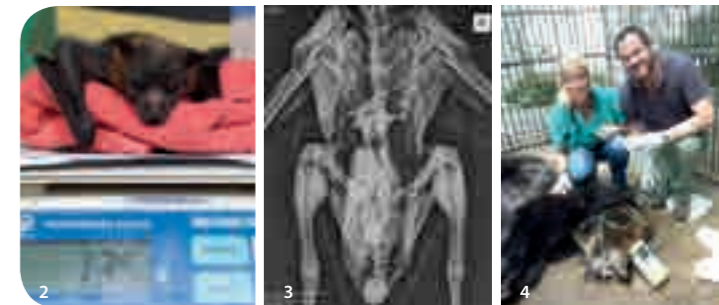
The Veterinary Health Program is predicated on preventative health measures and a significant component of this is ongoing management of animal diets to ensure that nutrition is optimal. Veterinary input into zoo animal dietary management encompasses regular review of rations in light of changing physiological circumstances of animal groups and of current and emerging knowledge relating to the species under review. Detailed dietary reviews were conducted this year for the TWPZ Giraffe, Quokka, Meerkat, Black Rhino and Tasmanian Devil groups.

The chemical restraint of zoo animals is integral to their veterinary management. Chemical restraint of ungulates in an open range zoo setting brings unique challenges, particularly with large animals such as White Rhinoceros which has historically been regarded as high risk. TWPWH vets have been working on improving chemical restraint protocols for this species resulting in safer methods. Numerous White Rhinoceros were anaesthetised at TWPZ this year to facilitate routine, health and reproductive procedures.

The quarantine of newly arriving zoo animals is an important component of a preventative health program for an established collection of zoo animals. The TWPWH team manages a dedicated quarantine facility for this purpose. Quarantine management of animals acquired from overseas, where there is an additional obligation to comply with Australian legislative requirements from the Australian Quarantine and Inspection Service, can be particularly complex. Quarantined animals this year included Small-clawed Otters from Japan and Meerkats from New Zealand. A Blackbuck cohort of Antelope were managed through a pre-export isolation period pending transfer overseas. The transfer of this notoriously flighty species was undertaken successfully by TWPWH staff.



1: Taronga Western Plains Zoo mourned the passing of African Elephant 'Yum Yum', the Zoo's longest living resident.



Main image: TWPZ bred the first ever Galapagos Tortoise in Australasia with the arrival of a hatchling in March. 2: Photo; Lorinda Taylor & 3: Taronga's Wildlife Hospitals treated over 1,100 native animals throughout 2010/11. 4: Taronga Zoo's Senior Veterinarian, Dr Larry Vogeliest assisted with the relocation of bears in Germany.



1: Taronga Zoo treated 53 Little Penguins in 2010/11. Photo; Rick Stevens. 2 & 3: Endangered Loggerhead Turtles, rehabilitated at Taronga Zoo, were tracked following release in the South Pacific.

Wildlife rehabilitation

Taronga Zoo

During the past 12 months the Taronga Wildlife Hospital (TWH) treated 752 native animals from a wide area of New South Wales. Many of these animals were rescued by concerned members of the community who then had the opportunity to be involved in their return to the wild. This personal involvement provides outstanding opportunities for raising awareness about the issues faced by wildlife and urban wildlife in particular.

TWH works in collaboration with the wider community, local councils, state government wildlife authorities, the RSPCA and the many wildlife rescue organisations. Among the wildlife admitted were 53 Little Penguins, increasing Taronga's involvement in the survival of the threatened Manly penguin colony and the school based education program Project Penguin.

A collaborative research project between TWH and the National Oceanographic and Atmospheric Department in Hawaii has provided ground breaking data on the movement and feeding activities of endangered Loggerhead Turtles in the South Pacific. Satellite data was recorded for 221 days and showed one of the juvenile turtles travelling from Lord Howe Island towards the Australian coast then turning and moving across the Pacific towards the tip of the North Island of New Zealand. This data has contributed to unravelling the mystery of what happens to juvenile marine turtles during the "lost years" before they return to their breeding colonies as mature adults.

During the past year, 25 endangered marine turtles from four species were treated at TWH along with other threatened species, including Bush Stone-curlews, Powerful Owls, Yellow-nosed Albatross, Southern Giant Petrels, Northern Giant Petrels and Black-browed Albatross. All of these animals received permanent identification prior to release as part of Taronga's Wildlife Rehabilitation Program.

"In 2010/11, work continued with the Berlin Institute for Zoo and Wildlife Research to enable ongoing development of assisted reproductive techniques – essential for the survival of these critically endangered species."



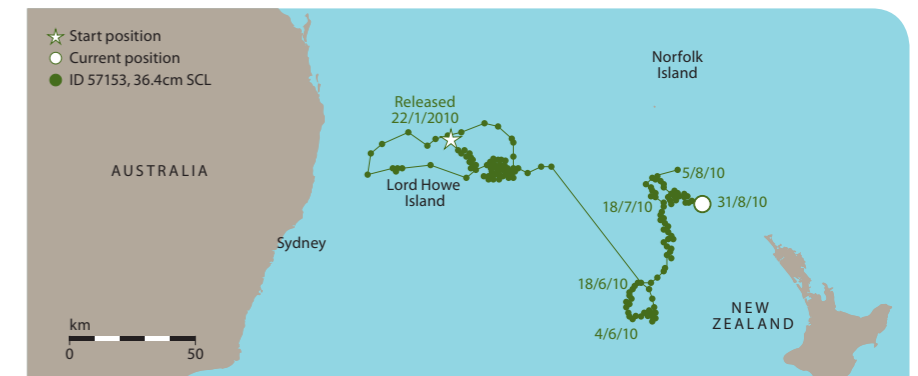
Main image: Rhinos at TWPZ. 4: Photo; Clare Muston, 5: Photo; Lisa Cavanagh, 6 & 7: Taronga's Wildlife Hospitals are responsible for the health of over 4,400 animals from 400 species. Photos; Peter Hardin.

2010 movement of juvenile Loggerhead turtle, ID 57153

Released 22/1/2010 – 15km from Lord Howe Island

Rehabilitated at Taronga Zoo, Sydney Australia

Spot 5 Transmitter 9/39, Days transmitting: 221 days



Taronga Western Plains Zoo

The Taronga Western Plains Wildlife Hospital (TWPWH) continued to provide a veterinary service to sick and injured wildlife over this year. During the past 12 months, the TWPWH treated 439 native animals.

The TWPWH team continued to offer a clinical service to sick and injured wildlife encountered by members of the public and registered wildlife carers over this year. The clinic services a vast area of central western NSW and the caseload reflects the species endemic to the region. Birds of prey account for a significant proportion of cases with over 30 raptors seen this year. These athletic birds often have wing and limb injuries which present unique challenges in treatment and rehabilitation for release. The TWPWH team is committed to building on the expertise acquired in managing these birds and working towards developing the wildlife clinic into a regional centre of excellence for raptor rehabilitation.

Behavioural sciences

Taronga's behavioural scientists perform research that helps us better understand the species in our care. They liaise with keepers to monitor animal well-being and assist with developing environmental enrichment programs to maintain the best possible animal well-being. The Behavioural Sciences Unit is supported by a volunteer force of trained assistants. Volunteers and staff performed over 6,100 hours of observations this year. Key projects include continued assessment of our elephant herd and expansion of our research interest to include the nutritional physiology of elephants.

Female elephant hierarchy and interactions in a growing herd

Our first female elephant calf, 'Tukta', was born to 'Pak Boon' in November and is the last of three additions to the herd in regular succession. With the arrival of each new calf, the herd undergoes changes in temperament, type and frequency of interactions and hierarchy of the mothers. Our scientists are particularly interested in the ability and willingness of each of the female elephants to nurture or protect any of the calves in the herd. This freedom contrasts the more limited system of discipline apparently in place. Generally, females may only discipline a calf of a lower ranked female or of a companion female.

Marine rescue
Oiled wildlife treatment

Taronga is world renowned for its expertise in the area of oiled wildlife treatment.



Taronga's specially trained staff are regularly called upon to provide advice, coordinate response action, and rescue and rehabilitate oiled wildlife. Taronga's publication, 'Rescue and Rehabilitation of Oiled Birds – A Field Manual' (Walraven, E, 1992) is recognised as the pre-eminent advisory text in its field.

In August 2010 more than 12 tonnes of heavy fuel oil was spilled into the Hunter River at Newcastle by a berthed coal ship. The Office of the Environment and Heritage requested assistance from Taronga to undertake the treatment of Australian Pelicans affected by the spill. The birds required assessment, medication, laboratory testing, washing/drying, weight monitoring, waterproofing and identification prior to release. Taronga's Wildlife Hospital team worked with the Newcastle Port Authority, Office of Environment and Heritage, RSPCA, Australian Seabird Rescue, Native Animal Trust Fund and WIRES to enable the successful return of 27 pelicans to the wild.



Financial sustainability

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

Principal areas of activity

- ~ Revenues to exceed costs while achieving our 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.

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 ensure the long term financial sustainability of TWPZ operations.
- ~ To increase the ability to invest in our business through increasing Foundation net fund raising to \$10 million per annum by 2015.
- ~ To annually review and align budget process and resources to strategic plan priorities.



1: Photo; Mark James. 2: Photo; Rick Stevens.

Performance indicators	09/10	10/11
Direct Government support per visitor (Including contribution for capital development)		
Taronga Zoo	\$19.64	\$15.69
Taronga Western Plains Zoo	\$32.33	\$14.45
Operating expenses per visitor (Excluding Taronga Foundation)		
Taronga Zoo	\$36.75	\$43.50
Taronga Western Plains Zoo	\$57.05	\$63.99
Capital expenditure per visitor		
Taronga Zoo	\$13.00	\$16.80
Taronga Western Plains Zoo	\$22.34	\$11.22
Taronga Foundation fundraising	\$6.59m	\$7.13m





1 & 2: Taronga Zoo's renovated top entrance commenced operations in April. Photos; Lorinda Taylor. **Main image:** Echidna and 2010 Australian Tourism Award. Photo; Ben Gibson.

**Admissions
Taronga Zoo**

Taronga Zoo total admissions* of 1.36 million represented a 10.8% decrease on the record results achieved last year. Resultant admission revenue at Taronga Zoo was 12.9% lower than the previous year, although focused yield management delivered a 1% growth in yield over 2009/10.

Admissions numbers were affected during the year by unusually inclement weather during peak school holiday visitation periods. The total number of wet weather days during the year was 40% higher than in the previous year. In addition, the total visitor attraction market in Sydney had a relatively difficult year with the total market slightly down year on year. As a result there was intense competition resulting in significant promotional offers and activities throughout the year.

There was also a noticeable impact from macroeconomic factors such as the general retail sentiment slump in the first half of 2011, and the 20% appreciation in the Australian dollar which encouraged significant outbound travel. Outbound travellers now exceed international tourism arrivals by approximately 1.2 million a year.

The international tourism market experienced small growth for the first time in many years, resulting in a year on year increase of over 2% although the strong Australian dollar significantly impacted the effective price of products, and weakened international visitor spend.

*Paid and free of charge attendance including function guests.

Taronga Western Plains Zoo

Regional Tourism has faced a challenging year with large fluctuations brought about by unseasonably wet weather, natural disaster and ever increasing competition for consumers leisure spend. Flooding in Dubbo during December and other factors such as increased fuel prices and heavily discounted Queensland destination holiday offers in response to floods and cyclones, have brought about a year of mixed results.

Despite this, a total number of 134,000 paying people visited Taronga Western Plains Zoo this year which was 2.1% increase on last year, and a component of total visitation number of 217,117 people. Admission revenue increased 5.3% ahead of the previous year.

Within this environment, the Zoo delivered a compelling program of marketing and promotional activities across the year. This year a strong focus was placed on both the Dubbo local and Regional NSW markets which provided a favourable outcome. The opening of the new top entry Savannah Visitor Plaza was a significant milestone which was enjoyed by higher than usual numbers of visitors during the peak Easter holiday period.



“This is the first time the Zoo has won this prestigious national tourism award and demonstrates the important profile of Taronga as a major tourism venue and the depth of interest and ongoing support for wildlife and conservation.”



3: Taronga welcomed a third Asian Elephant calf, 'Tukta', as part of the regional conservation program for this endangered species. Photo; Rick Stevens. 4: Taronga Zoo's heritage lower entrance. 5: Over 18,500 students participated in Wildlife Workshops at Backyard to Bush.

**Marketing and promotional activities
Taronga Zoo**

Taronga Zoo won the 2010 NSW Tourism Award for Best Major Attraction in November 2010 and in March 2011 received the national award for Best Major Attraction at the Qantas Australian Tourism Awards. This is the first time the Zoo has won this prestigious national tourism award and demonstrates the important profile of Taronga as a major tourism venue and the depth of interest and ongoing support for wildlife and conservation.

Taronga Zoo celebrated the first birthday of 'Luk Chai' in July, the first born calf of the Asian Elephant Breeding Conservation program. Festivities were held in conjunction with the Royal Thai Consulate and a themed Conservation Trail was developed across the Zoo for visitors to enjoy. The activities attracted in excess of 125,000 visitors across the month.

The birth of the third Asian Elephant calf 'Tukta' in November enabled focus on the Asian Elephant Breeding Conservation program to continue for the December/January timeframe. Advertising ran across television, press and online presence. The advertising also encouraged visitors to pre-purchase entry tickets at Taronga's website prior to visiting with a 20% discount for online purchases. The success of the campaign was highlighted by the significant online sales results, representing over 18.5% (over \$1.2m) of general admission versus only 1.6% in January 2010. Over 40,000 tickets were sold during the period of the offer. There were also significant operational benefits in this peak period with a large number of visitors having already pre-purchased tickets.

The marketing team continued to progress significant partnerships during the year. In September/October Taronga Zoo participated in the Sydney Children's Festival as a satellite venue, with the concert lawns transformed into a festival of creativity, learning, arts and crafts. During the Easter holidays in April, Taronga partnered with Nickelodeon and their high-profile children's character Diego. The musical show Go Diego Go featured twice daily on the concert lawns. The show was a great success in driving visitation, with over 1,000 visitors per show on peak days.

Taronga Zoo was proud to be selected as a key venue as part of Oprah Winfrey's well-publicised visit to Australia in November 2010. Oprah's Ultimate Australian Adventure saw the Zoo host 350 guests including all 302 of Oprah's audience on their first night in Australia. The event was a fantastic success at showcasing Taronga's conservation efforts and the tourism event management capabilities of the Zoo. A dedicated area for Taronga was profiled on Oprah's website and photos of the event were also prominent. As a result it is anticipated Taronga will be a significant beneficiary of the expected increased visitation from the USA and beyond.

Taronga Zoo was present with its own booth at the annual Australian Tourism Exchange (ATE) event held in Sydney in April 2011, which showcases Australia tourism product to in excess of 1,500 buyers from across the world. Taronga had not exhibited with its own booth at ATE for over 15 years, and the new presence was a critical part of a new five year tourism strategy to manage all sales activity directly rather than via external representation. The event was a significant success for Taronga's profile and relationship-building activities across the industry. Immediate results have been seen through many new relationships with tourism operators and a significant number of new international bookings.

Taronga Western Plains Zoo

Taronga Western Plains Zoo marketing was concentrated on a successful regional NSW media partnership with Channel 7 affiliates. The partnership included extensive advertising with 30 and 15 second television commercials, website banners, sponsorship of family programs and a dedicated website with significant facts and zoo prizes. The partnership coincided with the September/October school holidays as well as supported the April Easter holiday period. An uplift of over 28% was experienced from regional NSW visitation year on year contributing directly to the overall enhanced attendances at the Zoo.

In November 2010, Taronga Western Plains Zoo partnered with QantasLink to become the first ever Australian zoo to brand an aircraft. The decorated Q400 aircraft acts as a flying billboard travelling to over 54 communities around Australia as well as Papua New Guinea. It is an invitation to passengers to discover the wonders of wildlife at one of Australia's premier open range zoos which will benefit numerous other tourism operators in the region.

To celebrate the official opening of the Taronga Western Plains Zoo newly redeveloped Savannah Visitor Plaza, a Community Fun Day "Wild Day Out" was held on Sunday 28 November 2010. The "Wild Day Out" was a free event that featured lots of entertainment including a very popular children's concert 'Wild Aussies', face painting and Indigenous story telling. Visitors from the local community enjoyed the event, seeing first hand the changes to the Zoo.

Coinciding with the "Wild Day Out" community event, a Dubbo local resident discount offer called "Mates Rates" was launched to encourage locals to utilise the Zoo further. Pricing is structured in line with other popular and affordable social activities including bowling and visits to the cinema in order to appeal to local families. Mates Rates members are also eligible for monthly specials such as tours, encounters and behind the scenes experiences created exclusively for locals. By signing up to the club, the Zoo also gains additional database information to enable ongoing contact. By year-end 3,315 Mates Rates memberships have been created, representing almost 8% of all Dubbo residents.

Cross promotional activity continued throughout the year with a co-operative campaign with Country Link in September 2010 attracting in excess of 1,000 visitors. A dedicated online campaign in December 2010 with NRMA saw an uplift of over 22% in bookings year on year.

Digital marketing

October 2010 saw the completion of two significant digital projects, the first being the launch of Taronga's new website. Its fresh design shines a spotlight on Taronga's conservation programs, engaging visitors through interactive and immersive content. Visits to the website grew by 17% over the year and the addition of e-commerce functionality, including online tickets and new visit-planning features, further made the website a vital interface between Taronga and its visitors and supporters.

The second milestone was Taronga's venture into mobile marketing with the launch of the iPhone app *Taronga Zoo - Monkey Mayhem*. Aimed at children, the app encourages learning through a game-like experience in which children collect missing photos of Taronga Zoo's animals. Designed to engage visitors in an educational experience that connects them with Taronga's animals, both during and after the Zoo visit, the app is the first of its kind for zoos globally. The app has attracted widespread industry acclaim, including two industry awards and final nominations for prestigious AIMIA awards and an international Webby award. With over 65,000 users the app surpassed all expectations.

Social media and e-communications have also advanced significantly. A strategic approach to developing Facebook fan pages for both Taronga Zoo and Taronga Western Plains Zoo successfully engaged more than 17,000 people with Taronga's conservation news and animal stories. Fans of Taronga have remained highly engaged throughout the year, providing an invaluable insight into the views and interests of Taronga's supporters. Coupled with the successes on Facebook, Taronga's social media reach was further extended through its 2,771 regular Twitter followers and its strong YouTube presence.

The number of people receiving Taronga's monthly e-newsletter also showed positive growth in the last 12 months, increasing by 43% to 54,624 individuals. E-mail marketing also expanded to encompass dedicated tourism, corporate and children's communications, and became an important tool to achieve business objectives and deliver key messages to the spectrum of Taronga's audiences.

Retail Taronga Zoo

Taronga Zoo's shops provided Taronga with a valuable contribution of \$1.2m net profit. This profit was 16.2% below the record results of 2009/10, reflecting the reduced visitation, but was 4.7% above the 2008/09 record year.

On 28 March Taronga's new retail shop located in the entry plaza opened with 1,884 product lines, 332 of which were new to the Zoo range. Occupying 400 square metres, the new shop provides a wide variety of quality clothing, baby wear, toys, plush and gifts. Eighty-five percent of these product lines are exclusive to Taronga.



1: Taronga Zoo welcomed Oprah's Ultimate Australian Adventure audience during the first night of their stay in Australia. 2: Taronga Western Plains Zoo became the first ever Australian tourist attraction to brand an aircraft – a QantasLink Q400. Photo; Rick Stevens. 3: Elephants playing. Photo; Rick Stevens. 4 & 5: Taronga's digital marketing team managed a new website, two Facebook pages, Twitter and Flickr accounts, YouTube and the launch of one of the world's first zoo-based iPhone apps. Photos; Chloe Precey. **Main image:** Taronga Zoo Monkey Mayhem App – Nomad/Deepend.





1: Getting up close and personal to Australian Wildlife. 2: Taronga Zoo's new retail shop at the top entrance boasts a product range of more than 1,880.

Taronga Western Plains Zoo

TWPZ retail operations remained in temporary facilities until late November 2010 when the new Savannah Visitor Plaza and Zoo entrance opened incorporating the new retail souvenir outlet. The increased floor space, visibility and location of the new outlet, along with its new product range; have confirmed an impressive per cap increase of 16% on last year.

Retail has seen an encouraging increase in traffic through the outlet leading to increased spend-per-visitor. This year's retail operating revenue is \$1,103,598 equating to a 15% increase on the previous year.

Catering and functions Taronga Zoo

Harbourview Café and Fish and Chips takeaway opened successfully with 90 seats available in the café and 40 outdoor seats at the take away outlet with a strong focus on sustainable seafood. Some environmental highlights to note from the new outlet are the chairs from recycled plastic, new signage highlighting sustainable seafood, and a new green rated coffee machine has been purchased which will reduce annual energy consumption.

A new chargrill chicken outlet called Charco Pollo replaced Italian Bites at the Taronga Food Market. The outlet serves roasted free range Lilydale chicken and fresh salads.

The function business has experienced a decline over recent times due to a drop in the average functions spend and attendance numbers, however, the number of functions remained stable. Additional contributing factors to the results were the decline in New Years Eve ticket sales in the function centre and two less Twilight Concerts than originally planned.

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

Taronga engaged the Untamed Group, a registered training organisation, working with the Office of Environment and Heritage and Department of Education and Communities to conduct a seminar with Senior Facilities staff from Taronga and Senior staff from Compass Group regarding Energy Efficiency in Commercial Kitchens. The Untamed Group conducted a cursory audit of all kitchens and equipment at Taronga Zoo and provided a seminar on how Taronga could improve on reducing energy consumption through purchasing energy efficient equipment, modifying kitchen layout and behaviour change.

The knowledge gained through the seminar resulted in Taronga Zoo purchasing energy and operationally efficient fryers for all outlets saving \$20K in oil waste and \$4K in energy consumption. Purchase of two new commercial dishwashing machines utilising 400 litres per hour less water and 30% less power due to the efficiency of the machines. A focus has been on improving equipment, service and quality of product resulting in value for money and a sustainable food and beverage operation.

In grounds revenue of \$1.555m was 13.4% lower than last year, reflecting lower attendances, with the per cap spend being \$6.41.

Functions revenue of \$554K was 11.3% below last year.



Main image: Zoofari Lodge TWPZ. 3, 4, 5: Photos; Taronga Foundation & 6: Photo; Mark James: Taronga and Taronga Western Plains Zoo celebrated many successful events, including the opening of TWPZ main entrance and the Twilight at Taronga Concert series. 7: Greater One-horned Rhino. Photo; Torsten Josefs.

Taronga Western Plains Zoo

TWPZ functions business recommenced in December 2010, following the opening of the new Savannah Functions and Events Centre, within the new entry plaza. Uptake of conferences and functions has been encouraging and specific promotion and selling of facilities has seen bookings into the new financial year particularly strong.

TWPZ Catering has seen an overall increase in per-visitor spend since the opening of the new Bakhita's Café and 'to go' kiosk area. The provision of a central point providing staff with the opportunity to engage visitors and up-sell the food and beverage products available. The new freely accessible area at the entrance of the Zoo provides additional revenue from walk in visitors from both the Dubbo local area, and passing tourists, previously not possible. Catering spend per visitor this year is \$5.28, an increase of 23% on the previous year. Total catering revenue is \$1,327,346 a 40.2% increase on the previous year.

Inground commercial operations Taronga Zoo

Animal encounters continue to be popular with both domestic and international visitors, particularly our Koala and Giraffe experiences. In November 2010 green screen, a digital photography experience, was introduced featuring Sumatran Tiger, rhinoceros and Western Lowland Gorilla. This has provided another vehicle to communicate with our visitors about Taronga's conservation work with these animals. Taronga's visitor services revenue, including animal encounters, car park and hire services, delivered \$1.83m in revenue during the year.

The Sun Herald Twilight at Taronga concert series enjoyed its 16th season and 300th concert overlooking Sydney Harbour. The Twilight series are a relaxed picnic style event with many patrons returning annually. The concerts contribute commercial revenue, showcase the Zoo as an entertainment venue and provide corporate hospitality opportunities. The concert series was enjoyed by 22,513 guests.

Zoofari Lodge, Taronga Western Plains Zoo

A healthy commercial return has again been achieved for Zoofari Lodge, with 7,674 visitors experiencing our multi award winning accommodation experience. Consolidated commercial profit is \$969,309 which is a 1% increase on the previous record year.

Bathroom renovations have been completed in a program to refresh some lodges and a review on seasonal menus has seen much positive feedback.

Zoofari Lodge is a member of the NSW's Inland Tourism Awards Hall of Fame having previously won the Unique Accommodation category for three consecutive years. Zoofari Lodge is an Advanced EcoTourism Certified facility through Ecotourism Australia.

Taronga Foundation

The Taronga Foundation continues its vision to be recognised as a world leader in the development of philanthropic support for the conservation of indigenous and exotic wildlife. The work of the Taronga Foundation over the past 11 years has seen major capital developments at both Zoos ensuring high standards of animal care and visitor enjoyment. While new capital works are scheduled to continually improve the Zoos, the success of the Foundation has allowed it to expand fund raising activities and increase support of in-situ conservation, education and research projects.

Taronga Foundation Governors and Patrons

- Maurice L Newman AC (Chairman)
- Nigel Adams
- John Armati AM
- Frank Brennan
- Guy Cooper PSM
- John Cleese
- Collette Dinnigan
- Bradley Trevor Greive
- Louis Hawke (retired May 2011)
- Angus Hawley
- Justin Hemmes
- Lisa Ho
- Graham Humphrey
- Sandra Humphrey
- Antonia Kidman
- Skye Leckie
- Justin Miller
- Richard Morecroft
- Don Olney (deceased 20 June 2011)
- Gretel Packer
- Rebel Penfold Russell OAM
- Anna Russell
- Deborah Thomas
- Peter Young AM



The Taronga Foundation Chairman's report

The Taronga Foundation has achieved its fifth consecutive year of record fund raising. This financial year the Foundation raised a total of \$7.13 million, an increase of 8.2% over last year's total of \$6.59 million.

The cumulative total secured by the Foundation is now \$53 million towards its overall 12-year target of \$57.6 million.

Highlights of the past 12 months include a continued focus on fund raising for Taronga Western Plains Zoo's Rhinoceros Conservation Breeding program as well as an increased commitment to in-situ (field conservation) projects from \$86,000 to \$250,000pa. In addition we have expanded Foundation support for education programs such as the indigenous youth mentoring program and 'Project In-Situ', which works with local communities to protect native wildlife habitats.

The Foundation's annual fund raising dinners, Zoofari and the Taronga Dinner, are well established in Sydney's social calendar and are popular and successful events. This year's dinners raised a total of \$634,000. New Year's Eve at Taronga Zoo, and Artists in Residence program (ZOO AiR) continue to grow and engage new supporters. On 7 May 2011 the Foundation held a fund raising dinner at the new Savannah Room at Taronga Western Plains Zoo. Special guest, Bryce Courtenay AM and a terrific line-up of prizes and entertainment ensured the evening was a sell-out success. Regular information sessions at Taronga Zoo continue to strengthen relationships with our donors and we held an inaugural event in the Southern Highlands courtesy of artist Richard Allen, who generously opened his studio for the first time to our guests. The evening proved productive in engaging new supporters and broadcasting our conservation message to the local community.

The Foundation again supported the Zoo's Mardi Gras float, this year promoting the message of sustainable seafood. This was Taronga's third year in Mardi Gras, which enables us to promote our conservation message to the broader community and provides staff with an enjoyable team event.

I would like to thank our Governors and Patrons for their support and advocacy again this year, particularly Deb Thomas for chairing the Zoofari fund raising committee, Justin Hemmes for providing venue and support for the Taronga Dinner, Nigel Adams for support and advice on Estate matters, and Anna Russell, Frank Brennan and Don Olney for assistance with the Raising Rhinos Ball in Dubbo. Sadly, Don Olney passed away within weeks of this event on 20 June. Taronga Western Plains Zoo will forever remain grateful for his contribution and passion for the Zoo.

I would also like to thank our corporate partners, donors, and of course, Taronga Director Cameron Kerr, Chairman, Len Bleasel AM, Board members and dedicated staff at Taronga and Taronga Western Plains Zoos. Thank you all for encouraging and supporting our fundraising endeavours.



Maurice L Newman AC
Chairman
The Taronga Foundation



1, 2: Photos; Lorinda Taylor, 3: Photo; Taronga Foundation, 4: Photo; Rick Stevens & main image: The Taronga Foundation supported and hosted many events including Mardi Gras 2011, Zoofari fundraising dinner and a lunch in support of the Jane Goodall Foundation. Photo; Taronga Foundation.

Philanthropy

The Foundation undertook an external audit of its philanthropic activities and donor giving patterns while benchmarking against other charitable organisations. The outcomes of the audit have resulted in a five year plan for growth, ensuring best practice and increased donor engagement. An integrated approach to giving has been implemented which has proven to be successful in increasing revenue and upgrading donor giving patterns.

Taronga Foundation events

In 2010/11, Taronga Foundation events raised a total of \$935,000.

The Zoofari Year of the Tiger dinner held on 19 November 2010 attracted 400 guests and raised \$430,000 in support of Taronga's Sumatran Tiger Conservation program. The Reed Group, Zoofari's major event partner, constructed the 9m high scaffolding to create a unique venue overlooking Sydney Harbour.

Vince Sorrenti emceed the evening with Taronga Foundation Governor, Justin Miller as auctioneer. Louise Ginman and Justine Powell, Unit Supervisor and Senior Keeper of Taronga Zoo's Carnivore Division, inspired guests as they spoke passionately about the success of Taronga's Sumatran Tiger breeding program.

One special highlight this year was a unique pendant created especially for the evening by Sydney jeweller Nic Cerrone. The "Eye of the Tiger" pendant is a large citrine stone surrounded by white and black diamonds and set in 18ct white and yellow gold.

NYE10 @ Taronga Zoo was once again sold out with 2,000 people purchasing tickets resulting in \$324,649 income. A new Diamond section on the Harbour View Lawns was offered for \$500 per person.

On Friday 1 April, Mr Maurice Newman AC, hosted The Art of Conservation, a cocktail event in the studio of artist Richard Allen in Berrima to engage potential new donors in the Southern Highlands. Dr Larry Vogelnest, Taronga's Head Vet spoke to a crowd of 60 people about the Brush-tailed Rock Wallaby Recovery Program and the conservation work of the Zoo. The event was well received and featured in the local papers and magazine.

Raising Rhinos – Taronga Western Plains Zoo Fund raising Ball held on Saturday 7 May 2011 was an opportunity for the local community to come together and support rhinoceros conservation work at Taronga Western Plains Zoo while highlighting the new facilities of the visitor precinct. Australia's international best-selling author, Bryce Courtenay AM entertained guests with his tales of Africa whilst passionate senior Vet Dr Benn Bryant spoke about the plight of the Black Rhino and Taronga's goal to save the species. The event raised \$40,000.

On Wednesday 8 June, The Taronga Foundation, together with the Jane Goodall Institute, hosted a lunch with British primatologist and anthropologist Dr Jane Goodall DBE, renowned worldwide for her passion and commitment to conservation, environmental and humanitarian issues. The event was also supported by Sydney Morning Herald and raised a total of \$42,000 for the Tchimpounga Chimpanzee Sanctuary in the Congo Republic.

Wild Frontiers – Taronga Dinner was held on Wednesday 22 June 2011 at the Ivy Room and was emceed by Mary Coustas as 'Effie'. The dinner raised \$270,000 for conservation programs in the wild.

A highlight of the evening was the exciting live auction with auctioneer James Hendy of Bonhams. Items included a Leo Robba oil painting, *Breakfast with the Chimps* in Taronga's new Chimpanzee facility and a luxury expedition onboard Orion to Borneo to visit Tanjung Puting National Park, one of the Orangutan conservation parks supported by Taronga's Field Conservation Grants.

Major gifts and bequests

This year saw record levels of major gifts and bequest donations. Gifts from donors provided \$1.1 million, and income from bequests provided \$1.5 million in legacies plus \$91,000 in dividends from share portfolios received from Estates.

Thanks to a generous bequest from a long time supporter, Taronga Wildlife Hospital was able to purchase a state-of-the-art digital radiography machine which has been a great asset to the Taronga Zoo veterinary team. Funds are now being secured for a similar machine for Taronga Western Plains Zoo.

Due to the growth potential of bequest revenue, additional focus has been given to avenues for raising awareness within the community. This is done through events such as information evenings as well as through a consortium of charities which has combined to promote the 'Include A Charity' campaign. The campaign comprises radio, TV and print media advertising as well as an online website. In addition, the Foundation has subscribed to the 'My Legacy' website for the second year. Our unique web page is growing in visitation by 15% per month.

Strategic segmentation of the Foundation's database enabled us to produce a list of supporters and potential supporters in the Southern Highlands region of NSW, who were then invited to the information evening held in a private residence in Berrima. This received excellent feedback and resulted in securing a significant bequest.



We would like to acknowledge the following generous supporters who have donated \$10,000 or more this financial year.

- Anonymous
- Beswick Family Fund
- Len Bleasel AM
- The Bluesand Foundation
- Camilla Boyd
- Clitheroe Foundation
- Jack Cowin
- Steve Crane
- Gretchen Dechert
- The Denton Family
- Anna Dowe
- James Fairfax AC
- The Girl Guides Association of NSW
- E J Hart Group
- Henry Pollack Foundation
- Hill Family Conservation Foundation
- Jessica Hore
- Sandra and Graham Humphrey
- Irvine Hunter
- Andy and Prue Kennard
- Arthur and Yvonne Koenig
- Gretel Packer
- Rebel Penford-Russel OAM
- Robert and Susan Maple-Brown
- Jacobus Neelemaat
- Julie and Damian O’Carrigan
- Rio Tinto Aboriginal Fund
- Rotary Club of Mosman
- Betty Saunders-Klimenko
- Skipper-Jacobs Charitable Trust
- Joyce Sproat and Janet Cooke (Lumsden Pty Ltd)
- Tanert Pty Ltd
- Anne Turnbull

Friends of the Future (funds received from estates)

- Estate of the Late Jacqueline Zoe Crookston
- Estate of the Late Judith Marion Stuart
- Estate of the Late Alison Joan Stallwood
- Estate of the Late Stanley Collins
- Estate of the Late Glen Hogan
- Estate of the Late Rosemary Serisier
- Estate of the Late Marina Koolen
- Estate of the Late James Darbyshire
- Estate of the Late Stanley Collins
- Estate of the Late Florence Hucker
- Estate of the Late Charles Nightlingale
- Estate of the Late Kay Edwards

Public appeals

Four public appeals were implemented during the year, focusing on Tasmanian Devils, Leopard Seal research, Taronga’s Wildlife Hospitals, Asian Elephants and rhinoceros. These appeals have generated a record \$486,594 with a further \$17,640 generated for the next 12 months with the securing of 57 new monthly donors. This was a revenue increase 40% year on year, despite in general lower average donations.

A donor acquisition appeal was also launched this year featuring the Tasmanian Devil, Burbangana indigenous mentoring program and the Regent Honeyeater conservation program. This appeal resulted in 3,494 new and reactivated donors.

Zoo Parent

Currently there are 2,965 Zoo Parents, the highest number ever achieved which resulted in a record income of \$481,689. This is 5.1% increase on last year which is a result of a range of monthly promotions and continues the trend of creating growth in this area.

Corporate partnerships

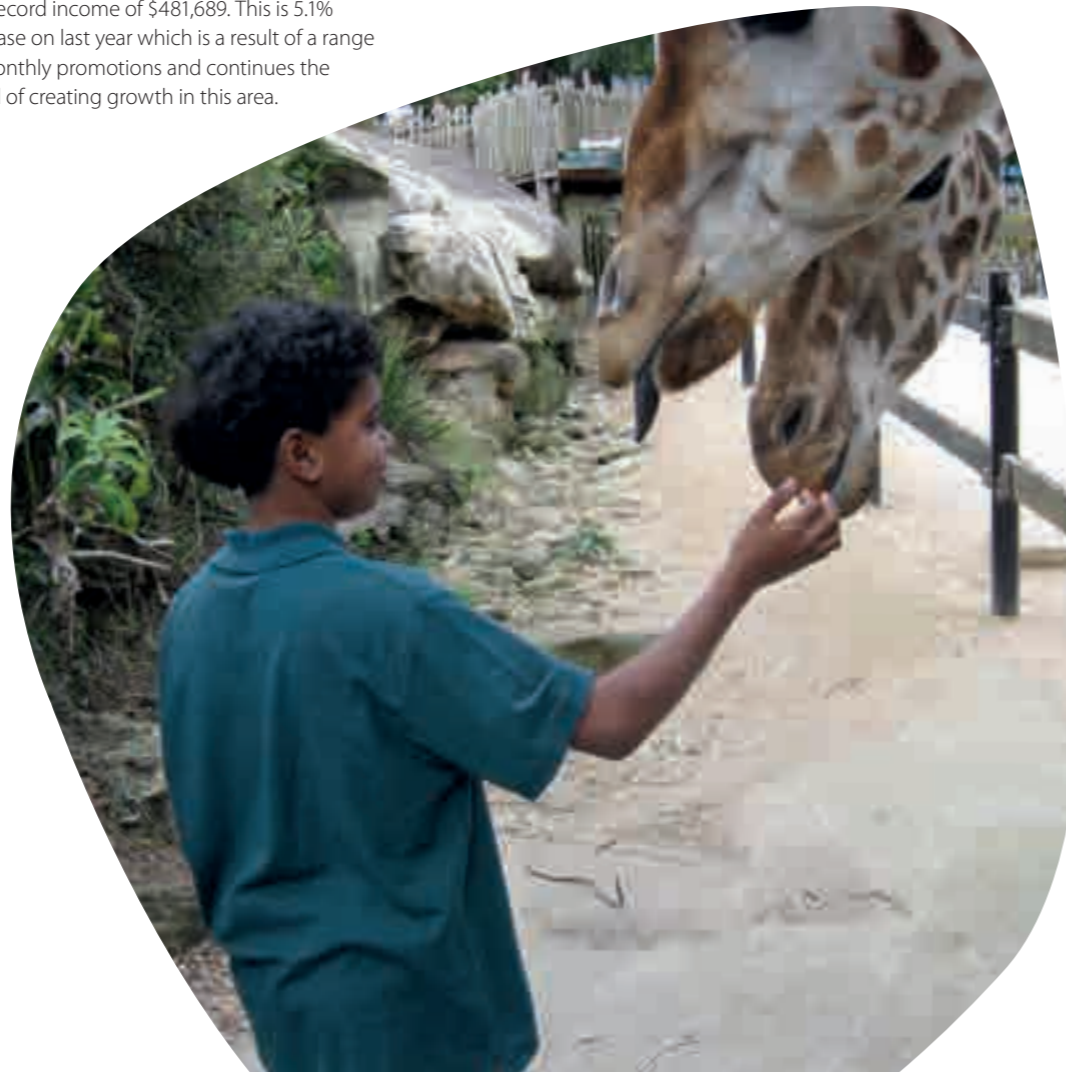
The Foundation has achieved a record level of corporate support with revenue of \$5m received in cash and contra support.

Cash sponsorships of \$3.32m were secured this year, delivering positive growth of 10% on the previous year, which was significant given the ongoing economic conditions. In addition, essential contra and project support reached a total of \$1.8 million in equivalent value of contributions towards operations of Taronga and the Foundation.

The success of the program is due to the valued support of its long-term partners. Principal Partner, QBE committed to a further five years as sponsor of the QBE Free Flight Birdshow. Other Principal Partners, ANZ, Ausgrid, Coca Cola Amatil and Streets continue to work with Taronga to generate value for both organisations.

The corporate program continued to grow with the welcome addition of three new high level partners. The Sydney Morning Herald / The Sun Herald, Visa Platinum and NRMA Motoring and Services all became partners at principal, presidential and primary levels respectively.

The Taronga Foundation is grateful for the support of the following partners:



1: The Taronga Foundation’s Raising Rhinos fundraising event at TWPZ was hosted by prominent Australian author Mr Bryce Courtenay AM.

Taronga Zoo 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 | NRMA Motoring and Services | Toshiba |
| Foster’s Australia | Qantas | Treasury Wine Estates Australia |
| Fujifilm Australia | | |

Champion Sponsors

- | | | |
|--------------------------------|-----------------------------------|------------------------------|
| ARA Group | Elam Communications | LANXESS |
| Australian Securities Exchange | Ernst & Young | MasterFoods |
| Compass Group | HULSBOSCH Communication by Design | Radio 2DU/Zoo FM |
| Creative Digital Technology | Integrated Group | SITA Environmental Solutions |
| Daikin Australia | Lavazza | Telstra BigPond |
| Deepend Sydney | | |

Supporters

- | | | | | | |
|--------------------------------------|---------------------------|---------------------------------|------------------------------------|-------------------------|-----------------------------|
| Advanced Press | Buds & Bowers | Harris & Co Solicitors | NSW Fire Brigades Relief & Welfare | Powerhouse Logistics | Tourism and Transport Forum |
| Ant-Eater | Burwood Press | Henry Davis York | Orica | SC Johnson | VIP Packaging |
| Environmental Services | Canon Australia | IPS Worldwide | Pace Farm | Signwave Newtown | Virbac |
| APA Group | Clearwater Fliter Systems | Kelato Animal Health | Pest Control | Stihl | Visy Beverage |
| Aspen Pharmacare | ELO Digital | Madzin Productions | Technologies | Techni-Clean Australia | Wet & Forget |
| Australian Air Express International | Event Emporium | Minter Ellison | International | Thermal Imaging Systems | |
| Bayer Australia | Flying Fish Restaurant | Norbrook Laboratories Australia | Pfizer Animal Health | Troy Laboratories | |
| | Forty Two International | | | | |

Global conservation programs Asian Elephant

The IUCN forecasts that by 2050, 30% of the world's wildlife will disappear. Taronga's commitment to stemming this loss extends well beyond the Zoo's borders and in fact well beyond Australia.



Taronga participates in over 55 international conservation programs, including in-situ veterinary assistance for Sumatran Rhino in Indonesia, funding for anti-poaching units in Zimbabwe, education and skills dissemination for elephant mahouts in Thailand, and assisting the development of species management plans for Fijian Crested Iguana in Fiji.

Taronga's commitment to the endangered Asian Elephant commenced in 2006 with the arrival of a herd of eight animals from Thailand. In collaboration with Zoos Victoria, Taronga a conservation breeding program was established, with five calves born to date – the last, 'Tukta', in November 2010. Under a Memorandum of Understanding (MOU) with the Kingdom of Thailand, Taronga is also participating in skills knowledge education with Thai Mahouts to better inform positive-based husbandry techniques, the provision of funds to assist in decreasing human-elephant conflict and co-funding of a quarantine centre and elephant care facility at Mahidol University, Kanchanaburi, Thailand.



Visitor experience and learning

The creation of innovative and engaging experiences that attract Zoo guests, 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.

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 by guests through 'value for money' satisfaction surveys.
- ~ 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 to a high standard.
- ~ To increase Zoo Friend memberships to 100,000.
- ~ To spread the reach and impact of our activities through increased annual website visitations.



1: Photo; Rick Stevens.
2 & main image: Photos; Lorinda Taylor.



Performance indicators	09/10	10/11
Visitation – total	1,738,103	1,572,021
Students visiting on a school excursion		
Taronga Zoo	106,525	109,677
Taronga Western Plains Zoo	13,203	15,028
People participating in Public/Outreach education programs		
Taronga Zoo	38,255	36,589
Satisfied guests as measured through satisfaction surveys		
Taronga Zoo	79%	83%
Taronga Western Plains Zoo	82%	83%
Complaints per 1,000 guests		
Taronga Zoo	0.24	0.24
Taronga Western Plains Zoo	0.24	0.51
Zoofari Lodge	0.01	0.5
Conference and workshop proceedings delivered by staff (including workshops convened)	27	22



1 & 2: Taronga Zoo's new top entrance opened to the public in April.

Guest Services and experiences

The trial opening of Taronga Zoo's entry plaza in March 2011 provided an enhanced visitor entry experience that encourages visitors to plan their day in a relaxed and pleasant environment. The plaza provides child play and rest areas, a new café and retail facility, visitor amenities and services such as stroller, wheelchair and locker hire. Ticketing and volunteer information is located within the plaza with a focus on providing information on the guest experiences on offer including tours, encounters, shows, keeper talks, and animal feeding times. The new plaza will be officially opened in early 2011/12 following completion of the Tree Kangaroo exhibit.

In 2010/11, a new Taronga Zoo wayfinding strategy was developed, with the objective to improve the visitor experience. The strategy aims to improve navigation around the site and includes a series of new signs, a visible marked main route and trails across the Zoo and a newly developed map. Implementation was completed in June 2011 with very positive feedback from visitors, Zoo Friends and staff.

Education programs

Formal education at both Zoos is a partnership between NSW Department of Education, the Sydney Metropolitan Catholic Education System, Community Services, St George and Boral. The Zoo Education teams deliver engaging curriculum related workshops, develop learning resources and deliver online learning programs. This year 160,677 students participated in Taronga's education programs up by 2,694 on last year's total. This equates to 12.6% of all students in the NSW school system participating in Zoo Education programs.

Taronga Zoo

A total of 109,060 students visited Taronga Zoo as part of a school excursion. This figure is up on last year's total of 106,525.

Of this total 58,215 participated in formal workshops in one of four learning precincts – Backyard to Bush, Rainforest Trail, Great Southern Oceans and the Zoo Education Centre. All programs offer students a chance to meet animals delivering both curriculum and conservation outcomes.

Zoosnooz enables students to sleep at the Zoo and explore its magic at night. Venues include the Education Centre, Backyard to Bush and the underwater viewing area of Great Southern Oceans. This year 6,121 students completed the Zoosnooz program up from 6,083 in the previous year.



Main image: Photo; Rick Stevens, 3, 4: Photos; Mark James, 5 & 6: Engaging wildlife and people allows Taronga to deliver a variety of conservation messages.

Taronga Western Plains Zoo

Taronga Western Plains Zoo continues to expand the diversity of workshops and experiences offered through the Education Centre. This year 5,135 students have participated in interactive, curriculum linked workshops. Native and exotic animals, in addition to the local landscape, cover key concepts and deliver important conservation messages. The Education Centre has developed a number of action based learning experiences through partnerships with other organisations. This has included farm planning workshops with the CMA, 'Science in the Bush' with the Australian Museum and animal enrichment design programs with Juvenile Justice.

Work experience

Work experience for Years 10 and 11 allows students to undertake real keeper tasks and duties. This year 265 students completed work experience at Taronga while 35 students participated at Taronga Western Plains Zoo. This year 526 students participated in 'A Meet a Keeper' program to help students with career decisions.

Wildlife workshops

This overseas students program, has experienced a successful year with strong growth. This year 1,032 participated in the program a big increase on the 645 from last year.

Keeper for a Day

'Keeper for a Day' was officially launched to the public on 27 April 2011. This new one-day program commenced after a number of pilot courses to ensure its quality and viability. 'Keeper for a Day' is a unique experience for a maximum of five people hosted by a zookeeper. Participants are involved in tasks such as preparing food and devising enrichment activities, cleaning enclosures and feeding some of Taronga Zoo's most popular animals.

Vocational education Taronga Training Institute

Taronga's Registered Training Organisation, the Taronga Training Institute (TTI), was established in 2008 and delivers accredited training and short courses linked to captive animal management and tourism related fields.

The Taronga Training Institute has continued its growth in 2010/11. Due to the competitive nature of enrolments for the Certificate III in Captive Animals, a selection criteria and interview process has been added to enhance the application process and ensure Taronga is using its resources to deliver a quality training system and outcomes.

In 2010, the Animal Care and Management training package was superseded. The new and updated qualifications, course strategies and materials will be delivered to new students enrolled from 2012. New additions to the courses, due to the new training package requirements, will include: *Senior First Aid; Participate in Sustainable Work Practices;* and biosecurity units at a Certificate III level in *Identify and report unusual disease or plant pest signs; and Comply with infection control policies and procedures in animal work.*

To increase engagement with the opportunities provided through the Certificate III in Tourism course, a successful application was made for Approved Provider's List Funding for TWPZ through the Department of Education and Communities. Funded positions can now be used to explore engagement strategies for participants in tourism training at TWPZ for 2012.

Short course options have continued to grow with accredited short courses in Care of Native Mammals, Care of Ungulates, Care of Carnivores and Care of Primates almost complete and ready for enrolments. The expansion of photography courses to more advanced levels will start in August 2011.

Outreach education Zoomobiles

The program delivers animal based experiences to groups who have trouble visiting the Zoo due to distance, financial situations, disabilities, illness or mobility. Animals from the Education Centre are transported in purpose built, temperature control vehicles that ensure animal welfare needs are met.

This year 36,589 students participated in the Zoomobile programs slightly down by 1,666 on last year's total.

This year, the Zoomobile Outreach program has also been extended to Taronga Western Plains Zoo. The Zoomobile has been successful at visiting child care centres and community events including National Field Days, the FUNgarie Community event, library visits, National Disability Day event, Indigenous Cultural events and a variety of Kids Teaching Kids events across the Western Region. Nine-hundred and twenty-nine students experienced the newly piloted Zoomobile.

Throughout the year, we have also presented at numerous regional careers expos, including Dubbo and the Vibe Alive event in Moree.

Burbangana and Walanmarra – Department of Community Services (DoCS) partnership program

At Taronga Zoo, Burbangana delivers tangible outcomes to children managed by DoCS. Burbangana, meaning 'take my hand and help me up' has played a significant role in 15 children's lives. In December a social return on investment was conducted to evaluate and measure the impact of the programs, the findings confirming a significant and positive return on investment.

Walanmarra is delivered at Taronga Western Plains Zoo for Aboriginal students in foster care. The six week program uses the wider Zoo to inspire children to learn about animals and their culture. Like Burbangana, Rio Tinto funds have been used to increase the capacity of the program and work with the local Aboriginal community to design and develop some interpretation installations that the children produced. This year six successfully completed Walanmarra.

Community education Zoo Adventures

The popular Zoo Adventure school holiday program aimed at children with a passion for animals has continued to grow with 1,506 children participating at Taronga (33% increase on last year), whilst Taronga Western Plains Zoo has had 687 students compared with 593 in 2009/10.

Boral Youth at the Zoo (YATZ)

Youth at the Zoo is a program for 12 to 19 year olds that encourages students to make a difference in their local community. YATZ assist on Roar and Snore, Zoo Adventures, Zoomobiles and conservation campaigns and their input is excellent. This year 878 students were involved in YATZ compared with 774 from last year.

**In situ education
Project Insitu**

Over 2,500 students participated in this community based conservation program. Targeted species included the Australian Little Penguin, Regent Honeyeater, Glossy Black-Cockatoo, Platypus, Squirrel Glider, Powerful Owl and the native Bush Rat. Students are challenged to develop a learning object that will inspire the local community to live more sustainably with each species.

Taronga Western Plains Zoo

During early 2011, Taronga Western Plains Zoo launched its first in situ project, Project Platypus, involving 400 students and 12 schools from western NSW. This partnership program drew upon the expertise of local organisations and allowed students to participate in tree planting, responsible fishing workshops, habitat sampling and water quality assessments.

The Education Team travelled out to Lightning Ridge to obtain permission from Aboriginal elders to use the Platypus Dreaming story within the scope of the project. The students also participated in workshops with local community members which certainly strengthened ties with Aboriginal culture. The project will result in electricity boxes being painted in Wellington council area with platypus messaging and a mural being produced by Juvenile Justice in conjunction with artist Jack Randall, which will be displayed on the facilities building at the Australian Picnic Ground at Taronga Western Plains Zoo.

**Visitor learning
and interpretation**

The Visitor Learning and Interpretation team aims to increase visitor understanding of the world's wildlife and promote action for conservation. This is achieved by enriching the visitor experience through supporting presentations, shows, talks and tours, devising animal labels, interactive displays, interpretive graphics, sculptural installations and immersive exhibits.

Taronga Western Plains Zoo initiatives included:

- ~ Delivery of the interpretive devices for the revitalised Obley Road entry;
- ~ Continued collaborations with Tubbah-gah Wiradjuri community stakeholders to achieve the completion of:
 - ~ The Welcome to Country installation at the front of the Entry Plaza and;
 - ~ The beautiful and complex mural for the Australian/Koala Walkabout. This artwork was produced by two established local artists, Lewis Burns and Nathan Peckham, together with the Walanmarra program kids.
- ~ Delivery of a presentation at the Kidsafe 2010 National Playspace Design Awards outlining the development of the award-winning Safari Park.

Taronga Zoo initiatives included:

- ~ The development of the Aboriginal sculptures in the inner and outer Entry Plaza, a collaboration of many indigenous and non-indigenous artists to celebrate Taronga's continuing Aboriginal connections;
- ~ The coordination of integrated interpretive content for the Chimpanzee exhibit refurbishment, visitor circulation precinct, upper entry precinct, Lemur Forest Adventure and the Sumatran Tiger exhibit; and
- ~ The development of several projects including: school holiday trails and activities; behaviour change research; the Wayfinding Strategy; brand development; digital strategies; Indigenous Tourism Strategy and tracking study recommendations.

Roar and Snore

Taronga's Eco-tourism certified Roar and Snore programs at both Taronga Zoo and Taronga Western Plains Zoo are popular ways for visitors to connect with wildlife in a memorable and unique way. Both offer an opportunity to sleep in the Zoo grounds and enjoy up close animal encounters not usually available during normal opening hours. Visitors gain a rare insight to the zoos at night, while learning about how they can make changes to impact sustainable outcomes.

Taronga Zoo

Roar and Snore at Taronga Zoo has had a record year with both the number of nights in operation and the number of people participating. This year 10,435 people participated in the program, a growth of 1,321 from last year's total. The amazing night walk, animal encounters and behind the scenes tours have ensured most of this growth has been achieved by word of mouth from happy visitors. Roar and Snore is an excellent opportunity for Taronga to deliver its conservation and action messages to the participants, all achieved in a fun and exciting way.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's Roar and Snore program has gone from strength to strength this year, with the introduction of new elements. This year Roar and Snore has accommodated 2,401 visitors marginally greater than last year. In order to continue to deliver outstanding customer service and to provide a premium product, the team reviewed the existing product in conjunction with the new strategic plan and recommendations derived from Vision XS research. Working alongside the Life Sciences Team, Roar and Snore has been developed into a more interactive experience.

**Taronga's Guests
Guarantee of Service**

Taronga's guarantee of service ensures a consistent level of service is provided to all our guests 365 days a year. Guest Services staff are stationed around the Zoo to assist our visitors and ensure access to popular activities, such as our bird and seal shows. Customer feedback is welcomed, with every form of feedback being personally responded to by our guest services team.

Guest satisfaction surveys

Self-completion Customer Satisfaction Surveys continued to be implemented as developed by Environmetrics. Results were analysed and key visitor satisfaction levels at each Zoo are outlined below.

A clear profile of our Zoo customers has also 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 visitor services.

Visitor customer satisfaction levels; 12 month average

	Taronga Zoo	Taronga Zoo	Taronga Western Plains Zoo	Taronga Western Plains Zoo
Visitor satisfaction levels	09/10	10/11	09/10	10/11
Overall satisfaction with value for money	3.9	4.1	4.1	4.1
Educational value	4.4	4.4	4.1	4.2
Seats/rest areas	4.1	4.3	4.2	4.5
Ease of finding way around	3.7	3.6	4.2	4.3
Ease of moving around	4.0	3.6	4.6	4.6
Visibility of animals	4.0	4.1	4.1	4.0
Welfare of animals	4.3	4.4	4.7	4.7
Variety of animals	4.7	4.7	4.3	4.3
Helpfulness of staff	4.5	4.5	4.4	4.5
Shows and keeper talks	4.6	4.5	4.5	4.6
Cleanliness of grounds/facilities	4.7	4.7	4.9	4.8

12 month average converted to an average out of 5. 5 = very satisfied. 1 = very dissatisfied. A movement of 0.25 is considered statistically significant.

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

Performance indicators

Satisfied visitors	05	06	07	08	09	10	11
Taronga Zoo	82%	82%	86%	84%	82%	79%	83%
Taronga Western Plains Zoo	90%	86%	87%	84%	81%	82%	83%

Complaints per 1,000 guests	09	10	11
Taronga Zoo	0.17	0.24	0.24
Taronga Western Plains Zoo	0.21	0.24	0.51
Zoofari Lodge	0.00	0.01	0.50

2010/11; Visitor ticketing mix

Consolidated	
General admission	51.4%
Formal education	7.2%
Discount admission	7.0%
Promotions	4.4%
Members	13.7%
Free of charge	16.3%

Taronga Zoo origin of visitors	
NSW – Sydney	54%
NSW – Other	10%
Interstate	11%
International	25%

Taronga Western Plains Zoo origin of visitors	
NSW – Sydney	28%
NSW – Other	42%
Interstate	29%
International	1%



1, 2: Photos; Ben Gibson, 3 & 4: Photos; Mark James: A variety of learning experiences engage students and children in Taronga's conservation programs – including Project Insitu tree planting and Project Penguin beach conservation. Main image: Taronga Zoo's famous Roar and Snore accommodation experience.





1, 2 & 3: Taronga's media coverage included over 1,300 newspaper and magazine articles and 609 radio segments. Main image: Taronga and Taronga Western Plains Zoos hosted many VIP and celebrity tours, including Katy Perry. Photo: Ben Gibson.

Corporate Communications and Media Relations

The Media Relations Department focuses on generating positive media coverage to maintain public engagement with Taronga, providing issues management support, ministerial media liaison and coordinating VIP visits.

In 2010/11, the Media Relations team managed 2,879 stories across all media platforms, equating to eight stories daily, with an equivalent value of \$23,742,324 based on advertising rates. See media table.

Highlights include:

- ~ Significant media coverage in TV, print and online of the births of the female elephant calf 'Tukta', gorilla baby, Pygmy Hippo calf, Giraffe calf and a Galapagos Tortoise hatchling. All of these events also generated global coverage, emphasising Taronga's commitment to conservation.
- ~ A one-hour Channel Seven documentary 'The Birth of Australia's Biggest Baby' detailed all elephant births at Taronga to a national audience of 1.5 million.
- ~ The Media team worked closely on Oprah's Ultimate Australian Adventure visit by hosting Oprah's digital media crew and establishing a Taronga micro, internet site for www.oprah.com. The site showcases Taronga's work, with direct links to the Taronga website. The Oprah site has over 6 million monthly users.
- ~ Taronga's digital media profile expanded with a new Facebook page, launched in October, offering varied content to actively engage followers. The Zoo's YouTube site was in Australia's top 100 channels three times during the year. Across Facebook, Twitter and YouTube, Taronga now has over 20,000 followers.
- ~ Launch of the inaugural Taronga Green Grants producing over \$670,000 worth of media coverage and attracted entries from every Australian state and territory.
- ~ A special episode of *Sydney Weekender* showcased Taronga's NSW Tourism Awards win as NSW's Best Major Attraction.

~ Red Panda Cub media coverage was produced in-house by the Media Relations team, providing newsrooms with vision, interviews, images and audio grabs, generating international coverage without having any film crews at the Zoo. This approach enabled great coverage despite limited access to the newborn animal.

Negative media was minimal during the year but included:

- ~ A young boy bitten by a Taronga Sea-lion during the Seal Show; and
- ~ One of Taronga's female Asian Elephants tested positive to tuberculosis (TB).

The Media team worked closely with the media to proactively manage the release of the news about the positive TB test, resulting in very balanced and appropriate coverage in the *Sydney Morning Herald* under the heading "Zoo says no risk to visitors after elephant diagnosed with TB".

In both instances, planned, clear and quick responses to media queries effectively communicated the facts and reduced the risk of sensationalism.

Media coverage

Television media		10/11
Taronga Zoo	\$13,932,100	814 items
Taronga Western Plains Zoo	\$1,325,800	79 items
Total	\$15,257,900	893 items
Print media		
Taronga Zoo	\$6,116,696	820 articles
Taronga Western Plains Zoo	\$1,604,326	557 articles
Total	\$7,721,022	1,377 articles
Radio media		
Taronga Zoo	\$575,263	386 segments
Taronga Western Plains Zoo	\$188,139	223 segments
Total	\$763,402	609 segments
Total value	\$23,742,324	
Total items/articles/segments	\$763,402	

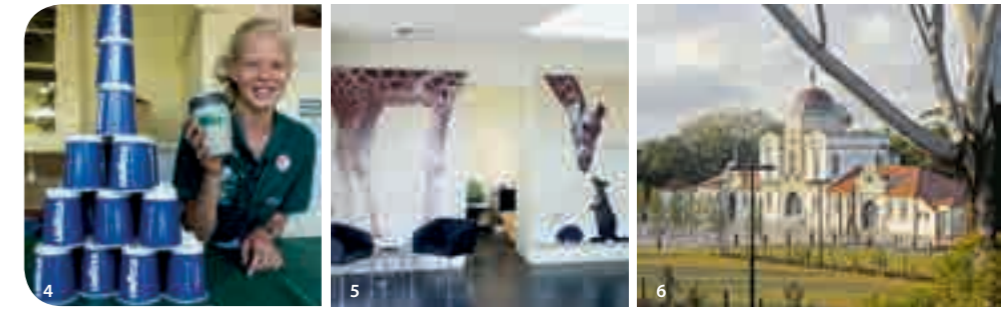
Zoo Friends

Despite a challenging year, the emphasis on growth for Taronga Zoo Friends resulted in membership numbers increasing by 28% to 64,969 contributing a total income of \$3,567,567.

Much of the growth in the Zoo Friends program is a result of new promotional activities introduced throughout the year and a greater focus on the retention of existing members. As with all facets of business and communication, prospective members are opting to engage with Zoo Friends online. Digital marketing and the sale of memberships via Taronga's website have both been vital to the year's outcome.

Most importantly, the increase in members has enabled Zoo Friends to contribute an even greater amount to The Taronga Foundation. Over the course of the year members have collectively contributed \$830,678 to Taronga's conservation programs.

With the completion of the main entrance at Taronga Zoo, the Zoo Friends membership office was able to move to a new location in the historic tram-shed building. Not only does this afford members a first class environment in which they can purchase or renew memberships, it also provided an opportunity to showcase the wonder of wildlife with members. Life size images of some of Taronga's most iconic species adorn the walls accompanied by little known facts unique to each animal. The new location has proved popular with members so far and will play an important role in building and strengthening relationships in the coming year.



4: Simple messages such as using a recyclable cup for your takeaway coffee are part of curriculum-based learning outcomes. Photo: Lorinda Taylor. 5: Taronga's historic Tram Shed is now home to a new Zoo Friends office. 6: Taronga Zoo's newly refurbished Edwardian heritage entrance has been fully restored and will officially open in early 2011/12.

Capital works, infrastructure and operations

Taronga's capital and maintenance programs underpin our ability to deliver conservation outcomes and outstanding visitor experiences. In 2010/11, Taronga's capital investment and maintenance program included:

Capital works and planning Main entrance and circulation project

The \$16m redevelopment of the final stage of the Inner Plaza and Main Entry Precinct at Taronga Zoo commenced in October 2009. The completion of the first milestone was the main circulation access and the boardwalk between the upper cable car station and the Zoo in August 2010. The rest of the main entrance precinct was opened to the public in March 2011 and an official opening is expected in early 2011/12.

The heritage-listed Main Entrance building has been restored to its former glory. The new facilities and services include a new Zoo Shop, café, information and ticketing services as well as a new Zoo Friends office in the historic Tram Shed. Interpretive Works installed included a sculpture walk between the outer plaza and inner plaza and a multimedia welcome arch. This creates a visual welcome to country acknowledging Aboriginal culture.

The construction of a turfed overflow car park area with 170 parking spaces commenced in January 2011 with completion in June 2011. The redevelopment has created a freely accessible public space with ease of circulation for Zoo visitors.

There has been improvement to the visitor circulation with the implementation of \$400k way finding and signage scheme, comprising a 2km long route marking and a \$1.1m circulation boardwalk at the western part of the Zoo. The 250 metre circulation boardwalk provides accessibility to overcome very steep terrain to ensure visitors with special needs have access to the African Waterhole Exhibit, the Barbary sheep and the Tahr Mountains exhibits in the western part of the Zoo.

A new Tree Kangaroo exhibit was created as part of the Entrance redevelopment providing great views for the public from the newly created plaza. The \$500k exhibit includes a landscaped area for Tree Kangaroos and Pademelons with also a keeper area. It is targeted to be completed in August 2011.



Various infrastructure works completed include the services upgrades including water and IT between the main entry and the Taronga administration centre as well as new access ramps and entrances to the Rainforest Aviary.

Chimpanzee exhibit

The \$7.8m Chimpanzee exhibit redevelopment commenced construction in December 2009 and is expected to be completed in late June 2011. This exhibit has been re-modelled to house the current group of 18 Chimpanzees. The exhibit will provide greater flexibility and capability to manage introductions of new Chimpanzees into the group as part of the long term management of the Chimp facility.

The new facility comprises a refurbished night house, new all weather viewing shelters. The main exhibit is divided into a separation enclosure and an open paddock. The separable enclosure is a 14 metre high mesh structure which greatly increases the three dimensional volume and space available. Construction required input from international designers and highly specialist installation contractors. Special non-climbable walls and tree furniture are some of the special features in the exhibit. The new exhibit is expected to open to the public by November 2011.

Parents room

This is the adaptive reuse of the old Safari Lodge food outlet which has been refurbished to be a Parents room so to provide parent facilities, accessible toilet, first aid room and an information counter to this central location near the Taronga Food Market. Works were completed in December 2010.

Condor Raptor holding and training facility

A \$600k development of the Condor/Raptor facility adjacent to the Bird Show facilities commenced in November 2010. The work comprised construction of a new aviary enclosure and additional keeper services and holding facilities. Construction was completed June 2011.

Project planning – Taronga Foundation funded Taronga Zoo Lemur Forest Adventure

The "Lemur Forest Adventure" is being developed to house Ring-tailed Lemurs in a walkthrough exhibit that encourages visitor participation. The former heritage upper seal pool area is identified as the site which will combine an animal exhibit with visitor adventure and play activities.

The consultant design services tender has been awarded and design commenced in January 2011 and will be completed at the end of 2012.

Taronga Western Plains Zoo Lemur breeding facility

The breeding facility at TWPZ is required to support the Ring-tailed Lemurs breeding program and exhibit at Taronga Zoo. The new facility capitalises on reusing the existing White-fronted Lemur island, Gibbon lake.

The exhibit design commenced in January 2011 with construction anticipated to be complete by November 2011.

Taronga Zoo Sumatran Tiger facility

The proposed Sumatran Tiger exhibit refurbishment at TZ is required to support the conservation breeding and management program of this critically endangered species, enabling breeding of the tigers and to provide improved animal facilities. This development will have a strong focus on visitor experience, linking the facility with Taronga's insitu conservation programs. The proposed location of the facility is at the existing tiger, Kodiak Bear and lion exhibits.

A Visioning workshop was undertaken in May and plans will be complete in early 2012.

Support areas/services

The upgrade of electrical services in the works and services area of Taronga Zoo has been completed including installation of a new 750 KVA Substation 1, upgrade of sub-mains, removal of low voltage aerials behind the workshops and installation of power factor correction units for substations 2, 6 and 7. Power factor correction units balance electrical power usage, across the three phases, to reduce overall power consumption.

Documentation has been prepared for the remaining major electrical infrastructure in 2010/11 to upgrade the high voltage switches as identified in the Master Plan Implementation Report. These works are currently being priced for implementation.

Other infrastructure works recently completed include the installation of a new Emergency Warning and Intercommunication System for the Taronga Centre, Stage 1 of a networked system for fire alarm panels, networking of the Public Address system and trial replacement of the C-bus night lighting control system with a KNX system. A new service corridor for hydraulic and electrical services along Rainforest Aviary Road was constructed in March and will be incorporated into the upper ring main services in 2011/12 when connecting links will be undertaken.

Obley Road Entry redevelopment, Taronga Western Plains Zoo

The TWPZ Savannah Visitor Plaza and Zoo Entry Project involved the redevelopment of the Zoo's nearly 35 year old entry precinct into a new, innovative 'free zone' experience. The \$8.8m new entry provides visitors with an exciting and engaging introduction to the Zoo. The new entry includes Admissions, Information, Tours and Encounters, Zoo Souvenir Shop, Bakhita's Café and Bakhita's To Go Kiosk, Savannah Functions and Events Centre, Public Amenities including Parents room, and Mobile Home Service Point, Car Parking and a Children's Adventure Playground. Construction was completed in October 2010.

Heritage asset management

Commitment to the heritage asset and management has continued with our specialist heritage consultant retained for the Taronga Zoo main entry precinct to ensure the Edwardian Baroque style entry building was restored to its former glory. The copper dome and the roof tiles and flag poles have been replaced.

The viewing shelter on the circulation boardwalk at the western part of Taronga Zoo is recognised for heritage significance and offers views to Sydney CBD and Harbour. It was refurbished as part of the visitor circulation project and is expected to be completed in July 2011.

The footprint of the heritage bird aviaries in the Guest Circulation Precinct Stage 1 has been retained and the area has been refurbished to offer visitors the opportunity to appreciate the heritage fabric retained at the location.

Another heritage maintenance project undertaken in late 2010 was the restoration of the perimeter sandstone wall along Bradleys Head Road between the Taronga Centre and the Upper Entrance Precinct.

Facilities and infrastructure asset maintenance

Maintenance works for Master Plan projects undertaken in 2010/11 include various exhibits and facilities, in particular, the Great Southern Ocean, the Male Elephant Holding Facility, Wild Asia, Backyard to Bush and Wollemi Precincts.

Works completed include painting of the B2B Urban House, fencing repairs for sheep, goats and pigs at the B2B farm yard, ongoing replacement of bamboo fencing at Wild Asia with new tallow wood pickets and slip resistant floor coating for Wild Asia Elephant barn.

Major general maintenance projects undertaken in 2010/11 include desludging of the Pasveer channel at the stormwater harvesting plant, servicing of the life support systems for GSO, replacement of roof drainage for Harbour View Café and landscaping for Rainforest Aviary.

Sky Safari cable car

The Sky Safari Operations and Maintenance Contract with Skyrail-ITM Pty Ltd (external operator of the cable car) expired on 6 April 2011 and under the terms of the contract has been extended for an additional 10 years. Additionally, in May 2011, a replacement motor was installed in the drive station in keeping up with preventative maintenance and improving functionality of the lift. Further work will be carried out in 2011/12 to ensure minimal down time and maintain longevity of the life of the lift.

Security

The Security department underwent a comprehensive review as part of the Taronga Business Efficiency Review process to ensure the department complied with new Security Licence legislation. JonesXL were engaged and have assisted to implement the recommendations made to the structure and operation of the department. New operating plans, safe work method statements, uniforms and equipment were implemented to comply with the Security Licensing Enforcement Directorate as required by NSW Police.

Additionally, Taronga Zoo have worked closely with NSW Police who have also conducted a site wide risk assessment of the Zoo which has added to the Security department operational changes.

In December 2010, Taronga Zoo underwent a site wide emergency evacuation exercise in conjunction with NSW Fire Brigade and NSW Police. The entire Zoo was evacuated in a fire simulation. Learnings from the exercise have brought changes to the Security operations and Emergency Procedures on site. Further development of the Security operations will continue through 2011/12.

Horticulture Taronga Zoo

The horticultural group is currently reviewing the way that the grounds are maintained including replanting schedules for themed plantings. The group has been active in the collection of animal fodder (browse) and have significant community engagement through bush regeneration programs.

Taronga Western Plains Zoo

Horticultural activities at TWPZ have been plentiful with the redevelopment of the new front entry which involved over 18,000 plants. The majority were natives planted in the Savannah Visitor Plaza and adjacent area. Significant planting has also taken place near the Siamang Apes exhibit to create a rainforest environment with plants for visual effect and enrichment plants such as ginger and elephant grass able to be used for a variety of animals at the Zoo. The Aussie Walkabout and Tiger encounter areas also received a horticultural facelift to improve the visitor experience and create a more natural environment.



1: Photo; Mandy McLellan.



Main image: Ring-tailed Lemur. Photo; Dave Swift. 2: Photo; Lorinda Taylor & 3: Taronga Zoo's refurbished Edwardian heritage entrance required artisans to individually hand paint the many animal motifs. Photo; Mark James. 4: Taronga Zoo's heritage floral clock remains the centrepiece of the Zoo's gardens.

Education initiatives
Indigenous community programs

Taronga is uniquely placed to build awareness, understanding and action on behalf of the environment and wildlife.



Through formal and informal education programs, Taronga reaches more than 1.7m visitors and 50,000 Zoo Friends each year. Many of Taronga's activities focus on changing people's behaviours such as encouraging mobile phone recycling, sustainable gardening and influencing consumer seafood choices.

Another program with the aim of changing behaviours is Taronga's Indigenous Community Programs – Burbangana and Walanmarra. Delivered in partnership with NSW Community Services, the programs support children in care. Through hands-on animal husbandry and handling, art and literacy programs at the zoos, participants grow in confidence and self-esteem.



Our people and organisational effectiveness

The alignment of 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.

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.



Performance indicators	09/10	10/11
Severity rate		
Lost time injury frequency/workplace accidents for both Zoos	44.5	37.3
Staff turnover		
Taronga Zoo	4.0%	6.8%
Taronga Western Plains Zoo	4.1%	4.9%



1: Deb Olsen cares for a young Fennec Fox. 2: TTI students get hands on at the Taronga Wildlife Hospitals.

Volunteer programs

Volunteers at both zoos gave over 74,000 volunteer hours in 2010/11. Based on the tasks carried out, these hours reflect an average value of \$1,568,060. The hard work, commitment and dedication of Taronga's volunteers is invaluable to our organisation and our community in assisting us to achieve our vision to secure a shared future for wildlife and people.

In 2010/11, Taronga focused on recruiting new volunteers, especially for our Guest Services program and increasing the diversity of opportunities for volunteer involvement at both sites. New positions for volunteers at Taronga Zoo have been created and now include animal food preparation; visitor education and conservation campaigns; and trainers for the volunteer orientation course. At TWPZ, visitor 'meet and greet', bike centre attendant, marketing and laboratory assistant positions have been created.

Volunteer Statistics 2011

	Totals
Guest Services volunteers (TZ)	239
Life Sciences volunteers (TZ)	125
Behavioural Science volunteers (TZ)	52
Other volunteers (TZ)	25
TWPZ volunteers	106
Total active volunteers	547
Average volunteer hours per day TZ	190
Average volunteer hours per day TWPZ	13
Average volunteer hours per day Total	203

To engage the changing face of today's volunteers a short-term volunteer strategy is under development at Taronga Zoo, which will provide opportunities for project-focused, engagement by various skills and professional levels within the organisation.

Continued work to support the ongoing amalgamation of the Zoo Friends volunteer programs and the Taronga volunteer programs has been a large focus. The invigoration of Taronga's volunteer programs has seen the development of new committees and associated committee charters and position descriptions. Taronga Western Plains Zoo now has a refreshed Volunteer Committee responsible for issue management and facilitation of volunteer activities and an Education Committee responsible for the training and coordination of new recruits. Taronga Zoo has created a new volunteer Education Committee, which has been working on development of an orientation training program for new recruits and providing a coordination role on training days. A new marketing and promotions committee to assist with promotion of volunteer programs has been scoped and proposed for commencement in 2012.

Relocation of Taronga Zoo's Guest Services volunteers to the new top entry plaza has provided greater capacity for the volunteers to be aligned with the Guest Services team. The Taronga Western Plains Zoo volunteers moved back into their previous Zoo Friends building on completion of the new entry plaza.

Continuing with our ongoing commitment to volunteer programs, both zoos celebrated National Volunteer Week with events to recognise the contribution of our 547 volunteers. National Volunteer Week celebrations included daily morning teas, a lunch, and the development of Taronga National Volunteer Week awards aligned with Taronga's new values, which were presented to winners at the lunch on both sites and displayed on our website.

A list of our active volunteers can be found at Appendices 24 and 25.

“The hard work... of Taronga's volunteers is invaluable to our organisation and our community in assisting us to achieve our vision to secure a shared future for wildlife and people.”



3 & 4: Taronga's vet nurses sometimes take a hands on approach to raising young native wildlife – including round the clock feeding and treatment. Main image, 5 & 6: Taronga volunteers provide invaluable support to our keeping and veterinary staff.

A new volunteer newsletter has been created to keep all volunteers up-to-date. 'Cooee' is an online newsletter which gives the flexibility of providing more detailed information through interactive images and links to the internet.

Human Resources

A priority for the Human Resources Division in 2010/11 has been to support the introduction of a whole of organisation Strategic Plan and aligning the actions of our people to the identified focus areas and goals – specifically the key focus area of “our people and organisational effectiveness”.

- To support this key focus area, a number of programs have been implemented, including:
- ~ The upgrade of our HRIS (SAP) to ensure our information system is compliant and our conditions of employment are accurately implemented through payroll;
 - ~ The introduction of a values aligned reward and recognition program to support the adoption of these values into everyday behaviours; and
 - ~ The implementation of an e-learning system to support our people in skills development.

During the year Taronga created two new roles to focus our efforts on conservation and research.

Late 2010 saw the establishment of the Community Conservation Manager position. This role builds greater awareness of Taronga's key conservation campaigns within the broader community and works with commercial enterprises to support them to show sustainable outcomes from their decision making. Taronga also appointed a Research and Conservation Coordinator, to focus on supporting the efforts of our research team through the development of a research and conservation database which tracks and synthesizes research and conservation projects. In addition, the Research and Conservation Coordinator is responsible for developing science packages for special interest visitors including scientist guided tours, young scientist, enhanced education packages, talks, discussion and engagement groups.

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 Taronga employees from both Zoos was supported by the Zoo Friends Membership program in attending and presenting papers at the 2011 ZAA regional zoo and aquarium industry conference. This forum is important for sharing industry ideas and gaining broad understandings of industry related issues.

Taronga has supported 19 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.

Taronga has also supported 17 Managers/ Supervisors to complete Certificate IV in Front Line Management to develop the management skills of our manager/supervisors.

Through the Taronga Training Institute, Taronga has also support 30 staff to undertake the Certificate III in Tourism. Initially, staff were involved in a pilot course to provide feedback before the launch in 2011. Staff were also supported to attend the first public course to enhance their tourism industry skills in customer service, retail, and guiding. The rollout of the tourism course has also supported the training of nine indigenous participants and five industry partners.

Taronga recognises the importance of supporting the professional endeavours of our staff. This year, 18 employees were awarded Zoo Friends Fellowships to the total value of \$40,000. These professional endeavours include a mixture of local and international work experience and research projects. Participants undertook work experience and research at zoos and conferences around Australia and internationally.

Two highlights include attendance of Taronga's reproductive biologist at the Australian Mammal Society Conference and presentation of a paper on the reproduction of Tasmanian Devils, highlighting Taronga's role in saving this critically engendered species; and attendance of Taronga Zoo's Manager of Herpetofauna at the IUCN Iguana Specialist Group and Workshop in Cuba to continue our work on the conservation of Fijian Crested Iguana.

Staff recognition

The annual 'Silver Shovels' awards were held in August 2010 recognising outstanding achievements in categories including animal management, breeding success, exhibit design, innovation and conservation and environmental initiatives. Of particular note is the 2010 Director's Award presented to the 2009 Dreamnight Project. This initiative was launched in December 2009 and is a worldwide event held after hours at many zoos and wildlife parks to enable ill and disabled children and their families to experience the Zoo at no charge. Over 250 staff volunteers looked after 1,300 special children and their families.

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

2011 saw the introduction of two new recognition programs for staff. The first is based around our organisational values where staff are recognised for demonstrating them on a quarterly basis. The new values-based awards for staff will be integrated into the existing 'Silver Shovels' awards at the annual ceremony in 2011.

The second are for Taronga Training Institute (TTI) Trainer and Assessors who are nominated by their peers and students for an award on an annual basis. In 2010, Rachael Gaines, Natalie Dunn, Emma Schaefer, Melissa Shipway and Jay Collier were awarded for their excellence as TTI Trainers.

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 part of the standard suite of training delivered to all Taronga employees.

EEO initiatives undertaken this year include:

- ~ Harmony Day and International Women's Day were both celebrated in March;
- ~ Participation in the 2011 Sydney Gay and Lesbian Mardi Gras to acknowledge, celebrate and support the diversity of our staff and guests. Over 80 staff and volunteers danced to "Rescue Me" to support the Sustainable Seafood campaign;

~ Taronga also supported the annual City to Surf event, with staff and friends walking and running to support our sustainable seafood campaign. In excess of 30 staff participated in this event, with the group drawing much interest from other runners as they pounded the pavement wearing green lifesaver caps and handing out campaign information along the way;

~ In partnership with the Department of Corrective Services and Department of Juvenile Justice, community service order schemes are provided at Taronga. Over 60 participants have worked alongside Taronga staff to support and assist with various projects and conservation initiatives. Participants currently assist staff in the areas of mechanical works, carpentry repairs, plumbing, cleaning, grounds and garden maintenance at Taronga Western Plains Zoo. Taronga continues to advertise all vacant positions through multicultural community networks; and



1: Paul Andrew, Curator. 2: Taronga staff again supported a diverse workplace through participation in the 2011 Sydney Gay and Lesbian Mardi Gras. **Main image:** Danielle McGill, Media Relations Officer.



3: Lisa Cavanagh, volunteer.



1: Angela Lou and Puneet Sidana, Finance officers. 2: Kingsley Wong, Retail Manager and Claire Armstrong, Retail Supervisor. **Main image:** Nardi Simpson, Aboriginal Education officer. Photo; Lorinda Taylor.

~ Taronga continues to review and update its Disability Action Plan (DAP) in accordance with the *Disability Services Act 1993* Section 9, to the NSW Department of Ageing, Disability and Home Care. 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 with identified positions continuing to be filled in keeping and education. An indigenous tourism strategy was completed in 2011 which resulted in the development of further indigenous-identified positions. The strategy also recommended greater cooperation with other cultural institutions to support the training and employment of local indigenous people to develop and deliver an indigenous tour on site. Planning has also commenced on Taronga's Reconciliation Action Plan.

Taronga continues to support the Indigenous community through an annual offering of two Indigenous Scholarships to Taronga Training Institute's Certificate II in Animal Studies vocational education course and nine placements in the Certificate III in Tourism.



“...greater cooperation with other cultural institutions to support the training and employment of local indigenous people to develop and deliver an indigenous tour on site.”



3: Primate staff at Taronga Zoo host world renowned primatologist, Dr Jane Goodall. Photo; Rick Stevens. 4: Brazilian Tapir – a close bond develops between keepers and animals. Photo; Jeff Darmanin.

Occupational Health and Safety and injury management

Following an external audit of Taronga's Health and Safety program in August 2010, a strategic implementation plan was put in place and each division of Taronga developed a Health and Safety operating plan. Safety Champions were appointed to each division to assist with driving safety awareness and cultural change for safety within each division.

The key focus areas for Health and Safety at Taronga have been:

Workers Compensation

Taronga has had a major focus on two areas within Workers Compensation; firstly reducing the amount of long term workers compensation claims and the duration of the newer claims, and secondly to reduce the number of lost time injuries when one of our employees has been injured. The focus on reducing lost time injuries has been done through management engagement in the process to ensure suitable duties are always readily available and close monitoring of the return to work process.

Emergency procedures

Taronga Zoo has undergone a major review of the emergency procedures with involvement and advice from emergency teams including the fire brigade and police units through an extensive trial emergency evacuation procedure in November 2010. Taronga's Emergency Planning Committee consists of management and employee representatives from across the divisions and is focused on improving the emergency procedures at Taronga to ensure compliance with the current Australian Standard.

TarongaSAFE

TarongaSAFE, Taronga's health and safety committee, has been revamped in 2010/11 with new members representing employees across all divisions within Taronga. The committee held promotional activities during National Safety Week in October 2010 to promote safety, health and wellbeing amongst staff.

Training

Managers across Taronga are in the process of completing Certificate IV in Occupational Health and Safety to develop their safety leadership capabilities. The fire wardens, first aiders and fire arms team all completed their required training. Due to an increased incidence of motor vehicle incidents within grounds, employees required to drive vehicles for their role completed a safe driver training session.

Contractor management

All contractors and visitors are required to complete the new Taronga Online Health and Safety induction prior to coming onsite at Taronga and commencing work. The online system (Praxeo) will ensure close monitoring of all contractors and visitors onsite for safety and security reasons.

Employee health and wellbeing

A total of 119 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.

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'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. General admissions for children under the age of four years continue to remain free of charge, as do identified carers, teachers accompanying school groups, approved protocol and VIP tours, NSW Ministers and financial members of the Zoo and Aquarium Association and Royal Zoological Society of NSW.

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 Zoos also provide hundreds of free of charge entry passes to schools, community fetes, church groups, playgroups, preschools and council fund raising and community events.

Many members of staff 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.

During the year, Taronga supported other community initiatives including the annual Movember event raising awareness and over \$10,000 for men's health issues; participation in the Sydney Gay and Lesbian Mardi Gras parade; participation in the City to Surf; Relay For Life raising funds, awareness and support for the Cancer Council; and Taronga employees once again generously donated food and essentials to support the Salvation Army Christmas Appeal.

Identified lost property is donated to various charities throughout the year including the Exodus Foundation and St Vincent de Paul.

NSW Girl Guides Sleepout

The NSW Girl Guides Sleepout takes place at Taronga Zoo on the second Friday evening in August each year. One thousand two hundred 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 fund raising 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 presentations and encounters by Life Sciences staff, karaoke, campfire and a movie. Guides are able to stay in the Zoo grounds the following day.

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, tightness of the economy 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.

Taronga has established a Disaster Recovery Plan in accordance with the Treasurer's directions. Taronga has an Audit and Risk Committee which meets regularly to review the internal audit process and risk management issues.



1: Many staff travel internationally to volunteer. Here, keeper Ian Anderson monitors Greater One-horned Rhino from elephants in Nepal. Photo; Ian Anderson.



2: Taronga Zoo Youth At The Zoo (YATZ) students participating in the Sustainable Seafood community conservation campaign. 3: Roar and Snore, Taronga Zoo. 4: Photo; Dean Ingwersen.

Glossary and Index

Glossary

AAD	Australian Antarctic Division
AAZV	American Association of Zoo Veterinarians
ABIN	Australian Biosecurity Intelligence Network
AC	Companion of the Order of Australia
ACGC	Australasian Conservation Genetics Centre
AFAIM	Associate Fellow of the Australian Institute of Management
AGSRCA	Animal Gene Storage Resource Centre of Australia
AHRI	Australian Human Resource Institute
AM	Member of the Order of Australia
AMMRC	Australian Marine Mammal Research Centre
AMSA	Australian Maritime Safety Authority
ANFFS	Australian Native Flora and Fauna Sanctuary
AO	Officer of the Order of Australia
APU	Animal Presentation Unit
AQIS	Australian Quarantine and Inspection Service
ARC	Australian Research Council
ARKS	Animal Record Keeping System
ARWH	Australian Registry of Wildlife Health
ASAF	Australian Shark Attack File
ASMP	Australasian Species Management Program
ASX	Australian Stock Exchange
ASZK	Australasian Society of Zoo Keepers
ATE	Australian Tourism Exchange
AWHN	Australian Wildlife Health Network
B2B	Backyard to Bush
BioSIRT	Biosecurity, Surveillance, Incident Response and Tracing
BSU	Behavioural Science Unit
CA	Chartered Accountants
CCTV	Closed Circuit Television
CEO	Chief Executive Officer
CES	Chief Executive Service
CITES	Convention for the International Trade in Endangered Species
CPEng	Chartered Professional Engineer (Australia)
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CWIO	Capital Works, Infrastructure and Operations
DAP	Disability Action Plan
DEC	Department of Education and Communities
DoCS	NSW Department of Community Services
DSTO	The Defence Science and Technology Organisation
EEO	Equal Employment Opportunity
ESL	English as a Second Language
FACVSc	Fellow, Australian College of Veterinary Science
FAICD	Fellow of the Australian Institute of Company Directors
FAIM	Fellow of the Australian Institute of Management
FCA	Fellow of Chartered Accountants
GMQ	Graduate Management Qualification
GOHR	Greater One-horned Rhinoceros
GSO	Great Southern Oceans
GST	Goods and Services Tax
IRF	International Rhinoceros Foundation
ISIS	International Species Information System
IUCN	International Union for the Conservation of Nature

IVF	In Vitro Fertilisation
IZWR/IZW	Institute for Zoo and Wildlife Research, Berlin
LAAI	Licentiate of the Australian Advertising Institute
MACS	Member of the Australian Computer Society
MACVSc	Member of the Australian College of Veterinary Science
MRCVS	Member Royal College Veterinary Surgeons
MBA	Master of Business Administration
MFIA	Member of Fund raising Institute of Australia
MIE	Member of Institution of Engineers Australia
MIKE	Monitoring the Illegal Killing of Elephants
MCDS	Material Safety Data Sheets
MOU	Memorandum of Understanding
NAIDOC	National Aboriginal and Islander Day Observance Committee
NESB	Non-English Speaking Background
NPWS	National Parks and Wildlife Service
NWHIS	National Wildlife Health Information System
OHS&E	Occupational Health, Safety and Environment
PR	Public Relations
QAP	Quarantine Approved Premises
QC	Queens 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
SCAR	International Scientific Committee for Antarctic Research
SES	Senior Executive Service
SRS	Sumatran Rhino Sanctuary
SSC	Species Survival Commission
TAFE	Technical and Further Education
TB	Tuberculosis
TCSA	Taronga Conservation Society Australia
TTI	Taronga Training Institute
TWH	Taronga Wildlife Hospital
TWPZ	Taronga Western Plains Zoo
TZ	Taronga Zoo
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
TWPWH	Taronga Western Plains Wildlife Hospital
YATZ	Youth At The Zoo
ZAA	Zoo and Aquarium Association (formerly known as Australian Regional Association of Zoological Parks and Aquaria – ARAZPA)
ZIMS	Zoological Information Management System

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The Board of the Taronga Conservation Society Australia operates Taronga Zoo and Taronga Western Plains Zoo.

The principal office of the Board is at Taronga Zoo. Office hours: 8.30am – 5pm, Monday to Friday.

Both Zoos have wheelchair access to most exhibits and facilities, as well as wheelchair accessible toilets, parents room and facilities.

The current Annual Report is available on Taronga's website: www.taronga.org.au
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Taronga Conservation Society Australia

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Taronga Conservation Society Australia (Taronga)

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Financial statements and notes For the year ended 30 June 2011

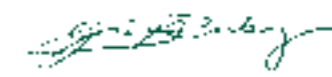
Statement

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

- in our opinion the financial statements and notes thereon exhibit a true and fair view of the financial position and transactions of Taronga for the year ended 30 June 2011;
- 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*;
- we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate; and
- 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 (TSCA), which comprise the statement of financial position as at 30 June 2011, the income statement, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information of both TSCA and the consolidated entity. The consolidated entity comprises the TSCA and the entities it controlled at the year's end or from time to time during the financial year.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the TSCA and the consolidated entity as at 30 June 2011, and of their financial performance for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *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 and the PF&A Act, and for such internal control as the members of the Board determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity'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 entity'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 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 TSCA or consolidated entity
- that they have carried out their activities effectively, efficiently and economically
- about the effectiveness of internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information, which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. 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.

Steven Martin
Director, Financial Audit Services

17 October 2011
SYDNEY

Income statement

For the year ended 30 June 2011

	Notes	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Revenue from continuing operations					
Admissions		33,066	36,484	33,066	36,484
Trading and franchise revenue	2	8,750	9,316	8,750	9,316
Corporate sponsorship		3,242	2,990	3,242	2,990
Government grants	3	60,392	36,906	60,392	36,906
Investment revenue	4	1,280	773	1,280	773
Other income	5	24,374	14,968	24,374	14,968
Profit on sale of assets	6	8	55	8	55
Total revenue from continuing operations		131,112	101,492	131,112	101,492
Expenses from continuing operations					
Employee benefits expense	7(a)	37,179	34,742	–	–
Superannuation		2,992	2,908	–	–
Personnel services	7(b)	–	–	40,036	38,558
Trading cost of sales	2	2,721	2,842	2,721	2,842
Marketing expenses	7(c)	2,830	2,998	2,830	2,998
Depreciation and amortisation		14,674	13,544	14,674	13,544
Insurance		387	455	387	455
Maintenance	7(d)	4,984	5,811	4,984	5,811
Finance costs		2,492	2,441	2,492	2,441
Other expenses	8	13,562	11,545	13,562	11,545
Total expenditure from continuing operations		81,820	77,286	81,686	78,194
Surplus for the year		49,292	24,206	49,427	23,298

The accompanying notes form part of these financial statements.

Statement of comprehensive income

For the year ended 30 June 2011

	Notes	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Surplus for the year		49,292	24,206	49,427	23,298
Other comprehensive income:					
Gain on revaluation of land, buildings and infrastructure	23	7,442	13,012	7,442	13,012
Loss on revaluation of available-for-sale financial assets	23	(155)	–	(155)	–
Superannuation actuarial gains/(losses)	23	134	(907)	–	–
Other comprehensive income for the year		7,421	12,104	7,287	13,012
Total comprehensive income for the year	23	56,714	36,310	56,714	36,310

The accompanying notes form part of these financial statements.

Statement of financial position

For the year ended 30 June 2011

	Notes	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Assets					
Current assets					
Cash and cash equivalents	22(a)	56,794	25,137	56,794	25,137
Trade and other receivables	10	2,338	4,494	2,338	4,494
Inventories	11	1,276	1,119	1,276	1,119
Available-for-sale financial assets	12	7,165	–	7,165	–
Total current assets		67,573	30,750	67,573	30,750
Non-current assets					
Property, plant and equipment	13	386,662	369,421	386,662	369,421
Intangible assets	14	298	315	298	315
Total non-current assets		386,960	369,737	386,960	369,737
Total assets		454,533	400,487	454,533	400,487
Liabilities					
Current liabilities					
Trade and other payables	15	6,015	8,581	17,876	20,718
Other liabilities	16	1,232	1,038	1,232	1,038
Borrowings	17	11,762	5,874	11,762	5,874
Provisions	18	8,103	8,100	–	–
Total current liabilities		27,112	23,594	30,871	27,631
Non-current liabilities					
Borrowings	17	28,411	34,318	28,411	34,318
Provisions	18	3,758	4,037	–	–
Total non-current liabilities		32,170	38,355	28,411	34,318
Total liabilities		59,282	61,949	59,282	61,949
Net assets		395,251	338,538	395,251	338,538
Equity					
Reserves	23	187,194	179,907	187,194	179,907
Accumulated funds	23	208,057	158,631	208,057	158,631
Total equity		395,251	338,538	395,251	338,538

The accompanying notes form part of these financial statements.

Statement of changes in equity

For the year ended 30 June 2011

Consolidated	Accumulated funds \$'000	Reserves \$'000	Total \$'000
Balance at 1 July 2010	158,631	179,907	338,538
Surplus for the year	49,292	–	49,292
Other comprehensive income:			
Gain on revaluation of land, buildings and infrastructure	–	7,442	7,442
Loss on revaluation of available-for-sale financial assets	–	(155)	(155)
Superannuation actuarial gains	134	–	134
Total other comprehensive income	134	7,287	7,421
Total comprehensive income for the year	49,427	7,287	56,714
Balance at 30 June 2011	208,057	187,194	395,251

Consolidated	Accumulated funds \$'000	Reserves \$'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 on revaluation of land, buildings and infrastructure	–	13,012	13,012
Superannuation actuarial 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

Statement of changes in equity (continued)

For the year ended 30 June 2011

Parent	Accumulated funds \$'000	Reserves \$'000	Total \$'000
Balance at 1 July 2010	158,631	179,907	338,538
Surplus for the year	49,427	–	49,427
Other comprehensive income:			
Gain on revaluation of land, buildings and infrastructure	–	7,442	7,442
Loss on revaluation of available for sale financial assets	–	(155)	(155)
Total other comprehensive income	–	7,287	7,287
Total comprehensive income for the year	49,427	7,287	56,714
Balance at 30 June 2011	208,057	187,194	395,251

Parent	Accumulated funds \$'000	Reserves \$'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 on revaluation of land, buildings and infrastructure	–	13,012	13,012
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

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 30 June 2011

	Notes	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Cash flows from operating activities					
Receipts from customers and sponsors (inclusive of GST)		68,241	68,022	68,241	68,022
Interest received		1,091	681	1,091	681
Dividends received		91	–	91	–
Government capital grant		9,487	22,003	9,487	22,003
Government recurrent grant		14,905	14,903	14,905	14,903
Government other grant		36,000	–	36,000	–
		129,815	105,609	129,815	105,609
Payments to suppliers and employees (inclusive of GST)		(65,693)	(67,890)	(65,693)	(67,890)
Interest and finance costs paid		(2,395)	(2,441)	(2,395)	(2,441)
		(68,087)	(70,331)	(68,087)	(70,331)
Net cash (outflow)/inflow from operating activities	22(b)	61,728	35,278	61,728	35,278
Cash flows from investing activities					
Payments for property, plant and equipment		(30,157)	(21,848)	(30,157)	(21,848)
Proceeds from sale of property, plant and equipment		86	82	86	82
Net cash (outflow)/inflow from investing activities		(30,071)	(21,766)	(30,071)	(21,766)
Cash flows from financing activities					
Proceeds from borrowings		–	–	–	–
Repayment of borrowings		–	–	–	–
Net cash (outflow)/inflow from financing activities		–	–	–	–
Net increase/(decrease) in cash and cash equivalents		31,657	13,512	31,657	13,512
Cash and cash equivalents at beginning of the year		25,137	11,625	25,137	11,625
Cash and cash equivalents at end of year	22(a)	56,794	25,137	56,794	25,137

The accompanying notes form part of these financial statements.

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Notes to and forming part of the Financial Statements For the year ended 30 June 2011

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 as an individual entity and the consolidated entity including the Taronga Conservation Society Australia Division.

a) Reporting equity

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

Taronga is a NSW Government Trading Enterprise constituted under the *Zoological Parks Board Act 1973*. Taronga 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 2011 has been authorised for issue by Taronga on 17 October 2011.

b) Basis of preparation

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

- the Australian Accounting Standards including the Australian equivalents to the International Financial Reporting Standards (AIFRS);
- the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010*;
- 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 Taronga'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

Taronga'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.

Taronga 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 Taronga's activities as described below. Taronga 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 Taronga 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 are generally recognised as income when Taronga 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 Taronga's revenue on receipt. The 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 Taronga'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 for 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 Taronga. Cost is the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire the assets 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:

- Is the most advantageous price reasonably obtainable by the seller and the most advantageous price reasonably obtainable by the buyer
- Presumes the entity is a going concern, without any intention to liquidate or materially change the scale of operations
- Presumes that there is an adequate period of marketing
- 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.

Taronga 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 Land and Property Management Authority in May 2011 resulted in no change to the land value at Taronga Zoo or Taronga Western Plains Zoo from the fair values reflected as at 30 June 2010. The land values reflect the sites' 'value in use' as indicated by the zoning, heritage restrictions and other controls over the property.

ii. Infrastructure

The value of Taronga's infrastructure is based on a desktop valuation conducted by the Land and Property Management Authority in May 2011. 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 3% for Taronga and 3% for Taronga Western Plains Zoo during the 2010/11 financial year to equate to the fair values as at 30 June 2011.

iii. Buildings, enclosures and improvements

The value of Taronga's buildings, enclosures and improvements is based on a desk top valuation Conducted by the Land and Property Management Authority in May 2011. The carrying value of these assets has been adjusted by 3% for Taronga and 3% for Taronga Western Plains during 2011 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.

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 non-for-profit with no separable cash generating units, Taronga is effectively exempted from *AASB 136 Impairment of Assets* and impairment testing. This is because *AASB 136* 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

Taronga 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%
Other items	20.0%
Infrastructure	The rate being determined by the estimated life of the asset (10–40 years as appropriate)
Building, enclosures and improvements	The rate being determined by the estimated life of the asset (10–50 years as appropriate)

Taronga'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 related 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

Taronga recognises intangible assets only if it is probable that future economic benefits will flow to Taronga 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 Taronga'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 benefit 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, worker's 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 12 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 either liabilities or expenses depending on 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 Taronga is reflected in Taronga's accounting records at one dollar. This is consistent with worldwide industry practice. Taronga 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 Taronga 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 Taronga 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 Taronga 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

Taronga'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

Taronga has adopted all new and revised 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 2010.

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 2011:

- ~ AASB 9 and AASB 2009-11 regarding Financial Instruments – mandatory for 2014 Financial Statements
- ~ AASB 2009-14 regarding Prepayments of a Minimum Funding Requirement – mandatory for 2012 Financial Statements
- ~ AASB 1053 and AASB 2010-2 regarding Differential Reporting – mandatory for 2014 Financial Statements
- ~ AASB 2010-4 regarding Annual Improvements – mandatory for 2012 Financial Statements
- ~ AASB 2010-5 regarding Editorial Corrections – mandatory for 2012 Financial Statements
- ~ AASB 2010-6 regarding Disclosures on Transfers of Financial Assets – mandatory for 2012 Financial Statements
- ~ AASB 1054 regarding Australian Additional Disclosures – mandatory for 2012 Financial Statements

w) Financial risk management

Taronga has exposure to the following risks from its use of financial instruments:

- ~ Credit risk;
- ~ Liquidity risk;
- ~ Market risk.

This note presents information about Taronga'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.

Taronga 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 Taronga, 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 Taronga's activities. Taronga, 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 Audit and Risk Committee oversees how management monitors compliance with Taronga's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by Taronga.

i. Credit risk

Credit risk is the risk of financial loss to Taronga 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 Taronga, including cash, receivables and authority deposits. No collateral is held by Taronga. Taronga has not granted any financial guarantees.

Credit risk associated with Taronga'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 Hour-Glass 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', '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 5.35% (2010 5.08%), the weighted average interest rate for the year was 5.39% (2010 4.45%). 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.

Taronga 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 9 to these accounts.

ii. Liquidity risk

Liquidity risk is the risk that Taronga will not be able to meet its financial obligations as and when they fall due. Taronga'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.

Taronga 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 Taronga financial liabilities is in Note 9 of the accounts.

Taronga maintains a direct payments facility of \$1.431m. This was unused at 30 June 2011.

iii. 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.

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

Taronga'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 Hour-Glass 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 9 to these accounts.

Taronga is exposed to equity securities price risk. To manage its price risk Taronga will seek to sell these shares during the next financial year.

2. Trading and franchise revenue

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
i) Catering sales	1,327	947	1,327	947
Less: cost of sales	(637)	(483)	(637)	(483)
Gross profit	690	464	690	464
ii) Souvenir and book shop sales	5,314	5,950	5,314	5,950
Less: cost of sales	(2,084)	(2,359)	(2,084)	(2,359)
Gross profit	3,230	3,590	3,230	3,590
iii) Catering franchise commissions	2,109	2,420	2,109	2,420
Total sales	8,750	9,316	8,750	9,316
Less total cost of sales	(2,721)	(2,842)	(2,721)	(2,842)
Total gross profit	6,029	6,475	6,029	6,475

3. Government grants

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Capital grant	9,487	22,003	9,487	22,003
Recurrent grant	14,905	14,903	14,905	14,903
Other grant	36,000	–	36,000	–
	60,392	36,906	60,392	36,906

The other grant of \$36m was received from the NSW Government to fund the Master Plan development at Taronga Zoo and Taronga Western Plains Zoo.

4. Investment revenue

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Dividend income	136	–	136	–
Term deposits and bank interest	1,144	773	1,144	773
	1,280	773	1,280	773

5. Other income

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Animal sponsorship	482	458	482	458
Animal encounters	602	608	602	608
Bequests	8,838	1,009	8,838	1,009
Bike and cart hire	640	529	640	529
Car parking	1,413	1,625	1,413	1,625
Concert commission	290	279	290	279
Consultancy fees	486	265	486	265
Donations	1,761	1,382	1,761	1,382
Educational and recreation activities	3,612	3,044	3,612	3,044
Event sponsorship	745	678	745	678
Provision of services	326	358	326	358
Research project income	909	559	909	559
Sponsorship of goods and services	436	112	436	112
Taronga Training Institute	442	377	442	377
Zoo Friends memberships	86	395	86	395
Zoofari Lodge	2,107	2,256	2,107	2,256
Sundry income	1,198	1,033	1,198	1,033
	24,374	14,968	24,374	14,968

6. Profit on sale of assets

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Profit on sale of plant and equipment	8	55	8	55
	8	55	8	55

7. Expenses

a) Employee expenses

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Salaries and wages	33,393	31,195	-	-
Long service leave	524	284	-	-
Payroll tax	2,025	1,981	-	-
Workers compensation insurance	933	740	-	-
Other	303	542	-	-
	37,179	34,742	-	-

Employee related costs amounting to \$1,037,488 have been capitalised during the year (\$1,088,466 in 2010) and \$213,378 (\$343,773 in 2010) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

b) Personnel services

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Salaries and wages	-	-	33,393	31,195
Long service leave	-	-	524	284
Payroll tax	-	-	2,025	1,981
Workers compensation insurance	-	-	933	740
Superannuation	-	-	2,858	3,815
Other	-	-	303	542
	-	-	40,036	38,558

c) Marketing expenses

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Advertising	1,093	1,495	1,093	1,495
Promotions	659	495	659	495
Other marketing	1,078	1,009	1,078	1,009
	2,830	2,998	2,830	2,998

d) Reconciliation – maintenance

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Contracted labour and other (non employee related)	4,771	5,468	4,771	5,468
Employee related maintenance expenses (asset maintenance grant)	213	344	213	344
	4,984	5,811	4,984	5,811

8. Other expenses

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Animal transport	82	142	82	142
Animal husbandry and research support	1,889	1,939	1,889	1,939
Audit fees – audit of financial reports	86	80	86	80
Bad debts written off	-	5	-	5
Bank charges and fees	332	303	332	303
Board Honoraria	202	206	202	206
Carrying value of assets disposed:				
– Land and buildings	619	376	619	376
– Plant and equipment	8	7	8	7
Cash collection	90	117	90	117
Communications	397	422	397	422
Computing costs	483	562	483	562
Consultancy	456	109	456	109
Contract services	1,067	1,324	1,067	1,324
Education projects	77	170	77	170
Energy costs	1,347	1,239	1,347	1,239
Fund raising expenses	25	52	25	52
Internal audit fees	51	86	51	86
Legal fees	32	24	32	24
Minor equipment and stores	451	464	451	464
Printing and stationery	455	481	455	481
Provision for impairment of trade receivables	(7)	(18)	(7)	(18)
Travelling expenses	328	303	328	303
Vehicle costs	262	283	262	283
Vehicle leasing expenses	315	278	315	278
Water and sewerage	448	382	448	382
Work in progress written off	1,705	20	1,705	20
Zoofari Lodge expenses	211	210	211	210
Sundry expenses	2,149	1,978	2,149	1,978
	13,562	11,545	13,562	11,545

9. Financial instruments

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

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

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

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

Financial instrument categories

Category		2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Financial assets					
Class:					
Cash and cash equivalents	N/A	56,794	25,137	56,794	25,137
Trade and other receivables ⁽¹⁾	Loans and receivables at amortised cost	1,451	1,772	1,451	1,772
Financial assets at fair value	Available-for-sale financial assets (at fair value)	7,165	–	7,165	–
Financial liabilities					
Class:					
Payables ⁽²⁾	Financial liabilities measured at amortised cost	5,568	8,562	17,429	20,699
Borrowings	Financial liabilities measured at amortised cost	40,173	40,192	40,173	40,192

(1) Excludes statutory receivables and prepayments in accordance with AASB 7
(2) Excludes statutory payables and unearned revenue in accordance with AASB 7

a) Market risk

i. Price risk

Taronga is exposed to equity securities price risk. This arises from a portfolio of shares that were bequeathed from donors to Taronga during the 2010/11 financial year. These shares are classified on the balance sheet as available for sale. To manage its price risk Taronga will seek to sell these shares during the next financial year.

ii. Interest rate risk

Financial instruments

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

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Fixed rate instruments				
Financial assets	–	–	–	–
Financial liabilities	40,173	40,192	40,173	40,192
Variable rate instruments				
Financial assets	56,794	25,137	56,794	25,137

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

Summarised sensitivity analysis

	Carrying amount \$'000	Interest rate risk		Other price risk	
		-1%	+1%	-10%	+10%
2011		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets					
Cash and cash equivalents	56,794	(568)	(568)	568	568
Receivables	1,451	–	–	–	–
Available for sale financial assets	7,165	–	–	–	(717)
Financial liabilities					
Payables	5,568	–	–	–	–
Borrowings	40,173	–	–	–	–

	Carrying amount \$'000	Interest rate risk		Other price risk	
		-1%	+1%	-10%	+10%
2010		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets					
Cash and cash equivalents	25,137	(251)	(251)	251	251
Receivables	1,772	–	–	–	–
Available for sale financial assets	–	–	–	–	–
Financial liabilities					
Payables	8,562	–	–	–	–
Borrowings	40,192	–	–	–	–

b) Credit risk

Credit risk arises from the financial assets of Taronga which comprises cash and cash equivalents, trade and other receivables and assets available for sale. The carrying amount of Taronga's financial assets represents the maximum credit exposure. Taronga's maximum exposure to credit risk at reporting date was:

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Cash and cash equivalents	56,794	25,137	56,794	25,137
Total trade receivables	1,451	1,772	1,451	1,772
Financial assets at fair value	7,165	–	7,165	–
	65,411	26,909	65,411	26,909

9. Financial instruments (continued)

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

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Trade receivables owing from NSW Government entities	11	74	11	74
Trade receivables owing from Non-Government educational bodies	1	2	1	2
Trade receivables owing from tourism operators	655	792	655	792
Trade receivables owing from other entities	497	459	497	459
Trade receivables owing from sponsors/Zoo Friends	117	118	117	118
Trade receivables owing from catering franchise operator	173	334	173	334
Less: allowance for impairment	-	(7)	-	(7)
	1,454	1,772	1,454	1,772

Taronga does not hold any collateral as security over receivables.

Impairment as at 30 June 2011

	Consolidated			
	Gross 2011	Impairment 2011	Gross 2010	Impairment 2010
Not Past Due	1,451	-	1,776	7
Past due 0-30 Days	3	-	2	-
Past due 31-90 days	-	-	-	-
Past due > 90 Days	-	-	-	-
	1,454	-	1,778	7

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

	Gross Consolidated 2011	Impairment Consolidated 2011	Gross Parent 2010	Impairment Parent 2010
Balance at 1 July	7	24	7	24
Impairment (gain) recognised	(7)	(18)	(7)	(18)
Balance at 30 June	-	7	-	7

c) Liquidity risk

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

30 June 2011	Carrying amount	Contractual cash flows	<6 mnths	6-12 mnths	>1yr <2 yrs	2-5 yrs	>5 yrs
Non-derivative financial liabilities							
Trade and other payables	5,568	(5,568)	(5,568)	-	-	-	-
NSW Treasury Loans	40,173	(50,124)	(1,174)	(12,932)	(1,642)	(17,355)	(17,021)

30 June 2010	Carrying amount	Contractual cash flows	<6 mnths	6-12 mnths	>1yr <2 yrs	2-5 yrs	>5 yrs
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)

Fair value

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 TCorp Hour-Glass investments is based on Taronga's share of the value of the underlying assets of the facility, based on market value. All of the TCorp Hour-Glass facilities are valued using 'redemption' pricing.

The value of shares is based on quoted prices in active markets for identical shares.

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	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assets				
Cash and cash equivalents	56,794	56,794	25,137	25,137
Trade and other receivables	1,451	1,451	1,772	1,772
Financial assets at fair value	7,165	7,165	-	-
	65,411	65,411	26,909	26,909
Financial liabilities				
Payables	5,568	5,568	8,562	8,562
Borrowings	40,173	40,173	40,192	40,192
	45,741	45,741	48,754	48,754

9. Financial instruments (continued)

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 Investment Facility	–	7,656	–	7,656
Shares	7,165	–	–	7,165
	7,165	7,656	–	14,821

10. Trade and other receivables

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Debtors	1,938	3,079	1,938	3,079
Less: Allowance for impairment	–	(7)	–	(7)
	1,938	3,073	1,938	3,073
Prepayments	400	1,421	400	1,421
	2,338	4,494	2,338	4,494

11. Inventories

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Held for distribution				
Food for animals	125	141	125	141
Stores and spare parts	270	251	270	251
	394	392	394	392
Held for resale				
Catering	39	34	39	34
Souvenirs	843	692	843	692
	882	727	882	727
	1,276	1,119	1,276	1,119

12. Available for sale financial assets

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Bequested shares	7,165	–	7,165	–

13. Property, plant and equipment

	Work in progress \$'000	Land and buildings \$'000	Plant and equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 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
At 30 June 2011 – fair value					
Gross carrying amount	16,016	432,843	6,891	66,666	522,415
Accumulated depreciation	–	(116,111)	(4,556)	(15,086)	(135,753)
Net carrying amount	16,016	316,732	2,334	51,580	386,662

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 2011					
Net carrying amount at 1 July 2010	30,688	291,238	1,787	45,708	369,421
Additions	25,027	394	1,142	244	26,806
Transfers	(37,993)	31,398	–	6,595	–
Disposals	–	(1,782)	(610)	(34)	(2,427)
Expensed	(1,705)	–	–	–	(1,705)
Revaluation increment	–	6,138	–	1,303	7,442
Depreciation expense	–	(11,818)	(516)	(2,270)	(14,604)
Depreciation on disposals	–	1,164	531	34	1,728
Net carrying amount at 30 June 2011	16,016	316,732	2,334	51,580	386,662

13. 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 previous financial year is set out below:

	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

	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)
Expenses	(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

Land

Mosman – Taronga Zoo (28.1 hectares)

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

Land and Property Management Authority's valuation as at 30 June 2011, 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.

Land and Property Management Authority's valuation as at 30 June 2011, based on comparable zoning values \$2,600,000.

14. Intangible assets

	Software \$'000	Total \$'000
At 1 July 2010		
Cost (gross carrying amount)	1,766	1,766
Accumulated amortisation and impairment	(1,451)	(1,451)
Net carrying amount	315	315
At 30 June 2011		
Cost (gross carrying amount)	569	569
Accumulated amortisation and impairment	(271)	(271)
Net carrying amount	298	298
Year ended 30 June 2011		
Net carrying amount at 1 July 2010	315	315
Additions (acquisitions)	60	60
Transfers	–	–
Disposals	(1,257)	(1,257)
Amortisation	(70)	(70)
Amortisation on disposals	1,250	1,250
Net carrying amount at 30 June 2011	298	298

	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

15. Trade and other payables

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Operating expense creditors	2,343	1,798	2,343	1,798
Capital creditors	1,675	4,965	1,675	4,965
Accruals and other creditors	1,998	1,818	1,904	1,611
Amounts owing to the division	–	–	11,955	12,344
	6,015	8,581	17,876	20,718

16. Other liabilities

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Unearned Income	1,232	1,038	1,232	1,038
	1,232	1,038	1,232	1,038

17. Borrowings

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
NSW Treasury Corporation	40,173	40,192	40,173	40,192
These loans are due to mature as follows:				
Not later than one year	11,762	5,874	11,762	5,874
Later than one year but not later than two years	–	11,768	–	11,768
Later than two years but not later than five years	13,772	7,999	13,772	7,999
Later than five years	14,639	14,552	14,639	14,552
	40,173	40,192	40,173	40,192

Face value and capital value of loans

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Face value of loans	41,057	41,157	41,057	41,157
Add unamortised premium				
Less discount	(884)	(964)	(884)	(964)
Capital value of loans	40,173	40,192	40,173	40,192

Taronga has ministerial approval to draw down a total of \$53m of loans including \$36.272m for the Master Plan. As at 30 June 2011 a total of \$12.808m of loans remains to be drawn down.

18. Provisions

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Current liabilities				
Annual leave	2,999	3,066	–	–
Long service leave	5,104	5,034	–	–
Total current liabilities	8,103	8,100	–	–
Non current liabilities				
Annual leave	–	–	–	–
Long service leave	474	402	–	–
Superannuation	3,285	3,635	–	–
Total non current liabilities	3,758	4,037	–	–
	11,861	12,137	–	–

a) Provision for annual and long service leave

In 2010/11, on-costs of \$1,336,879 included components for payroll tax calculated at 5.5% (1 July – 31 Dec 10) and 5.45% (1 Jan – 30 June 11), workers compensation calculated at 5.0% and superannuation calculated at 9.0% of the relevant leave liability (\$1,380,184 in 2009/10).

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	2,503	314	2,816
Expected to be settled outside twelve months	496	4,790	5,286
Total	2,999	5,104	8,103

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.

18. Provisions (continued)

Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of partly funded defined benefit obligations at beginning of the year	5,821	1,038	8,258	5,115	907	7,501
Current service cost		48	53	226	45	50
Interest cost	290	51	418	278	49	408
Contributions by fund participants	122	–	36	126	–	29
Actuarial (gains)/losses	(259)	(14)	(105)	499	81	520
Benefits paid	(848)	(127)	(302)	(423)	(43)	(250)
Present value of partly funded defined benefit obligations at end of the year	5,126	996	8,358	5,821	1,038	8,258

Reconciliation of the fair value of fund assets

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Fair value of fund assets at beginning of the year	5,139	717	5,626	4,666	649	5,291
Expected return on fund assets	433	59	472	399	55	439
Actuarial gains/(losses)	(258)	(3)	17	123	3	66
Employer contributions	233	50	61	248	53	51
Contributions by fund participants	122	–	36	126	–	29
Benefits paid	(848)	(127)	(302)	(423)	(43)	(250)
Fair value of fund assets at end of the year	4,821	698	5,909	5,139	717	5,626

Reconciliation of the assets and liabilities recognised in statement of financial position

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of partly funded defined benefit obligations at end of year	5,359	996	8,358	5,821	1,038	8,258
Fair value of fund assets at end of year	(4,821)	(698)	(5,909)	(5,139)	(717)	(5,626)
Net liability/(asset) recognised in statement of financial position at end of year	538	298	2,449	682	321	2,632

Expense recognised in income statement

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Components recognised in income statement						
Current service cost	233	48	53	226	45	50
Interest cost	290	51	418	278	49	408
Expected return on fund assets (net of expenses)	(433)	(59)	(472)	(399)	(55)	(439)
Actuarial losses/(gains) recognised in year	–	–	–	–	–	–
Expense/(income) recognised	89	39	–	105	39	18

Amounts recognised in other comprehensive income

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Actuarial (gains)/losses	(1)	(12)	(122)	376	78	454
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 \$2.181m loss.

Fund assets

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

	30 June 11	30 June 10
Australian equities	33.4%	31.0%
Overseas equities	29.5%	26.8%
Australian fixed interest securities	5.7%	6.1%
Overseas fixed interest securities	3.1%	4.3%
Property	9.9%	9.5%
Cash	5.1%	9.6%
Other	13.3%	12.7%

18. Provisions (continued)

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 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Actual return on fund assets	418	57	469	434	58	481

Valuation method and principal actuarial assumptions at the balance sheet date

i) 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.

ii) Economic assumptions

	30 June 11	30 June 10
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	8.60% pa	8.60% pa
Discount rate	5.28% pa	5.17% pa

iii) Demographic assumptions

The demographic assumptions at 30 June 2011 are those that were used in the 2009 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

Historical information

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of defined benefit obligation	5,359	996	8,358	5,821	1,038	8,258
Fair value of fund assets	(4,821)	(698)	(5,909)	(5,139)	(717)	(5,626)
(Surplus)/deficit in fund	538	298	2,449	682	321	2,632
Experience adjustments – fund liabilities	(259)	(14)	(105)	499	81	520
Experience adjustments – fund assets	258	3	(17)	(123)	(3)	(66)

Historical information previous reporting periods

	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	5,115	907	7,501
Fair value of fund assets	(4,666)	(649)	(5,291)
(Surplus)/deficit in fund	449	258	2,210
Experience adjustments – fund liabilities	(337)	15	1,475
Experience adjustments – fund assets	969	126	1,075

	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)

Expected contributions

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Expected employer contributions	232	51	58	239	51	46

18. Provisions (continued)

Funding arrangements for employer contributions

i) Surplus/deficit

The following is a summary of the 30 June 2011 financial position of the Fund calculated in accordance with AAS 25 'Financial Reporting by Superannuation Plans':

	SASS 30 June 11 \$'000	SANCS 30 June 11 \$'000	SSS 30 June 11 \$'000	SASS 30 June 10 \$'000	SANCS 30 June 10 \$'000	SSS 30 June 10 \$'000
Accrued benefits	5,020	907	5,981	5,404	933	5,773
Net market value of Fund assets	(4,821)	(698)	(5,909)	(5,139)	(717)	(5,626)
Net (surplus)/deficit	200	210	72	265	215	147

ii) Contribution recommendations

Recommended contribution rates for Taronga are:

	SASS 30 June 11 multiple of member contributions	SANCS 30 June 11 % member salary	SSS 30 June 11 multiple of member contributions	SASS 30 June 10 multiple of member contributions	SANCS 30 June 10 % member salary	SSS 30 June 10 multiple of member contributions
	1.9	2.5	1.6	1.9	2.5	1.6

iii) Funding method

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

iv) Economic assumptions

The economic assumptions adopted for the 2009 actuarial review of the Fund were:

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.

19. Restriction on revenue – Taronga Foundation

Taronga 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 \$2,172,000 (\$919,000 in 2009/10) have been included in Accumulated Funds as at 30 June 2011. The unexpended restricted funds are held as cash in separate bank accounts from Taronga's unrestricted funds.

	Unexpended Amount	
	2011 \$'000	2010 \$'000
Capital redevelopment fundraising	959	191
Taronga Foundation recurrent projects	1,213	728
	2,172	919

20. Remuneration of auditors

The Audit Office fees for auditing Taronga's financial report were \$85,500 (\$79,500 in 2009/10). The auditors received no other benefits.

21. Board remuneration

Members of Taronga received reimbursement of expenses incurred in carrying out their duties as members of the Board. In addition, Board remuneration (including superannuation and payroll tax) of \$202,415 (\$205,867 in 2009/10) was paid. This amount included Honoraria of \$33,228 (\$33,228 in 2009/10) paid to the Chairman of the Board and \$144,604 (\$147,255 in 2009/10) paid to the other members of the Board. The rates of remuneration were fixed and approved by the NSW Premier's Department.

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

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
\$10,000 – \$19,999	8	9	8	9
\$20,000 – \$29,999	1	–	1	–
\$30,000 – \$39,999	1	1	1	1
	10	10	10	10

22. 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:

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Cash and cash equivalents	56,794	25,137	56,794	25,137

For the purpose of the statement of cash flows, Taronga considers cash to include cash on hand, in banks and investments in TCorp Hour-Glass on 24 hour call.

b) Reconciliation of operating surplus to net cash from operating activities:

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Operating surplus	49,292	24,206	49,292	24,206
Depreciation and amortisation	14,674	13,544	14,674	13,544
Non cash donation (shares)	(7,320)	–	(7,320)	–
(Profit) on sale of assets	(8)	(55)	(8)	(55)
Amounts capitalised in prior years transferred to profit and loss	2,332	404	2,332	404
Change in assets and liabilities:				
(Increase)/decrease in GST receivable	826	(887)	826	(887)
(Increase)/decrease in accounts receivable	504	295	504	295
(Increase)/decrease in inventories	(157)	90	(157)	90
Increase/(decrease) in creditors and accruals	837	(164)	837	(164)
(Increase)/decrease in prepayments	1,021	(1,295)	1,021	(1,295)
Increase/(decrease) in employee entitlements	(38)	(707)	(38)	(707)
(Increase)/decrease in prepaid superannuation	–	–	–	–
Increase/(decrease) in unfunded superannuation	(216)	(189)	(216)	(189)
Movement in unamortised premium on loans	(19)	37	(19)	37
Net cash provided from operating activities	61,728	35,278	61,728	35,278

c) Taronga has not entered into any non cash financing or investing activities.

d) Financing facilities

A Direct Payments facility of \$1.431m was available to Taronga and unused at 30 June 2011. A Treasury approved facility of \$36.3m is available to Taronga to fund Master Plan capital development of which there were no draw downs made in 2010/11 (nil in 2009/10).

23. Reserves and retained surplus

	Accumulated funds		Asset revaluation reserve		Available for sale investments reserve		Total equity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Balance at the beginning of the financial year	158,631	135,332	179,907	166,895	–	–	338,538	302,228
Surplus for the year	49,608	24,206	–	–	–	–	49,608	24,206
Superannuation actuarial gains/(losses)	134	(907)	–	–	–	–	134	(907)
Net increase in asset revaluation reserve for:								
– land and buildings	–	–	6,138	11,322	–	–	6,138	11,322
– infrastructure	–	–	1,303	1,689	–	–	1,303	1,689
Available for sale investments revaluation gains/(losses)	–	–	–	–	(155)	–	(155)	–
Total	49,742	23,298	7,442	13,012	(155)	–	57,029	36,310
Balance at the end of the financial year	208,373	158,631	187,349	179,907	(155)	–	395,567	338,538

24. Commitments

a) Capital expenditure commitments

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$3,180,057 (\$19,058,532 in 2010) inclusive of GST of \$289,096. 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 \$2,162,029 inclusive of GST of \$196,548 (\$1,775,944 in 2010). These commitments relate to goods or services that will be received within the following twelve months. Taronga has no operational expenditure commitments extending beyond twelve months.

c) Operating lease commitments

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

	2011 Consolidated \$'000	2010 Consolidated \$'000	2011 Parent \$'000	2010 Parent \$'000
Not later than one year	487	962	487	962
Later than one year and not later than five years	545	731	545	731
Later than five years	–	–	–	–
Total including GST	1,033	1,693	1,033	1,693

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

d) GST input tax credit claimable on commitments amounts to \$579,529.

25. Contingent assets and liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2011 (nil in 2009/10).

26. Subsequent events

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

27. Divisional information

	2011 Taronga Foundation	2011 Taronga & Corporate Services	2011 Taronga Western Plains	2011 Total	2010 Taronga Foundation	2010 Taronga & Corporate Services	2010 Taronga Western Plains	2010 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
Revenue								
Admissions	831	28,177	4,059	33,066	308	32,321	3,855	36,484
Trading and franchise revenue	–	6,319	2,431	8,750	–	7,414	1,903	9,316
Corporate sponsorship	3,242	–	–	3,242	2,990	–	–	2,990
Government grants	–	57,254	3,137	60,392	–	29,843	7,063	36,906
Investment revenue	136	–	–	136	–	–	–	–
Other income	14,251	7,616	3,651	25,518	6,285	5,950	3,505	15,740
Profit/(loss) on sale of assets	–	(21)	29	8	–	22	33	55
Total revenue	18,460	99,345	13,307	131,112	9,583	75,528	16,326	101,492
Expenditure								
Employee expenses	1,109	28,340	7,730	37,179	738	26,706	7,298	34,742
Superannuation	81	2,295	617	2,992	54	2,279	574	2,908
Trading cost of sales	–	1,650	1,071	2,721	–	1,973	869	2,842
Marketing expenses	880	1,699	250	2,830	548	2,207	243	2,998
Depreciation	–	12,595	2,079	14,674	–	11,775	1,769	13,544
Insurance	–	309	78	387	–	354	101	455
Maintenance	28	4,364	592	4,984	41	5,033	737	5,811
Finance costs	–	2,397	95	2,492	–	2,374	67	2,441
Other expenses	1,229	9,523	2,810	13,562	997	8,244	2,305	11,545
Total expenditure	3,327	63,171	15,322	81,820	2,378	60,945	13,963	77,286
Surplus/(deficit) for the year	15,133	36,174	(2,015)	49,292	7,205	14,582	2,363	24,206
Total assets	2,172	409,951	42,410	454,533	919	358,130	41,438	400,487
Total liabilities	–	56,091	3,191	59,282	–	58,325	3,624	61,949

*The funds raised by the Foundation for the year ended 30 June 2011 amounted to \$18,460,000 (\$9,583,000 in 2009/10)

End of Audited Financial Report.

Operating budget performance

	Actual 10/11 \$'000	Budget 10/11 \$'000	Budget 11/12 \$'000
Admissions	33,066	34,802	34,817
Trading and franchise revenue	8,750	9,413	9,959
Corporate sponsorship	3,242	3,220	3,365
Government grants	60,392	24,392	15,117
Investment revenue	1,280	750	720
Other income	24,374	15,308	14,209
Profit on sale of assets	8	-	20
Total revenue	131,112	87,885	78,208
Employee Benefits expense	36,863	38,413	40,122
Superannuation	2,992	3,303	3,353
Trading cost of sales	2,721	2,970	3,101
Marketing expenses	2,830	2,674	2,587
Depreciation and amortisation	14,674	14,275	16,300
Insurance	387	506	501
Maintenance	4,984	6,041	5,899
Finance costs	2,492	3,500	3,150
Other expenses	13,562	13,730	13,075
Total operating expenditure	81,505	85,412	88,088
Operating surplus/(deficit)	49,607	2,472	(9,880)

Payables analysis data

Aged payables analysis by quarter	Current	31-60	61-90	91+	Total
- September quarter	\$2,022,876	\$2,116	\$4,635	(\$16,711)	\$2,012,915
- December quarter	\$1,964,097	\$95,437	\$10,161	(\$5,724)	\$2,063,971
- March quarter	\$1,243,466	\$106,483	\$11,084	\$6,261	\$1,367,294
- June quarter	\$2,795,572	\$148,466	\$6,994	(\$8,743)	\$2,942,288

Accounts paid on time by quarter	Target	Actual	Total paid	Paid on time
- September quarter	100%	86%	\$24,383,691	\$23,315,974
- December quarter	100%	83%	\$32,160,440	\$30,345,520
- March quarter	100%	80%	\$29,090,166	\$26,703,365
- June quarter	100%	79%	\$21,787,248	\$19,990,911

Average days taken to process accounts in September quarter	28
Average days taken to process accounts in December quarter	29
Average days taken to process accounts in March quarter	34
Average days taken to process accounts in June quarter	31
Average days taken to process accounts in 2011	30

No interest has been paid on overdue accounts in the 2010/11 year.

Reasons for accounts not being paid on time

Taronga aims to meet vendor payment terms. Measurement of accounts being paid on time is based on 30 days from invoice date. In some cases vendors request payment 30 days from the end of the month after the invoice is raised. There are also instances of accounts being in dispute, necessitating withholding of payment until resolution of that dispute. Finally, superannuation is paid quarterly in accordance with legislative requirements for a number of funds however the amount owing is recognised on payment of wages each fortnight.

Investment performance

Taronga invests surplus funds in the NSW Treasury Corporation Hour-Glass Investment Cash Facility and with the ANZ Bank or Westpac Bank. For the year ended 30 June 2011 these facilities combined had an annual compound rate of return of 5.39%. The Hour-Glass benchmark interest rate for the 12 months to 30 June 2011 was 5.37%.

Liability management performance

Taronga's debt cost for the 12 months ended 30 June 2011 was -0.05%.

Land disposal

Pursuan to Clause 4 (1) of the *Annual Reports (Statutory Bodies) Regulation 1985*, Taronga declares that no property was disposed of during the year ended 30 June 2011.

Asset and capital

2010/11 Capital expenditure	TZ	TWPZ	Total
Masterplan	\$21,878,527	\$2,021,433	\$23,899,960
\$3m grant	\$397,809	\$155,909	\$553,718
Foundation	\$546,654	\$26,194	\$572,848
Other (asset maintenance operating)	\$408,873	\$228,926	\$637,799
	\$23,231,862	\$2,432,463	\$25,664,325

2010/11 Maintenance grant expenditure	TZ	TWPZ	Total
Including capitalised assets	\$2,861,539	\$516,042	\$3,377,581
Excluding capitalised assets	\$2,629,140	\$283,503	\$2,912,643

Major maintenance projects 2010/11	Expenditure 10/11	Costs to complete	Expected completion date
Taronga			
Backyard to Bush maintenance	\$244,281	–	Complete
Repairs to heritage perimeter sandstone wall	\$116,985	–	Complete
Snow Leopards den maintenance	\$52,010	–	Complete
Wetlands ponds water quality works	\$51,232	–	Complete
TWPZ			
Cheetah night yard fencing	\$36,900	–	Complete
Elephant exhibit raceway	\$24,491	–	Complete
Administration building electrical works	\$58,969	–	Complete

Major capital projects 2010/11	Expenditure 10/11	Costs to Complete	Expected completion date
Chimpanzee exhibit redevelopment Taronga	\$3,588,658	\$142,000	2011/12
Entry precinct development Taronga	\$14,743,279	\$984,000	2011/12
Rainforest aviary upgrade Taronga	\$1,278,912	–	Complete
Western circulation link Taronga	\$1,375,050	\$130,000	2011/12
Entry precinct development TWPZ	\$2,010,642	–	Complete

Taronga Conservation Society Australia Division (Taronga Division)

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Financial statements and notes

For the year ended 30 June 2011

Statement

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

- in our opinion the financial statements and notes thereon exhibit a true and fair view of the financial position and transactions of the Taronga Division for the year ended 30 June 2011;
- 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*;
- we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate; and
- 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 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 2011, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Division as at 30 June 2011, and of its financial performance for the year then ended in accordance with Australian Accounting Standards
- 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.

The 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 and the PF&A Act and for such internal control as the Chief Executive determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity'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 entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Chief Executive, 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 control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. 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.



Steven Martin
Director, Financial Audit Services

17 October 2011
SYDNEY

Income statement

For the year ended 30 June 2011

	Notes	2011 \$'000	2010 \$'000
Revenue			
Personnel services		41,287	39,990
Total revenue		41,287	39,990
Expenditure			
Employee expenses	2	38,429	36,175
Superannuation	2	2,992	2,908
Total expenditure		41,422	39,083
Surplus/(deficit) for the year		(134)	907

The accompanying notes form part of these financial statements.

Statement of comprehensive income

For the year ended 30 June 2011

	Notes	2011 \$'000	2010 \$'000
Profit for the year		(134)	907
Other comprehensive income:			
Superannuation actuarial gains/(losses)		134	(907)
Other comprehensive income for the year		134	(907)
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 2011

	Notes	2011 \$'000	2010 \$'000
Assets			
Current assets			
Receivables	3	11,955	12,344
Prepaid salary and wages	3	231	-
Total current assets		12,186	12,344
Non-current assets			
Prepaid superannuation		-	-
Total non-current assets		-	-
Total assets		12,186	12,344
Liabilities			
Current liabilities			
Payables	4	94	206
Other liabilities	5	231	-
Provisions	6	8,103	8,100
Total current liabilities		8,428	8,307
Non-current liabilities			
Provisions	6	3,758	4,037
Total non-current liabilities		3,758	4,037
Total liabilities		12,186	12,344
Net assets		-	-
Equity			
Accumulated funds		-	-
Total equity		-	-

The accompanying notes form part of these financial statements.

Statement of changes in equity

For the year ended 30 June 2011

	Accumulated funds \$'000	Total equity \$'000
Balance at 1 July 2010	-	-
Profit for the year	(134)	(134)
Other comprehensive income:		
Superannuation actuarial losses	134	134
Total other comprehensive income	134	134
Total comprehensive income for the year	-	-
Balance at 30 June 2011	-	-

	Accumulated funds \$'000	Total equity \$'000
Balance at 1 July 2009	-	-
Profit for the year	907	907
Other comprehensive income:		
Superannuation actuarial losses	(907)	(907)
Total other comprehensive income	(907)	(907)
Total comprehensive income for the year	-	-
Balance at 30 June 2010	-	-

The accompanying notes form part of these financial statements

Cash flow statement

For the year ended 30 June 2011

	Notes	2011 \$'000	2010 \$'000
Cash flows from operating activities			
Receipts from customers and sponsors		41,907	39,980
		41,907	39,980
Payments to suppliers and employees		(41,907)	(39,980)
		(41,907)	(39,980)
Net cash flows from operating activities		-	-
Net increase in cash and cash equivalents		-	-
Cash and cash equivalents at beginning of the financial year		-	-
Cash and cash equivalents at end of the financial year		-	-

The accompanying notes form part of these financial statements.

Notes to and forming part of the financial statements

For the year ended 30 June 2011

1. Summary of significant accounting policies

a) Reporting entity

The Taronga 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, Bradleys Head Road, Mosman, NSW 2088.

The Taronga Division's objective is to provide personnel services to Taronga.

The Taronga Division commenced operations on 17 March 2006 when it assumed responsibility for the employees and employee-related liabilities of Taronga. 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 Taronga Division on 17 October 2011.

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 Taronga Division'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 Taronga Division'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 (IFRS).

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

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 benefit 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, worker's 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 either liabilities or expenses depending on 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.

iii. Superannuation

The amount recognised for superannuation provisions are 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 Taronga Division 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 2010.

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 2011:

- ~ AASB 9 and AASB 2009-11 regarding Financial Instruments – mandatory for 2014 Financial Statements
- ~ AASB 2009-14 regarding Prepayments of a Minimum Funding Requirement – mandatory for 2012 Financial Statements
- ~ AASB 1053 and AASB 2010-2 regarding Differential Reporting – mandatory for 2014 Financial Statements
- ~ AASB 2010-4 regarding Annual Improvements – mandatory for 2012 Financial Statements
- ~ AASB 2010-5 regarding Editorial Corrections – mandatory for 2012 Financial Statements
- ~ AASB 2010-6 regarding Disclosures on Transfers of Financial Assets – mandatory for 2012 Financial Statements
- ~ AASB 1054 regarding Australian Additional Disclosures – mandatory for 2012 Financial Statements

i) Financial risk management

i. Credit risk

Credit risk is the risk of financial loss to the Taronga 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 Taronga Division which comprise receivables and prepayments. No collateral is held by the Taronga Division.

The Taronga Division 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 Taronga Division's parent entity, the Taronga Conservation Society Australia.

Quantitative disclosures in relation to the ageing and demographics of debtors are made in Note 7 to these accounts.

ii. Liquidity risk

Liquidity risk is the risk that the Taronga Division will not be able to meet its financial obligations as and when they fall due. The Taronga 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 Taronga 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 Taronga Division's financial liabilities is in Note 7 of the accounts.

1. Summary of significant accounting policies (continued)

iii. 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 Taronga Division has no exposure to foreign currency risk and does not enter into commodity contracts.

The Taronga Division's financial instruments do not earn/incur interest.

2. Employee expenditure

	2011 \$'000	2010 \$'000
Salaries and wages	34,644	32,627
Long service leave	524	284
Payroll tax	2,025	1,981
Workers compensation insurance	933	740
Other	303	542
	38,429	36,175
Superannuation*	2,992	2,908

* Refer Note 5(b). Superannuation actuarial gains of \$134,000 (2010: \$907,000 Loss) are recognised in the 'Statement of Comprehensive Income'. Total superannuation expense, including actuarial losses recognised in the 'Statement of Comprehensive Income' is \$2.858m (2010: \$3.815m)

3. Receivables

	2011 \$'000	2010 \$'000
Parent entity – Taronga		
Total provisions receivable	11,861	12,137
Add accrued salaries, wages and on costs receivable	94	206
Less prepaid superannuation	–	–
	11,955	12,344
Prepaid salary and wages	231	–
	12,186	12,344

4. Payables

	2011 \$'000	2010 \$'000
Accrued salaries, wages and on-costs	94	206

5. Other liabilities

	2011 \$'000	2010 \$'000
Unearned income	231	–

6. Provisions

	2011 \$'000	2010 \$'000
Current		
Annual leave	2,999	3,066
Long service leave	5,104	5,034
Total current	8,103	8,100
Non-current		
Annual leave	–	–
Long service leave	474	402
Superannuation	3,285	3,635
Total non-current	3,758	4,037
	11,861	12,137

a) Provisions for annual and long service leave

In 2010/11, on-costs of \$1,336,879 included components for payroll tax calculated at 5.5% (1 July – 31 Dec 10) and 5.45% (1 Jan – 30 June 11), workers compensation calculated at 5.0% and superannuation calculated at 9.0% of the relevant leave liability (\$1,380,184 in 2009/10).

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	2,503	314	2,816
Expected to be settled outside twelve months	496	4,790	5,286
	2,999	5,104	8,103

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.

6. Provisions (continued)

Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of partly funded defined benefit obligations at beginning of the year	5,821	1,038	8,258	5,115	907	7,501
Current service cost	233	48	53	226	45	50
Interest cost	290	51	418	278	49	408
Contributions by fund participants	122	–	36	126	–	27
Actuarial (gains)/losses	(259)	(14)	(105)	499	81	520
Benefits paid	(848)	(127)	(302)	(423)	(43)	(250)
Present value of partly funded defined benefit obligations at end of the year	5,359	996	8,358	5,821	1,038	8,256

Reconciliation of the fair value of fund assets

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Fair value of fund assets at beginning of the year	5,139	717	5,626	4,666	649	5,291
Expected return on fund assets	433	59	472	399	55	439
Actuarial gains/(losses)	(258)	(3)	17	123	3	66
Employer contributions	233	50	61	248	53	51
Contributions by fund participants	122	–	36	126	–	29
Benefits paid	(848)	(127)	(302)	(423)	(43)	(250)
Fair value of fund assets at end of the year	4,821	698	5,909	5,139	717	5,626

Reconciliation of the assets and liabilities recognised in the statement of financial position

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of partly funded defined benefit obligations at end of year	5,359	996	8,358	5,821	1,038	8,258
Fair value of fund assets at end of year	(4,821)	(698)	(5,909)	(5,139)	(717)	(5,626)
Net liability/(asset) recognised in statement of financial position at end of year	538	298	2,449	682	321	2,632

Expense recognised in income statement

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Components recognised in income statement						
Current service cost	233	48	53	226	45	50
Interest cost	290	51	418	278	49	408
Expected return on fund assets (net of expenses)	(433)	(59)	(472)	(399)	(55)	(439)
Actuarial losses/(gains) recognised in year	–	–	–	–	–	–
Expense/(income) recognised	89	39	–	105	39	18

Amounts recognised in other comprehensive income

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Actuarial (gains)/losses	(1)	(12)	(122)	376	78	454
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 \$2.181m loss.

6. Provisions (continued)

Fund assets

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

	30 June 11	30 June 10
Australian equities	33.4%	31.0%
Overseas equities	29.5%	26.8%
Australian fixed interest securities	5.7%	6.1%
Overseas fixed interest securities	3.1%	4.3%
Property	9.9%	9.5%
Cash	5.1%	9.6%
Other	13.3%	12.7%

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 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Actual return on Fund assets	418	57	469	434	58	481

Valuation method and principal actuarial assumptions at the balance sheet date

i) 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.

ii) Economic assumptions

	30 June 11	30 June 10
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	8.60% pa	8.60% pa
Discount rate	5.28% pa	5.17% pa

iii) Demographic assumptions

The demographic assumptions at 30 June 2011 are those that were used in the 2009 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

Historical information

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of defined benefit obligation	5,359	996	8,358	5,821	1,038	8,258
Fair value of fund assets	(4,821)	(698)	(5,909)	(5,139)	(717)	(5,626)
(Surplus)/deficit in fund	538	298	2,449	682	321	2,632
Experience adjustments – fund liabilities	(259)	(14)	(105)	499	81	520
Experience adjustments – fund assets	258	3	(17)	(123)	(3)	(66)

Historical information previous reporting periods

	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	5,115	907	7,501
Fair value of fund assets	(4,666)	(649)	(5,291)
(Surplus)/deficit in fund	449	258	2,210
Experience adjustments – fund liabilities	(337)	15	1,475
Experience adjustments – fund assets	969	126	1,075

	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)

Expected contributions

	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Expected employer contributions	232	51	58	239	51	46

Funding arrangements for employer contributions

i) Surplus/deficit

The following is a summary of the 30 June 2011 financial position of the Fund calculated in accordance with AAS 25 'Financial Reporting by Superannuation Plans':

	SASS 30 June 11 \$'000	SANCS 30 June 11 \$'000	SSS 30 June 11 \$'000	SASS 30 June 10 \$'000	SANCS 30 June 10 \$'000	SSS 30 June 10 \$'000
Accrued benefits	5,020	907	5,981	5,404	933	5,773
Net market value of fund assets	(4,821)	(698)	(5,909)	(5,139)	(717)	(5,626)
Net (surplus)/deficit	200	210	72	265	215	147

ii) Contribution recommendations

Recommended contribution rates for the Taronga Division are:

	SASS 30 June 11 multiple of member contributions	SANCS 30 June 11 % member salary	SSS 30 June 11 multiple of member contributions	SASS 30 June 10 multiple of member contributions	SANCS 30 June 10 % member salary	SSS 30 June 10 multiple of member contributions
	1.9	2.5	1.6	1.9	2.5	1.6

iii) Funding method

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

iv) Economic assumptions

The economic assumptions adopted for the 2009 actuarial review of the Fund were:

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.

7. Financial instruments

Financial Instruments give rise to positions that are a financial asset either of the Taronga Division or its counterparty and a financial liability (or equity instrument) of the other party. For the Taronga Division these include cash, receivables, investments and payables.

In accordance with AASB 7 *Financial Instrument: 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 Taronga Division does not enter into or trade financial instruments for speculative purposes. The Taronga Division does not use financial derivatives.

Category	2011 \$'000	2010 \$'000
Financial assets class:		
Receivables	11,955	12,344
Financial liabilities class:		
Payables	94	206

a) Interest rate risk

Financial instrument

The Taronga Division's financial instruments do not earn/incur interest.

b) Credit risk

The Carrying amount of the Taronga Division's financial assets represents the maximum credit exposure.

The Taronga Division's maximum exposure to credit risk at reporting date was:

	2011 \$'000	2010 \$'000
Receivables	11,955	12,344

The total balance of the Taronga Division's receivables at balance date is owed by the Parent Company, Taronga.

The Taronga Division does not extend credit to entities other than the Parent Company.

The Taronga Division does not hold any collateral as security over receivables.

7. Financial instruments (continued)

Impairment as at 30 June 2011

	2011 \$'000	2010 \$'000
Not past due	11,955	12,344

There is no provision for impairment of receivables at balance date.

The following are the contractual maturities of financial liabilities:

30 June 2011	Carrying amount	Contractual cash flows	< 6 months
Non-derivative financial liabilities	-	-	-
Payables	94	(94)	(94)

30 June 2010	Carrying amount	Contractual cash flows	< 6 months
Non-derivative financial liabilities	-	-	-
Payables	206	(206)	(206)

8. Contingent assets and liabilities

The Taronga Division is not aware of any Contingent Assets or Liabilities at 30 June 2011 (nil in 2009/10).

9. 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.

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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 (Taronga) for the following purposes:
- carrying out research and breeding programs for the preservation of endangered species;
 - carrying out research programs for the conservation and management of other species;
 - conducting public education and awareness programs about species conservation and management; and
 - displaying animals for educational, cultural and recreational purposes.
- 15.2 The Board may also maintain and control:
- 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
 - 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.
- 15.3 The Board:
- 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
 - may investigate and carry out research into:
 - the design of, and equipment and procedures in zoological parks; and
 - the care and well-being of animals kept in zoological parks are maintained and controlled by the Board; and
 - 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
 - may provide and charge for such services in connection with zoological parks maintained and controlled by the Board as the Board may determine; and

- 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.

- 15.4 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.

- 15.5 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 has produced a Security of Personal Information Policy, including a Privacy Management Plan and Internet Privacy Statement. 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:

**Administration Assistant
Corporate Services
Taronga Conservation Society Australia
PO Box 20,
Mosman, NSW 2088**

**Tel: 02 9978 4709
Fax: 02 9969 7515**

Appendix 3 Conservation program and population management program

Species	Held at TZ	Held at TWPZ	Coordinator
Addax		✓	J Gillespie*
African Lion	✓	✓	L Ginman*
African Wild Dog		✓	K Starr/R Austin
Asian Elephant	✓	✓	J Steele
Australian Little Penguin	✓		E Walraven*/N Boyle*
Black-and-white Ruffed Lemur		✓	S Barlow
Black-handed Spider-monkey	✓	✓	J Ray
Black-winged Stilt	✓		V Wilson
Bongo	✓	✓	N Dunn*
Booroolong Frog	✓		M McFadden*
Broad-headed Snake	✓		L Andrew
Brolga	✓		L Veyret
Brush-tailed Bettong	✓		R Austin
Brush-tailed Rock Wallaby	✓	✓	Vacant
Cheetah		✓	Vacant
Chimpanzee	✓		M Finnigan
Cook Strait Tuatara	✓		B Blanchard
Cotton-top Tamarin	✓		A Embury
Eastern Whipbird	✓		M Tantini*
Eland		✓	Vacant
Fijian Crested Iguana	✓		P Harlow*
Galapagos Tortoise		✓	R Austin
Giraffe	✓	✓	L Jolly
Goodfellow's Tree-kangaroo	✓		G Skipper
Helmeted Honeyeater	✓		K Cartwright
Hippopotamus		✓	T Nielsen-Joustra
Meerkat	✓	✓	S Eyre
Noisy Pitta	✓		E Schmeltschek*
Northern Corroboree Frog	✓		M McFadden*
Northern Quoll	✓		L Veyret
Plains Zebra	✓	✓	L Jolly
Przewalski's Horse		✓	R Wilkins
Quokka	✓	✓	M Ricci/ R Austin
Red Panda	✓		C Hibbard
Regent Bowerbird	✓		M Shiels*
Regent Honeyeater	✓		C Hibbard
Ring-tailed Lemur	✓	✓	M Tyler
Rose-crowned Fruit-dove	✓		A Green
Royal Spoonbill	✓		Vacant
Sacred Kingfisher	✓	✓	C Srb
Scimitar Oryx		✓	Vacant
Siamang		✓	S Behrens
Small-clawed Otter	✓	✓	L Andrews
Snow Leopard	✓		C Hibbard
Southern Cassowary	✓		J Biggs/C Hibbard

Appendix 3 (continued)

Species	Held at TZ	Held at TWPZ	Coordinator
Southern Corroboree Frog	✓		M McFadden*
Squirrel Glider	✓		L Andrews
Sumatran Tiger	✓	✓	C Hibbard
Sun Bear	✓		C Hibbard
Tasmanian Devil	✓	✓	C Srb/ C Hibbard
Western Lowland Gorilla	✓		E Walraven*/ L Grossfeldt*
White Rhinoceros		✓	S Kudeweh
White-browed Woodswallow	✓	✓	V Wilson
White-cheeked Gibbon	✓		S Behrens
Yellow-bellied Glider	✓		W Gleen*
Yellow-spotted Bell Frog	✓		M McFadden*

* Taronga Staff

Appendix 4 Animals transferred from the Taronga Conservation Society Australia

Gender convention	Species type	Name of place transferred to
2.1.0	Australian Little Penguin	Pet Porpoise Pool, NSW
1.0.0	Brush-tailed Rock Wallaby	Taronga Western Plains Zoo, NSW
1.0.1	Brush-tailed Rock Wallaby	Waterfall Springs, NSW
1.0.0	Fijian Crested Iguana	Australian Reptile Park, NSW
0.0.4	Helmeted Honeyeater	Healesville Sanctuary, NSW
1.0.0	Red Panda	Halls Gap Zoo, VIC
1.0.0	Northern Quoll	Rockhampton Zoo, QLD
4.1.0	Northern Quoll	Territory Wildlife Zoo, NT
3.0.0	Squirrel Glider	Halls Gap Zoo, VIC
0.1.0	White Rhinoceros	Australia Zoo, QLD
2.0.0	Cheetah	Monarto Zoo, SA
0.3.0	Meerkat	National Zoo, ACT
0.1.0	White Rhinoceros	Monarto Zoo, SA
1.0.0	Scimitar Oryx	Werribee Open Range Zoo, VIC
0.1.0	Plains Zebra	Monarto Zoo, SA
2.2.0	Tasmanian Devil	Ballarat Wildlife Park, VIC
0.6.0	Tasmanian Devil	DPIPWE, TAS
0.1.0	Small-clawed Otter	Australia Zoo, QLD
0.1.0	Tasmanian Devil	Australian Walkabout Park, NSW
0.1.0	Ring-tailed Lemur	National Zoo, ACT

Animals transferred to the Taronga Conservation Society Australia

Gender convention	Species type	Name of place transferred from
1.0.0	Bongo	Monarto Zoological Park, SA
8.2.0	Ring-tailed Lemur	Hong Kong Zoo, Hong Kong
1.0.0	Northern Quoll	Territory Wildlife Zoo, NT
0.2.0	Tasmanian Devil	Australian Reptile Park, NSW
0.4.0	Meerkat	Auckland Zoo, New Zealand
0.1.0	White Rhinoceros	Monarto Zoo, SA
0.1.0	Small-clawed Otter	Nagoya Zoo, Japan
5.0.0	Tasmanian Devil	DPIPWE, TAS
1.0.0	Addax	Monarto Zoo, SA

Appendix 5 Research projects and conservation programs

AEC No. if applicable	Project title	Researchers	Institution	Source of funds
3a/11/07	Leopard Seal vocal learning	Dr T Rogers	UNSW	Taronga Conservation Society Australia University of NSW (UNSW)
3b/05/08	Leopard Seal biomechanics	Dr S Wroe Dr T Rogers	UNSW	Taronga Conservation Society Australia UNSW
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
4e/09/08	Development of sperm sexing technology in the Asian Elephant	Dr J O'Brien	SeaWorld and Busch Gardens Reproductive Research Center	Taronga Foundation
4a/11/08	Taronga Zoo School and visitor programs	Mr E Bombonato	Taronga	Taronga Conservation Society Australia
5a/01/09	RUV3413A condition animals	Ms L Hamilton	Taronga	Taronga Conservation Society Australia
5c/01/09	ACTH challenge in the Tasmanian Devil	Ms T Keeley	Taronga	Taronga Conservation Society Australia
5a/03/09	Preliminary investigations into antibiotic pharmacokinetics in common Ringtail and Brushtail Possums	Dr D Spielman	USYD	University of Sydney (USYD)
5b/03/09	Collection of opportunistic samples for researchers from live animals during veterinary procedures	Dr L Vogelnest	Taronga	Taronga Conservation Society Australia
5b/07/09	Expression and regulation of MHC (Major Histocompatibility Complex) class II on immune cells of Koalas	Dr D Higgins	USYD	Hermon Slade Foundation
5c/07/09	Health survey of Eastern Water Dragons at Taronga Zoo	Dr R Johnson	Taronga	Taronga Conservation Society Australia
5a/09/09	Respiratory physiology of the Leopard Seal	Dr D Slip	Taronga	Taronga Conservation Society Australia 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	Taronga	Taronga Conservation Society Australia

Appendix 5 (continued)

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
5a/11/09	Understanding of enteric coccidiosis in Echidnas	Dr J Slapeta	USYD	USYD
5b/11/09	Development of Little Penguin eggs during artificial incubation	Mr E Bombonato	Taronga	Taronga Conservation Society Australia
5e/11/09	Alfaxalone anaesthesia in Australian frogs	Dr L Vogelnest	Taronga	Taronga Conservation Society Australia
4a/01/10	Nutritional physiology of Asian Elephants at Taronga Zoo and Taronga Western Plains Zoo and African Elephants at Taronga Western Plains Zoo	Dr G Faichney, V Nedved, SJ Meale, AV Chaves	Taronga	Taronga Conservation Society Australia
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 Conservation Society Australia 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
4d/03/10	Preliminary investigations into the efficacy of commercial footrot vaccines used in adult and juvenile macropods	Dr D Spielman	USYD	USYD
4b/05/10	Assessment of reptile and mammal disease prevalence on Christmas Island	Dr K Rose, Jane Hall, Dr Peter Harlow	Taronga	Commonwealth Department of Environment, Water, Heritage and Arts
4d/05/10	Faecal glucocorticoids of Koalas at Taronga Zoo	Dr K Webster	UMACQ	Taronga Conservation Society Australia
4b/07/10	Growth rate of Tasmanian Devil whiskers using stable isotopes	Ms M Attard	UNSW	UNSW
4d/07/10	Growth rate of seal whiskers – continued	Dr T Rogers, Dr D Slip	UNSW Taronga	UNSW Taronga Conservation Society Australia
4a/09/10	The role of major histocompatibility complex (MHC) in mate choice and breeding success of Tasmanian Devils	Dr R Spindler, Associate Prof K Below	Taronga USYD	Morris Animal Foundation
4c/09/10	Investigations of the warning vocalisations of Asian Elephants to the sound of the Sri Lankan Hornet	Professor M P B Wijayagunawardane	UMELB	Prime Ministers Award for Scientific Exchange
4d/09/10	Determination of antimicrobial and antifungal properties of Green Turtle (<i>Chelonia mydas</i>), Loggerhead Turtle (<i>Caretta caretta</i>) and Flatback Turtle (<i>Natator depressus</i>) oviductal secretions and their relationship to cloacal and nest pathogens	Dr K Vinette Herrin	Taronga Department of Environment and Resource Management Griffith University	Queensland Department of Environment and Resource Management, Griffith University
4a/11/10	The radiographic anatomy of Australian mammals	Dr G Allan, Dr L Vogelnest	Veterinary Imaging Associates Taronga	Taronga Conservation Society Australia
4b/11/10	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
4a/01/11	Investigation into the absorption and metabolism of xenobiotics by the Koala	Dr M Govendir	USYD	The Hermon Slade Foundation
4b/01/11	Vocal learning in Leopard Seals	Dr T Rogers	UNSW	Taronga Conservation Society Australia UNSW
4c/01/11	Observation of feeding behaviour in seals whilst feeding on small prey items	Dr A Evans	Monash University	David Hocking's Monash University Honours Research Fund

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
4d/01/11	Investigations into the reproductive biology of the Tasmanian Devil	Ms T Keeley	Taronga	Morris Animal Foundation, USA Busch Gardens and SeaWorld Conservation Fund Taronga Conservation Society Australia
4e/01/11	Validation of a non-invasive technique to measure adrenal activity in Short-beaked Echidnas	Dr K Fanson	Taronga	Taronga Conservation Society Australia
4f/01/11	Internal core body temperature monitoring of TWPZ rhinos	Dr N Satake	Taronga	Taronga Conservation Society Australia
4b/03/11	Opportunistic collection of electro-ejaculated semen	Dr N Satake	Taronga	Taronga Conservation Society Australia
4c/03/11	Sustainable fish source feed trials for marine mammals	Mr E Bombonato	Taronga	Taronga Conservation Society Australia
4e/03/11	Partial replacement of nectar diet with native browse for Feathertail and Squirrel Gliders	Dr A Chaves	Taronga USYD	Taronga Conservation Society Australia USYD
4a/05/11	Non surgical embryo retrieval from Black and White Rhinoceros subsequent to oestrus synchronisation, superovulation and natural mating or artificial insemination	Dr B Bryant	Taronga Institute of Zoo Animal and Wildlife Research Berlin	Taronga Institute of Zoo Animal and Wildlife Research Berlin
4b/05/11	Trial of radio-transmitter attachment techniques on the Regent Honeyeater	Mr D Ingwersen	Birds Australia	Birds Australia
	Development of a rapid and highly sensitive field test to detect chytrid fungus and myxozoan parasites in environmental water samples	Dr K Rose, Dr J Slapeta, Dr D Phalen, J King	Taronga USYD	Department of Sustainability, Environment, Water, Population and Communities
	Tammar Wallaby sudden death syndrome investigation	Dr K Rose, Jane Hall, Dr S Donahoe, Dr P Kirkland	Taronga Elizabeth MacArthur Agricultural Institute	Registry account
	Leishmania lifecycle investigation	Dr K Rose, Dr. A Dougall, Dr. S Walton, Dr. D Holt	Taronga Menzies School of Health Research, Charles Darwin University	Biosecurity CRC for Emerging Infectious Disease
	Australian biosecurity intelligence network – WildHealth	Dr K Rose, J Hall	Taronga	Commonwealth Department of Industry, Innovation, Science and Research
	Amphibian myxozoan parasite investigation	A Hartigan, Dr J Slapeta, Dr D Phalen, Dr K Rose, J Hall	USYD Taronga	USYD
	Impacts, risks, and management of fish feeding at Neds Beach, Lord Howe Island	N Brookehouse, Dr K Rose, Jane Hall	Charles Sturt University, OEH Taronga	NSW Office of Environment and Heritage (OEH)
	National wildlife health rounds	Dr C Shilton, Dr K Rose, Jane Hall	Taronga Australian Biosecurity Intelligence Network, Berrimah Veterinary Laboratory	Commonwealth Department of Industry, Innovation, Science and Research
	The impact of visitors on the behaviour of captive Gorillas	L Whitfield, K Fanson, V Nedved, Dr G M Cronin	Taronga USYD	Taronga Conservation Society Australia USYD
5c/11/09	Reproductive biology of the common 'Wall Skink' (<i>Cryptoblepharus pulcher</i>)	Dr P Harlow, M McFadden	Taronga	Taronga Conservation Society Australia

Appendix 5 (continued)

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Banded Iguana (<i>Brachylophus</i> sp.) Species assessment of the North Eastern Fijian Islands	Dr R Fischer, Dr P Harlow, J Niukula	United States Geographic 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
	Corroboree Frog recovery program	Dr D Hunter, R Pietsch, M McFadden, Dr P Harlow, G Marantelli	OEH Taronga Amphibian Research Centre	OEH Taronga Conservation Society Australia
	Yellow-spotted Bell Frog captive husbandry project	M McFadden, Dr P Harlow, Dr D Hunter	Taronga OEH	OEH Taronga Conservation Society Australia
3a/01/08	Booroolong Frog captive husbandry project	Dr P Harlow, M McFadden, Dr D Hunter	Taronga OEH	OEH Taronga Conservation Society Australia Wilson HTM Foundation Murray Catchment Management Authority
5a/07/09	Investigating immunity of Booroolong Frogs to chytridiomycosis	Dr S Cashins, Dr L Skerratt, Dr P Harlow, M McFadden	James Cook University Taronga	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 Skerratt, Dr P Harlow, M McFadden	James Cook University Taronga	Biosecurity CRC for Emerging Infectious Disease JCU Taronga Conservation Society Australia
4c/01/10	Evolution of resistance: Is there evidence of increased susceptibility to Bd in naïve populations of common Eastern Froglet (<i>Crinia signifera</i>) and Alpine Tree Frog (<i>Litoria alpine</i>)	Dr S Cashins, Dr L Skerratt, Dr P Harlow, M McFadden	James Cook University Taronga	Biosecurity CRC for Emerging Infectious Disease JCU Taronga Conservation Society Australia
	Captive breeding program for Christmas Island Lizards, the Blue-tailed Skink and Lister's Gecko	Dr P Harlow, P Andrew, M McFadden	Parks Australia Taronga	Parks Australia
	Eradication of feral Green Iguanas from Fiji	Dr P Harlow, N Thomas	Fiji Dept of Biosecurity NatureFiji-MaraqetiViti Taronga	Critical Ecosystems Partnership Fund Fiji Dept of Environment

Appendix 6

Post-mortem and clinical samples supplied for research and teaching purposes

Receiving organisation	Individual	Sample and purpose
Australian Museum	Dr W Boles	Bird carcasses: education and display
Australian Museum	Dr S Ingleby	Australian/Pacific mammal carcasses: education and display
Australian Museum (Evolutionary Biology Unit)	Ms R Johnson	Tissue samples from all species: preparing a genetic library
Taronga Conservation Society Australia (AMMRC)	Dr T Rogers	Pinniped and cetacean carcasses and tissues: education, behaviour and hormones in marine mammals
Taronga Conservation Society Australia (Taronga Wildlife Hospital)	Dr K Vnette Herrin	Marine turtle skulls and carapaces: education
University of New South Wales	Dr A White	Marine turtle shells: prey identification of midden deposits from the South Pacific Islands
University of Sydney	Dr J Slapeta	Faecal samples and fixed and frozen tissues from Short-beaked Echidnas: understanding coccidiosis in Short-beaked Echidnas
University of Sydney	Dr J Norris	Stored serum from Taronga felids: FIV study
University of Sydney	Dr J Donley	Serum and urine from Taronga felids: characterisation of chronic renal disease in non-domestic felids
University of Sydney	Dr D Spielman	Blood from native animals: education
University of Sydney	Dr S Hemsley	Marsupial carcasses: education
Taronga Conservation Society Australia (Australian Fauna – Bird Precinct)	Bird Precinct	Cassowary eggs: education
University of Sydney	Dr Alex Chaves	Feathertail Glider blood: partial replacement of nectar diet with native browse
Taronga Conservation Society Australia	Dr N Satake	Rhinoceros faecal samples: internal core body temperature monitoring of the rhinoceros
Taronga Conservation Society Australia	Dr K Fanson	Short-beaked Echidna faecal samples: validation of a non-invasive technique to measure adrenal activity in Short-beaked Echidnas
Cheetah Conservation Fund, Namibia	Mr S Austin	Cheetah faecal samples: Cheetah scat detection dog training program
Radboud University, Nijmegen, The Netherlands	Dr G Roeselers	Long-beaked Echidna faecal sample: a comparative study of the monotreme gut microbiome
University of Newcastle	Mr J.P. King	Long-nosed Potoroo fur sample: a new approach to sampling Long-nosed Potoroo in mixed species eucalypt forest and heath on coastal sands in south eastern Australia
Taronga Conservation Society Australia	Ms T Keeley	Tasmanian Devil faecal and urinary samples: investigations into the reproductive biology of the Tasmanian Devil
South Australian Museum	Dr K Aplin	Feathertail Glider fur: taxonomic determination of Feathertail Gliders at Taronga Zoo by DNA analysis of fur samples
Taronga Conservation Society Australia	Dr K Fanson	Short-beaked Echidna faecal sample: validation of a non-invasive technique to measure adrenal activity in Short-beaked Echidnas

Appendix 7 Scientific associates

Scientific Associates are specialist experts who give their time and expertise to assist Taronga to achieve their goals on behalf of wildlife. They include wildlife dentists, cardiologists and obstetricians.

Title	Name	Surname	Institution
Dr	Graeme	Allan	Veterinary Imaging Associates
Dr	Peter	Banks	UNSW
Dr	Ros	Bathgate	USYD
Professor	Kathy	Belov	USYD
Dr	Ian	Beveridge	University of Melbourne
Dr	Anthony	Black	Veterinary Specialist Centre
Professor	Rob	Brooks	Ecology and Evolution Research Centre, UNSW
Professor	Michael	Bryden	USYD
Ms	Sharon	Candy	Consultant
Professor	Paul	Canfield	USYD
Professor	Doug	Cato	Defence Science and Technology Organisation
Dr	Alex	Chavez	USYD
Ms	Michaela	Ciaglia	UNSW
Dr	David	Clarke	K9 Gums
Dr	Joanne	Connolly	Charles Sturt University
Dr	Christina	Dart	USYD
Dr	Simon	de Graaf	USYD
Professor	Christopher	Dickman	USYD
Dr	Paul	Fowler	Consultant
Professor	Ian	Fraser	Department of Obstetrics and Gynaecology, USYD
Dr.	Raf	Freire	Charles Sturt university
Mr	Michael	Fruin	Horseshoe Express
Dr	Les	Gabor	Elizabeth Macarthur Agricultural Institute
Dr	Sarah	Goldsmid	Animal Referral Hospital
Dr	Frank	Görizt	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management
Dr	Tom	Grant	UNSW
A/Professor	Robert	Harcourt	Macquarie University
Dr	William	Hartley	Consultant
Dr	Catherine	Herbert	Faculty of Veterinary Science, USYD
Dr	Robert	Hermes	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management
Dr	Thomas	Hildebrandt	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management
Dr.	Donald	Hobern	Atlas of Living Australia
Dr	Karon	Hoffman	Animal Referral Hospital
Dr.	Geoff	Hogg	MDU Public Health Laboratory
Dr	Bernard	Hudson	Royal North Shore Hospital
Dr	Alex	Hyatt	Australian Animal Health Labs – CSIRO
Dr	Steve	Johnston	University of Queensland
Ms	Jennifer	Kelly	Turretfield Research Centre
Professor	Richard	Kingsford	UNSW
Dr	Peter	Kirkland	Elizabeth Macarthur Agricultural Institute – Virology
Professor	Martin	Kluckow	Royal North Shore Hospital
Dr	Phillip	Ladds	Consultant

Title	Name	Surname	Institution
Dr	Mark	Lawrie	Consultant
Mr	Jason	Lohrey	Arcitecta Pty. Ltd
Ms	Lisa	Maclellan	Seven Creeks Equine Reproduction
Dr	Tony	Mogg	University Veterinary Centre, USYD
Dr	Jennie	Mohler	Livestock Veterinary Teaching and Research Unit
Dr	David	Phalen	University Veterinary Centre, USYD
Dr	Paul	Prosee	Consultant
Dr.	Tony	Roach	Ecotoxicology and Environmental Contaminants Section
Dr	Tracey	Rogers	UNSW
Dr.	Cathy	Shilton	Berrimah Laboratories
Dr	David	Simpson	Animal Referral Hospital, Strathfield
Dr	Jan	Slapeta	USYD
Dr	Jeffery	Smith	Eye Clinics for Animals
Dr	Richard	Speare	James Cook University
Dr	David	Spratt	CSIRO Sustainable Ecosystems
Dr	Linda	Vogelnest	USYD
Dr	Cameron	Whittaker	Eye Clinics for Animals
Dr	Kate	Wilson	Office of Environment and Heritage
Professor	Merlin	Crossley	UNSW
Dr	David	Phalen	USYD
Mr	Jason	Lohrey	Arcitecta Pty. Ltd
Professor	Chris	Bunn	Office of the Chief Veterinary Officer
Assoc Prof	John	House	University Veterinary Centre, USYD
Dr	David	Simpson	Animal Referral Hospital, Strathfield
Dr	Ken	Johnson	Faculty of Veterinary Science
Professor	Robert	Wrigley	Faculty of Veterinary Science
Dr	David	Taggart	Adelaide Zoo and University of Adelaide
Assoc Prof	Peter	Temple-Smith	Monash Institute of Medical Research
Ms	Michaela	Ciaglia	UNSW
Professor	Richard	Kingsford	UNSW
Professor	Christopher	Dickman	USYD
Dr	Peter	Banks	UNSW
Prof Emeritus	Gareth	Evans	USYD
Dr	Carolyn	Hogg	UNSW
Sydney Water Police			

Appendix 8 Paid consultancies undertaken by the Taronga Conservation Society Australia

Report/Services	Receiving organisation
Examinations of emaciated Flying Foxes	Royal Botanic Gardens and Centennial Park Trust – NSW Office of Environment and Heritage (OEH)
Examination of King Fish and Sea Turtles being fed off Lord Howe Island	OEH and Lord Howe Island Marine Parks Authority
Examination of two microbats that died suddenly	Tolga Bat Hospital FN QLD
Efficacy of contraceptive implants in three female Asian Elephants	Australia Zoo
Analysis of samples to detect pregnancy in Asian Elephants	Melbourne Zoo
Analysis of Cheetah faecal samples to assess reproductive status	Monarto Zoo
Pregnancy tests for two Scimitar Oryx	Monarto Zoo
Faecal sample analysis for corticoid concentrations in Servals	Werrabee Open Range Zoo
Assessing efficacy of deslorelin implant in Sea-lions	Pet Porpoise Pool
Analysis of faecal samples to detect pregnancy in White Rhinoceros	Werrabee Open Range Zoo
Analysis of faecal samples to detect pregnancy in African Wild Dogs	Werrabee Open Range Zoo
Analysis of faecal samples to detect pregnancy in common Marmoset	Australia Zoo
Analysis of faecal samples to determine whether a female tiger was cycling	Adelaide Zoo
Analysis of serum for LH to predict next ovulation in an Asian Elephant	Melbourne Zoo
Analysis of serum samples from Wild Seals for thyroid hormone concentrations	Melbourne Zoo
Assessing the cause of death of Little Penguins in Manly	Manly Council and OEH
Assessing cause of death of captive bred Corroboree Frogs	Amphibian Research Centre, OEH, SEWPaC
Common Dolphin found dead entangled in net	OEH
Cause of death of Green Turtles	OEH
Assessing intestinal granulomas in Hawkesbill Turtles	OEH
Examination of two Rusa Deer that had been wounded by bow and arrow and stabbed	RSPCA
Euthanasia of an Australian Fur-seal that was harpooned	OEH and RSPCA
Tasmanian Devil faecal sample analysis	University of Sydney
Kangaroo hormone analysis	University of Sydney
Dugong hormone analysis	University of Queensland
Analysis of serum samples from Eastern Grey Kangaroos	Melbourne University
Dugong faecal sample analysis to monitor efficacy of contraceptives	Sydney Aquarium
Faecal corticoid analysis on Northern Hairy-nosed Wombats	Queensland DERM
Communication training	Charles Sturt University
Assistance in treatment of oiled Pelicans	Newcastle Ports Corporation
Clinical veterinary and veterinary pathology consultancies	OEH
Clinical veterinary and veterinary pathology consultancies	Sydney Olympic Park Authority
Veterinary consultancies	Sydney Wildlife World
Clinical veterinary and veterinary pathology consultancies	University of NSW, Cowan Field Station

Appendix 9 Lectures and presentations by Taronga staff

Staff member	Subject	Receiving body
P Andrew	Zoo ethics and population management	ZAA Annual Conference
W Angus, E Bombonato, S Duffy, E Schaefer	Tackling sustainable seafood using community conservation initiatives	ZAA Conference
B Bryant	Zoo animal nutrition	Students enrolled in Masters of Science in Wildlife Health and Population Management
B Bryant	Managing the health of captive populations	Students enrolled in Masters of Science in Wildlife Health and Population Management
B Bryant	Down on the farm... Taronga Western Plains Zoo veterinary health program	93rd Annual District Veterinarian's Conference Dinner
B Bryant	Rhinoceros conservation at Taronga Western Plains Zoo	International Rhino Keepers Association Workshop
B Bryant	Devil facial tumour disease	93rd Annual District Veterinarian's Conference
R Buzas	Chimpanzee relocation from a permanent to a temporary exhibit	ASZK Annual Conference
M Campbell	Medical management of a suspected toxic hepatopathy in a captive Black-and-white Ruffed Lemur (<i>Varecia variegata variegata</i>)	Wildlife Disease Association – Australasian Section, Annual Conference
M Campbell	Outbreak of <i>erysipelothrix rhusiopathiae</i> in a herd of blackbuck (<i>Antelope cervicapra</i>) in an Australian zoo	Wildlife Disease Association – Australasian Section, Annual Conference
M Campbell	Introduction to dealing with unusual/exotic mammal, bird and reptile patients in practice	Year 5 veterinary students, Charles Sturt University (Wagga Wagga)
M Campbell	Ferret, rabbit and rodent medicine and surgery in practice	Year 5 veterinary students, Charles Sturt University (Wagga Wagga)
M Campbell	Pet bird medicine and surgery	Year 5 veterinary students, Charles Sturt University (Wagga Wagga)
M Campbell	Pet reptile medicine and surgery	Year 5 veterinary students, Charles Sturt University (Wagga Wagga)
M Campbell	Wildlife medicine	Year 5 veterinary students, Charles Sturt University
R Cheal	Biodiversity basics	Field of Mars – Teacher Professional development course
R Cheal, C Hardy	Aboriginal education in an environmental education context	Department of Education and Communities Teachers
C Chiotti	Introducing people and animals to a new zoo experience	ASZK Annual Conference
K Cox-Witton	NeWHIS information flow	AWHN/DAFF/BioSIRT Roundtable Workshop
K Cox-Witton	Australian Wildlife Health Network – who we are and what we do	Sydney University Lecture to Masters in Wildlife Management
K Cox-Witton	NeWHIS – BioSIRT for wildlife surveillance data – update	National Biosecurity Standards Committee
K Cox-Witton	AWHN update: zoo based wildlife disease surveillance pilot project and National Significant Disease Investigation (NSDI) project	Zoo and Aquarium Association Veterinary Specialist Advisory Group (ZAA VetSAG)
K Cox-Witton, A Reiss, R Woods, L Post	An integrated wildlife disease surveillance plan for Australian zoos	Wildlife Disease Association – Australasia Conference
P Davies	Marketing all digital spectrum: Taronga's experience	DigiTech 2011: The Next Frontier
A Dorrian	Conditioning common hippopotamus for tusk cutting at Taronga Western Plains Zoo	ASZK Annual Conference
A.M Dougall, J.B Alexander, K Rose, DC Holt, S.F Walton SF.	Evidence incriminating midges as vectors of leishmania in Australia	International Congress of Parasitology
N Dunn	Hoof care discussion group	Regional Ungulate Workshop

Appendix 9 (continued)

Staff member	Subject	Receiving body
M Fuller	Build it and they will come	Parks and Leisure Association
M Fuller	TWPZ overview and strategic direction	Dubbo West Rotary Club
M Fuller	TWPZ commercial operations and development	Dubbo Chamber of Commerce and Industry
M Fuller	TWPZ future development and research	Winston Churchill Fellowship Foundation
A.N Gordon, M Gabor, T Grillo, G Curran, M Wingett, B Lake, P Kirkland, K Condo, J Bingham	Macropod mortality associated with heavy rains and flooding in NSW and Queensland during March 2010: laboratory investigations	Australia Association of Veterinary Laboratory Diagnosticians Conference,
T Grillo	Australian Wildlife Health Network – who we are and what we do. Sydney University Seminar Series	Camperdown Campus
T Grillo	Wildlife disease in Australia and the Australian Wildlife Health Network (AWHN) to the Wildlife Health in Victoria Group	Melbourne University
T Grillo	Wild bird surveillance – reports and plans for the future	Government/ industry avian influenza forum
T Grillo	Wildlife disease in Australia and the Australian Wildlife Health Network (AWHN)	South Australian Wildlife Health Network
T Grillo, R Woods, L Post	National avian influenza in wild bird surveillance program (Australia)	Wildlife Disease Association – Australasia Conference
L Grossfeldt	Chimpanzee behaviour and the Taronga Group	JGI/ Andrew O'Keefe, various dates throughout year
J Hall	Assessment of reptile and mammal disease prevalence on Christmas Island	Wildlife Disease Association – Australasia
J Hall, K Rose	Assessment of reptile and mammal disease prevalence on Christmas Island project	Wildlife Diseases Association – Australasia
N Hanlon	A re-introduction to assessing body condition	ASZK Annual Conference
P Harlow	Taronga's Fijian Iguana conservation programs	Macarthur Herpetological Society
P Harlow	Pacific Iguanas	Australian Herpetological Society
P Harlow and P Andrew	Group management of skinks and geckos	ZAA Annual Conference
M Hawkins	Chimpanzee re-introduction: can behavioural assessment of individual suitability contribute to release success?	ASZK Annual Conference
L Hodgson	Enhancing the Taronga Zoo experience: creating an interactive app to boost engagement and education	Commercialising Apps: Integrating Mobile Applications – AIMIA (Australian Interactive Media Industry Association)
L Hodgson	Monkey mayhem, developing an iPhone app.	Commercialising Apps, Australian Interactive Media Industry Association
L Hodgson	Monkey mayhem, developing an iPhone app.	Apps World
L Hodgson	Creating tomorrow's conservationists today digital innovation at Taronga.	ZAA Annual Conference
L Hodgson	Monkey mayhem, developing an iPhone app.	NSW Government – Mobile Forum
L Hodgson, D McGill, C Field	Creating tomorrow's conservationists today – digital innovation at Taronga, TCISA	ZAA Conference
F Hulst	Mesenteric fat necrosis in the Quokka (<i>Setonix brachyurus</i>)	Wildlife Disease Association – Australasian Section, Annual Conference
F Hulst	Veterinary careers and lifestyles-discussion panel	Year 1 veterinary students, University of Sydney
R Johnson	Draconology – the art of treating dragons	Australian Veterinary Association, Annual Conference (Unusual and Exotic Pets group)
R Johnson	An outbreak of deep fungal dermatitis in captive coastal bearded dragons, <i>Pogona barbata</i>	Australian Veterinary Association, Annual Conference (Unusual and Exotic Pets group)
R Johnson	What snake is that?	Australian Veterinary Association, Annual Conference (Unusual and Exotic Pets group)

Staff member	Subject	Receiving body
R Johnson	Operation iguana – reptile field work in the South Pacific	Wildlife Disease Association – Australasian Section and University of Sydney, Wildlife Society lecture series, University of Sydney
T Keeley	The role of reproductive biology in zoo conservation	University of Sydney residential school
T Keeley	The use of reproductive and adrenal hormones to evaluate potential causes of sub-optimal breeding success in captive Tasmanian Devils	University of Sydney, Post-Graduate conference
C Kerr	Future zoos: from evolution to revolution	ZAA Annual Conference
C Kerr	Organisational change: overcoming external threats	UNSW
C Kerr	Taronga submission to the enquiry into the independent bill on truth in labeling – palm oil	Federal Senate Standing Committee on Community Affairs
C Kerr	Australia Day Ambassador	Campbelltown and Ingelburn City Councils
P Maguire	Video conferencing for environmental education outcomes	NSW Environmental Education Conference
P Maguire	Zoo education for conservation outcomes	Thailand Environmental Teachers Association
P Maguire	Taronga teachers association	NSW Department of Education and Training Consultants
P Maguire, N Bodel	Project insitu – a partnership model for conservation	NSW Environmental Education Conference
M McFadden	Amphibian conservation programs at Taronga Zoo	University of Sydney, Conservation Biology
M McFadden	Basic amphibian husbandry	New Zealand Frog Captive Management Workshop
M McFadden	Water quality	New Zealand Frog Captive Management Workshop
M McFadden	Amphibian diets and nutrition	New Zealand Frog Captive Management Workshop
M McFadden	Amphibian diseases and health issues	New Zealand Frog Captive Management Workshop
M McFadden	Amphibian reproduction	New Zealand Frog Captive Management Workshop
M McFadden	Australian amphibian conservation programs	Zoological Society of Auckland
M McFadden	Australia's threatened frogs	Animal Works Art Exhibition
M McFadden	Amphibian conservation programs at Taronga Zoo	Australian Herpetological Society
M McFadden	Conservation and management of amphibians	UTS 3rd Year Wildlife Ecology
M McFadden	Vertebrate ecology	UTS 3rd Year Biodiversity
M McFadden	Corroboree frog conservation program	UWS Conservation Biology class
M McFadden	Collaborative conservation program for the critically endangered Southern Corroboree Frog (poster)	ZAA Conference
D McGill	Evolution of digital media	ZAA Annual Conference
L Murphy	Sustainability education framework	Catholic Education – Broken Bay Curriculum coordinators
V Nedved	Husbandry management and behaviour of Asian elephants at Taronga Zoo	ANZLAA Animal Technician Annual Conference
G.J Faichney, N Nedved, S.J Meale, A.V Chaves	Digestion of its diet by a male Asian Elephant	The Nutrition Society of Australia Annual Scientific Meeting
C Renwick	Beyond monkeys and bars	Kidsafe National Playspace Design Awards
K Rose	ABIN community space and the online registry demonstration	Workshop of State and Commonwealth Environment Departments 'Preparing National Guidelines for Cetacean Disentanglements, Strandings and Euthanasia'
K Rose	ABIN WildHealth and online registry demonstrations	Vet SAG Meeting
K Rose	ABIN WildHealth update	BioSIRT National Standards Committee Meeting
K Rose	Online registry – interoperability	ABIN Interoperability Workshop
K Rose	The power of community spaces	ABIN VetPath Workshop

Appendix 9 (continued)

Staff member	Subject	Receiving body
K Rose	WildHealth community spaces	ABIN Board Meeting
K Rose	ABIN WildHealth update	Vet SAG Meeting
K Rose	Presenting an award to Dr. Philip Ladds for his book 'Pathology of Native Wildlife'	Whitley Book Awards Presentation, Australian Museum
K Rose	The online registry	NORSEQ Pathology Meeting
K Rose	ABIN WildHealth community space	ABIN Remote Connectivity and Surveillance Workshop
K Rose	ABIN WildHealth – application of community spaces	Vertebrate Pest Committee Workshop: Managing information on vertebrate incursions and interceptions at a national level
K Rose	ABIN WildHealth workshop	Veterinary Dept at Healesville Sanctuary
K Rose	ABIN WildHealth workshop	University of Melbourne – Wildlife Group
K Rose	Review of amphibian pathology	University of Melbourne – Pathology Department
K Rose	ABIN WildHealth workshop	Veterinary Dept at Victoria's Open Range Zoo
K Rose	The online registry	NORSEQ Pathology Conference
K Rose	ABIN WildHealth community space	ABIN Remote Connectivity and Surveillance Workshop
K Rose	ABIN WildHealth community space demonstration	Workshop of Vertebrate Pest Committee and the Invasive Animal CRC on information sharing for detections, incursions and interceptions of exotic animals
K Rose and J Hall	Launch of the ABIN WildHealth project	Wildlife Disease Association – Australasia
K Rose and J Hall	Emergent information and communication technology	First International One Health Congress
K Rose, J Hall, J Cashman, B Morrish, S Thompson, D Miron	Launch of the ABIN WildHealth project	Wildlife Diseases Association – Australasia
K Rose, J Hall, B Morrish, S Thompson, J Lohrey, M Bhuyan	Emergent information and communication technology – enhancing wildlife health and biosecurity	First International One Health Congress
K Rose and R Speare	Wildlife health virtual laboratory	CEOs of Intersect NSW and National eResearch Collaboration Tools and Resources program
A.M Dougall, J.B Alexander, D.C Holt, T Harris, A.H Sultan, P.A Bates, K Rose, S.F Walton	Transmission of leishmaniasis in Australia: evidence incriminating midges as potential vectors	International Symposium on Phlebotomine Sand flies
C Sangster	Evolution of a wildlife pathologist	Wildlife Disease Association – Australasian Section and University of Sydney, Wildlife Society lecture series, University of Sydney
N Satake, R Spindler, T Keeley	The Australian frozen zoo: insurance for the future	ZAA Conference
N Simpson	From little things – the growth of burangana awareness program	ZAA Conference
D Slip	Marine mammal training and behaviour	Meeting for members of Animal Ethics Committees, NSW Department of Industry and Investment
D Slip	Diving physiology	UNSW guest lecture for 3rd year biology students
D Slip	Conservation biology	UNSW guest lecture for 3rd year biology students
R Spindler	Adding a dialogue to zoo communication	ZAA Conference
R Usmar	Simpson desert field trip (poster)	ZAA Annual Conference
K Vinette Herrin	Disease incidence associated with stranded sea turtles triaged at Taronga Wildlife Hospital – a retrospective study	American Association of Zoo Veterinarians Annual Conference, South Padre Island, Texas, USA

Staff member	Subject	Receiving body
K Vinette Herrin	Reflections of a zoo vet	Abbotsleigh Girls High School
G Virgona	Entomology	2nd year Bachelor of Science students, Sydney University
L Vogelnest	Veterinarians in field research	Year 2 Veterinary and Veterinary Bioscience students, University of Sydney
L Vogelnest	Management of an orphaned Humpback Whale	Year 2 Veterinary and Veterinary Bioscience students, University of Sydney
L Vogelnest	A career in zoo and wildlife medicine	Year 7, 9 and 10 students at Elderslie High School, Macarthur Chronicle's Inspire Program
L Vogelnest	A career in zoo and wildlife medicine	Year 7, 9 and 10 students at Campbelltown School of Performing Arts, Macarthur Chronicle's Inspire Program
L Vogelnest	Preparation for veterinary practice	Year 4 Veterinary students, University of Sydney
E Walraven	Zoo ethics and population management	ZAA Conference
J West	Changing patterns of shark attacks in Australian waters	Sharks International Conference
N Whitfield	Planting the seed – how a zoo experience aims to change visitors' behaviour around wildlife conservation	Interpretation Australia Association (IAA) Conference
J Wiszniewski, D Slip, R Spindler	The potential role of zoos in climate change research and mitigation	ZAA Conference
R Woods	AWHN update: national and international developments	Melbourne University
R Woods	Use of BioSIRT for wildlife surveillance data	National Biosecurity Standards Committee
R Woods	Wildlife disease in Australia and the Australian Wildlife Health Network	Australian College of Veterinary Scientists, College Science Week Scientific Meeting
R Woods	Wildlife disease in Australia and the Australian Wildlife Health Network	Australian College of Veterinary Scientists, College Science Week Scientific Meeting
R Woods, A Reiss	How will zoos survive and prosper in a new biosecurity environment?	ZAA Conference
R Woods, C Main	Mortalities of wild birds at Esperance, Western Australia due to intoxication with lead	First International One Health Congress – Human Health, Animal Health, the Environment and Global Survival
R Woods, K Cox-Witton	NeWHIS-BioSIRT for wildlife surveillance data	ABIN/STARS/PcCP Integration Workshop
R Woods, L Post, R Christian, D Riddell, K Cox-Witton	The wildlife health information system (eWHIS) Stage II: movement into the BioSIRT-ABIN framework as 'NeWHIS' the national wildlife health information system	Wildlife Disease Association – Australasia Conference

Appendix 10 Publications

Books

Walraven, E. 2010. Care of Australian Wildlife (revised edition). Sydney: New Holland Publishers (Australia) Pty. Ltd

Peer reviewed journal articles and book chapters

West, J., (2011) "Changing patterns of shark attacks in Australian waters", Journal of Marine and Freshwater Research, Vol 62, p.744-754, June.

Spindler, R., Wildt, D.E. (2010). "Male reproduction: Assessment, Management, Assisted Breeding, and Fertility Control" In Wild Mammals in Captivity: Principles and Techniques for Zoo Management. *Chicago and London*: The University of Chicago Press.

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Hawkins M. ASZK Environmental Enrichment Workshop (May 2011), Gold Coast.

Campbell, M. ZAA Vet SAG Nutrition Group Workshop (May 2011), Sydney.

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Appendix 11 Staff representation on external committees

Name	Committee
Andrew, P	Birds Australia Records Appraisal Committee
	ISIS Scientific Committee
	Christmas Island Reptile Advisory Panel
	ZAA Tasmanian Devil Working Group
	Devil Ark Advisory Committee
Bryant, B	Chair ZAA Taxonomy Specialist Advisory Group
	Primary Veterinary Advisor ZAA Ungulate TAG
Campbell, M	Primary Veterinary Advisor, ZAA Vet SAG Nutrition Group
Cox-Witton, K	Commonwealth Zoo Animal Health Reference Group
	National Avian Influenza in Wild Birds Steering Group (DAFF)
	BioSIRT Template Change Request Working Group
Davies, P	Member, Quarantine Station Community Committee
Duffy, S	ZAA Australasian Species Management Program Committee
	ZAA Animal Welfare and Accreditation Committee
	Friends of LWIRO Australia Committee
Fuller, M	Member, National Steering Committee – Save the Tasmanian Devil Program
	Vice President, Tourism Action Group – Dubbo, Narromine, Wellington
	Representative, Dubbo City Council Economic Development Strategy Working Party
	Member, Steering Committee – Inland NSW Tourism Amalgamation
Grillo, T	Wildlife Disease Association – Australia (NSW representative)
	National Animal Health Information System (NAHIS) Committee (Alternate)
	National Avian Influenza in Wild Birds Steering Group (DAFF)
	Commonwealth Zoo Animal Health Reference Group
	IUCN CBSG Disease Risk Assessment Working Group
Grossfeldt, L	Primate TAG co-convenor, South American Primates, ZAA
Hall, E	Committee Member, Southern Ocean Seabird Study Association
	NSW DECCW Wildlife Rehabilitation Standards Advisory Group
	Australian Society of Herpetologists
	NSW Declining Frog Working Group
Harlow, P	IUCN Iguana Specialist Group
	Corroboree Frog Captive Breeding Group
	Steering Committee, IUCN Fijian Crested Iguana Recovery Plan for the National Trust of Fiji
	Expert Advisory Group, NSW DECCW 'Code of Conduct' formulation for private Reptile Keepers in NSW
	Christmas Island Reptile Advisory Panel
Hawkins, M	SHAPE International
	SHAPE Australasia
Johnson, R	President, Unusual and Exotic Pets Group, Australian Veterinary Association
	Policy Advisory Council, Australian Veterinary Association
	Review Editor, Diseases of Aquatic Organisms
Kerr, C	Chair, Eco Tourism Australia Membership and Marketing Committee
	Chair, ZAA Elephant CMP Committee
	Chair, ZAA Government Affairs Committee
	Member, International Rhino Foundation Board
	Member, Eco Tourism Australia Board
	Member, Zoo and Aquarium Association Board

Appendix 11 (continued)

Name	Committee
	Member, Australian Marine Mammal Research Centre (AMMRC) Advisory Board
	Member, Winston Churchill Trust Assessment Panel
McFadden, M	Co-convenor, ZAA Amphibian TAG
	Corroboree Frog Recovery Team
	NSW Declining Frogs Working Group
Robberts, K	Education Special Advisory Group, Zoo and Aquarium Association
Rose, K	Wildlife Disease Association International – Information Committee
	ABIN WildHealth Reference Group – chair
	ABIN VetPath Reference Group
	National BioSIRT Standards Committee
	National Taxonomic Reference Group Committee
	Australian Wildlife Health Network – Advisory Group
	AWHN Operations Committee
	AWHN University Committee
	AWHN State and Territory Coordinators Committee
Shiels, M	National Regent Honeyeater Recovery Team
Slip, D	OEH Marine Fauna Advisory Group
Spindler, R	Member, Australian Marine Mammal Research Centre (AMMRC) Advisory Board
	UNSW School of BEES External Visiting Committee
	Scientific Council, PróCarnívoros, Sao Paulo, Brazil
	NSW Government Science Agencies Group
	OEH Science Executive Committee
	ZAA Conservation Committee
Vinette Herrin, K	NSW State Representative, Wildlife Disease Association – Australasian Section.
Vogelnest, L	Editorial Board, Australian Veterinary Journal
	Oceania Representative of the American Association of Zoo Veterinarians, International Committee
	OEH Marine Fauna Advisory Group
	National Zoo Animal Health Reference Group, Department of Agriculture, Fisheries and Forestry
Walraven, E	OEH Little Penguin Recovery Team
	OEH Brush-tailed Rock Wallaby Recovery Team
	OEH Long-nosed Bandicoot Recovery Team
	ZAA Taxon Advisory Group member: Carnivores, Primates, Ungulates, Monotremes and Marsupials, Small Exotic Mammals, Rats and Bats, Marine Mammals.
	National Oiled Wildlife Response Plan – Australian Maritime Safety Authority
West, J	American Elasmobranch Society (AES), International Shark Attack Committee Member
	IUCN Species Survival Commission, Shark Specialist Group, Member
Woods, R	Save the Tasmanian Devil Steering Committee
	Commonwealth Zoo Animal Health Reference Group
	National Animal Health Information System (NAHIS) Committee
	National Avian Influenza in Wild Birds Steering Group (DAFF)

Appendix 12 Staff participation in international programs

Staff member	Destination	Date of travel	Reason for travel
Davies, P	USA, UK and Singapore	1 July 2010	Attended the Vision XS Global Attractions Conference in Oxford, UK, combined with official visits to Bronx Zoo, Disney's Animal Kingdom, Chester Zoo and Singapore Zoo
Hall, J	Christmas Island	29 July 2010	Under MOU with Parks Australia – undertook field work studies of potential pathogens in endemic and introduced species on Christmas Island
Rose, K	Christmas Island	29 July 2010	Under MOU with Parks Australia – undertook field work studies of potential pathogens in endemic and introduced species on Christmas Island
Harlow, P	Christmas Island	29 July 2010	Under MOU with Parks Australia – undertook field work studies of potential pathogens in endemic and introduced species on Christmas Island
Johnson, R	Fiji	21 August 2010	Undertook veterinary screening and health evaluation of Fijian Crested Iguanas as part of the IUCN Fijian Crested Iguana Recovery Plan
Harlow, P	Fiji	21 August 2010	Attended Fijian Crested Iguana Recovery Plan Steering Committee Meetings, advised on scientific processes for Iguana translocation and assisted with ecological survey design
Walraven, E	Verona, Italy	19 September 2010	Attended the European Association of Zoos and Aquaria (EAZA) Conference and Great Ape Taxon Advisory Group (TAG) and the Gorilla European Endangered Species Program (EEP) meetings as the Australasian Western Lowland Gorilla representative
Spindler, R	Auckland, New Zealand	16 September 2010	Attended an IUCN Conservation Breeding Specialist Group Facilitator Training Workshop
Kerr, J	Pennsylvania, USA	16 September 2010	Under Zoo Friends Fellowship – attended and presented a paper on Taronga's recent Asian Elephant births at the 31st Elephant Managers Association Conference
Cameron, F	Wellington, New Zealand	10 September 2010	Attended the Animal Records Keeping Specialist Advisory Group (ARKSAG) Workshop
Brice, S	Wellington, New Zealand	12 September 2010	Attended the Animal Records Keeping Specialist Advisory Group (ARKSAG) Workshop
McFadden, M	Auckland, New Zealand	11 September 2010	Instructed a Frog Husbandry and Conservation Workshop for the Zoo and Aquarium Association (ZAA)
Woods, R	Bangkok, Thailand	4 October 2010	Attended the World Animal Health (OIE) Training Course
Vinette Herrin, K	South Padre Island, Texas, USA	23 October 2010	Attended and presented at the American Association of Zoo Veterinarians Conference 2010
Harlow, P	Havana, Cuba	5 November 2010	Under Zoo Friends Fellowship – attended the IUCN Iguana Specialist Group Meeting and Workshop.
Johnson, R	Fiji	20 November 2010	Undertook veterinary screening and health evaluation of Fijian Crested Iguanas as part of the IUCN Fijian Crested Iguana Recovery Plan
Slip, D	Western Antarctic Peninsula, via Buenos Aires, Argentina	11 December 2010	Undertook field research into the impact of climate induced glacial melting on top order predators
Walraven, E	France, Austria, UK and The Netherlands	10 January 2011	Discussed and observed potential replacement Silverback Gorillas to replace Taronga Zoo's current Silverback Gorilla, 'Kibabu', who is retiring to a New Zealand zoo
Grossfeldt, L	France, Austria, UK and The Netherlands	10 January 2011	Discussed and observed potential replacement Silverback Gorillas to replace Taronga Zoo's current Silverback Gorilla, 'Kibabu', who is retiring to a New Zealand zoo
Bryant, B	Sumatra, Indonesia	13 January 2011	Under agreement with the International Rhino Foundation – provided expert veterinary treatment to critically endangered Sumatran Rhino

Appendix 12 (continued)

Staff member	Destination	Date of travel	Reason for travel
Harlow, P	Suva, Fiji	24 January 2011	Under a Zoo Friends Fellowship – attended Fijian Crested Iguana Recovery Plan Steering Committee Meetings, advised on scientific processes for Iguana translocation and assist with ecological survey design.
Kerr, C	Jakarta, Indonesia	9 February 2011	Attended the YABI (Yayasan Badak Indonesia – The Rhino Foundation of Indonesia) Board meeting and visited sanctuaries in Sumatra, Java which are supported by Taronga Conservation Society Australia
Harlow, P	Suva, Fiji	14 February 2011	Attended the IUCN Iguana Specialist Group Meeting and Workshop as a specialist trainer
Woods, R	Paris	21 February 2011	Attended the World Organisation for Animal health (OIE) Wildlife Workshop
Bryant, B	Florida, USA	21 February 2011	Attended the 2011 Iron Storage Disease Workshop at Disney's Animal Kingdom
Quine, H	Florida, USA	29 May 2011	Under Zoo Friends Fellowship – attended the White Oak Conservation Centre to learn cheetah husbandry and training techniques
Cavanagh, L	Christmas Island	28 April 2011	Under MOU with Parks Australia – undertook reptile training
Sangster, C	Thailand	2 May 2011	Under MOU with the Royal Kingdom of Thailand – undertook veterinary pathology training with Thailand zoo veterinarians
Bryant, B	Sumatra, Indonesia	3 June 2011	Under agreement with the International Rhino Foundation – participated in a series of assisted reproductive procedures at the Way Kambas rhino sanctuary

Appendix 13 Equal Employment Opportunity target groups 2008-2011 (Permanent and temporary staff only)

Table A – Trends in the representation of EEO groups

EEO group	Benchmark or target	2008	2009	2010	2011
Women	50%	51%	49%	50%	53%
Aboriginal people and Torres Strait Islanders	3%	2.1%	2.4%	1.3%	3.2%
People whose language first spoken as a child was not English	19%	3%	5%	7%	6%
People with a disability	12%	7%	6%	5%	5%
People with a disability requiring work-related adjustment	7%	3.4%	2.9%	0.0%	1.3%

Table B – Trends in the distribution of EEO groups

EEO group	Benchmark or target	2008	2009	2010	2011
Women	100	100	103	105	101
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People whose language first spoken as a child was not English	100	n/a	107	106	92
People with a disability	100	96	100	n/a	n/a
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

Table C – Commentary on major initiatives to eliminate discrimination in employment and promote equal employment opportunity

Initiative	Outcome
Aboriginal employment strategy	Aboriginal position/s identified and appointments made, supporting Taronga's workforce profile representation of Aboriginal people. Taronga currently employs one Aboriginal keeper and three 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 understanding of the principles and practices of Taronga's Anti-Discrimination.
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	3	3
Level 3	2	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

Appointed: 29 August 2009, SES 5

Remuneration as at 30 June 2011 – \$267,500

During 2010/11 Mr Kerr has overseen the delivery of key Taronga projects and objectives, specifically:

- ~ Total admissions surpassing 1.5m;
- ~ In an Australasian first, Taronga Western Plains Zoo successfully welcomed a Galapagos Tortoise hatchling and Taronga Zoo conducted a release of zoo bred Corroboree Frogs into the Kosciuszko National Park;
- ~ The investment of over \$28.5m of capital and maintenance funding; and
- ~ An 8.2% increase in philanthropic fundraising through the Taronga Foundation.

Significant progress has also been made throughout the year on:

- ~ Completion of Taronga Zoo and Taronga Western Plains Zoo's entrance plazas;
- ~ The continued implementation of a five year Strategic Plan for the Taronga Conservation Society Australia;
- ~ The delivery of environmental education programs, with over 160,500 students participating in curriculum-based education programs delivered by the Zoos' Education Centres. This is an increase of just under 2% on prior year and represents over 12% of all NSW school students;
- ~ The delivery of conservation education outreach programs for over 36,500 participants, many of which are from disadvantaged backgrounds; and
- ~ The care of orphaned and injured wildlife with over 1,100 individual animals being treated this year at Taronga's two Wildlife Hospitals.

Mr Kerr continued to provide industry direction through his position on the Board of the Zoo and Aquarium Association, the umbrella organisation for all zoos and Aquaria in the region. Mr Kerr continued Taronga's international presence through his membership on the Board of the International Rhino Foundation, 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.

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.



Robyn Parker MP
Minister for the Environment

Appendix 15 Senior staff

Executive

Cameron Kerr BSc(Hons), MCom
Director and Chief Executive

Hayley Holloway BSc (REM), Grad Cert (Govt Mgmt)
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

Justine Massey Masters OHS, BApp(SC) (OT)
Manager OHS

Emma Schaefer BEnvSc
Manager Environmental Sustainability

Life Sciences and Environmental Education

Simon Duffy BEd, BTeach
General Manager from 17/12/2010

John West PSM Dip Aqua
Manager Operations Life Sciences

Paul Maguire BEd (PE and Sci)
Manager Education

Scientific Research and Wildlife Conservation

William Meikle BSc, MSc
General Manager Resigned 12 Nov 2010

Erna Walraven BAppSc, DipParkMgmt
Senior Curator

Rebecca Spindler BSc (Hons), PhD.
Manager Research and Conservation

Taronga Zoo

Larry Vogelnest BVSc, MVS, MACVSc
Senior Veterinarian TZ

Taronga Western Plains Zoo

Benn Bryant BVSc, MVS
Senior Veterinarian TWPZ

Corporate Services

Hunter Rankin BCom, FCPA
General Manager

Sue Azar CA
Manager, Finance

Richard Norburn BSc (Hons)
Manager Information Technology

Pamela Burgoyne
Records Manager

Capital Works Infrastructure and Operations

Alexander Halliburton BLA (Hons)
General Manager

Lucas Crabtree BA, BArch (Hons), MPM
Manager Development

Michael Poon BSc (Hon), MSc, MIE, CPEng, MICE
Manager Contracts

Stephen Bedford
Manager Facilities

John Inkratas BE (Civil)
Manager Asset Maintenance

Brent Thomas
Security Manager 20 Oct 2010

Brian Vanden Hogen – BSc
Manager, TZ Operations

Marketing, Guest and Commercial Operations

Paul Davies MBA, MA Econ
General Manager

Annette Stevens – BCom (Marketing)
Manager Marketing

Cameron Mowat
Manager Fundraising and Development

Lisa Keen BA (Hons), GradDipProfComms
Communications Manager

Susan Baker
Manager, Guest and Commercial Services

Libby Hodgson
*Manager Membership Programs and
Digital Communications*

Taronga Western Plains Zoo

Matthew Fuller
General Manager

Gary Dawson
Manager, TWPZ Works and Maintenance

Shallon McReaddie
Public Relations and Promotions Manager

Paul Metcalfe
Life Sciences Manager

Sue Thompson
Reservations and Guest Services Manager

Zac Jones
Commercial Manager

Appendix 16 Employees by category

Program Area	Permanent			Temp			Casual			Total		
	2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011
Executive	8	8	7	–	–	–	–	–	–	8	8	7
Clerical	105	101	90	12	16	24	38	43	60	155	160	174
General	24	23	22	1	1	2	–	–	–	25	24	24
Professional	13	13	13	2	2	5	–	–	6	15	15	24
Services	46	45	40	3	4	10	163	182	251	212	231	301
Technical	6	6	5	–	–	–	–	–	–	6	6	5
Trades	165	158	154	15	22	22	224	250	235	404	430	411
Total	368	354	331	32	45	63	425	475	552	825	874	946

Appendix 17 Government information

Government Information Public Access (GIPA) Regulation 2009, Clause 7 Schedule 2 – statistical information about access applications

The Taronga Conservation Society Australia makes available its Publication Guide and Disclosure Log (on the Taronga website) as required under the GIPA Act. A copy of the Publication Guide can be obtained by downloading from the website or by request in writing to the GIPA Right to Information Officer, Records Office, PO Box 20 Mosman, NSW 2088.

Taronga received no requests under the provisions of the GIPA Act during the year.

GIPA Request for Information	Other	Personal
New	–	–
Brought forward (last year)	–	–
Total to be processed	–	–
Completed	–	–
Transferred out	–	–
Withdrawn	–	–
Total processed	–	–
Unfinished (carried on to next year)	–	–
Request: Granted in full	–	–
Granted in part	–	–
Refused	–	–
Deferred	–	–

Appendix 18 Consultants fees

Consultants equal to or more than \$50,000

Finance and accounting/tax

~ Ernst & Young – \$60,372 (GST specialist advice)

Organisational Review

~ Growth Mantra – \$54,000 (Strategic advice on new business development)

~ Ernst & Young – \$70,000 (Business efficiency review, cost reduction and efficiency review)

Total Consultants equal to or more than \$50,000 = \$184,372

Consultants less than \$50,000

During the year six other consultancies were engaged in the following areas:

~ Finance and accounting/tax – \$36,050

~ Management Services – \$73,673

~ Environmental – \$8,623

Total Consultancies less than \$50,000 = \$118,346

Total Consultancies = \$302,718

Appendix 19 VIP visits to Taronga and Taronga Western Plains Zoos

July

- ~ Prime Minister of Ghana and Ghana High Commissioner
- ~ Pakistani military delegation
- ~ Ashton Kutcher – American celebrity
- ~ Dita Von Tease – American singer
- ~ Ne-Yo – American singer
- ~ Jeffrey Katzenberg – CEO of Dreamworks Pictures

August

- ~ 'Frightened Rabbit' – Scottish band
- ~ Japanese Ambassador and family
- ~ Nicky Hilton – American socialite
- ~ 'Amos the Transparent' – Canadian Band

September

- ~ Ambassador of Israel visited Taronga Western Plains Zoo
- ~ Jason Lewis – American actor and model
- ~ Raven-Symoné – Disney actress
- ~ Thai Royal Princess

October

- ~ Marie Bashir – NSW Governor

November

- ~ Eric Stonestreet – American actor
- ~ Jimmy Barnes and family
- ~ Andrew Lesnie – Lord of the Rings Cinematographer
- ~ Robin Williams – American Comedian
- ~ Mandy Moore and Zac Levi – American actors

December

- ~ Gorillaz – UK band
- ~ Liev Schreiber and Naomi Watts – actors
- ~ Oprah's Ultimate Australian Adventure Audience guests (USA Oprah Show)

January

- ~ Pharrel Williams and N.E.R.D – American rappers
- ~ Antonin Scalia – US Supreme Court Senior Associate Justice

February

- ~ Prime Minister of Mongolia and parliamentary dignitaries
- ~ Belinda Carlisle – American singer
- ~ Rob Schneider – American celebrity
- ~ Austrian consular General

March

- ~ Delegates from the Bhutanese Government
- ~ Indonesian Vice President's wife and visiting delegation
- ~ Kerri-Anne Kennerley and family – Australian celebrity
- ~ Chuy of 'Chelsea Lately' American talk show
- ~ Dept. Foreign Affairs and Trade UN Delegation
- ~ Columbia Pictures CEO
- ~ Avril Lavinge – American singer
- ~ Attorney General of East Timor

April

- ~ HMAS Penguin delegates
- ~ Jamaican Ambassador
- ~ Chris Brown – American rapper
- ~ ZZ Top – American rock band
- ~ Russian military delegation
- ~ Herrik Ragosso – Solomon Island Parliamentarian

May

- ~ Katy Perry – American singer
- ~ Prime Minister of Cyprus

Appendix 20 Multicultural policies and services program

Objective	Strategies	Achievements – 2010 /11	Program for 2011/12
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
			Accredited training programs conducted for Zoo volunteers which provide increased awareness of visitors from culturally diverse backgrounds Work in a socially diverse environment UOC included in the Cert III in Tourism course
		Visitor surveys conducted at both Zoos	On-going program
	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 many of whom were students from disadvantaged schools, where students, for various reasons, are unable to experience a visit at Taronga Zoo	On-going program
		St George Foundation Zoo mobile visited approximately 20,000 people during 2009/10 many of whom were students from disadvantaged schools, where students, for various reasons, are unable to experience a visit to Taronga Zoo	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

Appendix 20 (continued)

Objective	Strategies	Achievements – 2010/11	Program for 2011/12
	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
		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 Multiculturalism Act 2000 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 two 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	Continue to support identified positions across various areas within the Zoo	Continue to support ethnic specific positions in key service delivery roles. Development of an indigenous tour program staffed by indigenous employees

Objective	Strategies	Achievements – 2010/11	Program for 2011/12
	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%. The Certificate IV in Frontline Management was made available to 18 current and future supervisors from both TZ and TWPZ. Women represented 44% of this participant group.
- ~ Of all Taronga Training Institute students and trainers 75% are female, which represents an increase of 2% on the 2009/10 participation rate.
- ~ The following represents female participation in TTI courses; Cert II in Animal Studies: 80%; Cert III in Captive Animals: 65%; Cert III in Tourism: 77%. Seventy percent of Taronga Training Institute's indigenous scholarships were awarded to females.
- ~ Volunteer female representation. Eighty-two percent 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 2011 Sydney Gay and Lesbian Mardi Gras provided an opportunity to celebrate the diversity of Taronga's workforce.
- ~ Forty-eight percent of recipients at Taronga's annual employee awards were women, which represents an increase of 9% from last year.
- ~ Four 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 supporting 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 (2009/10). During this year, 55% of Zoo Friends Fellowships were awarded to women to undertake development activities in their areas of specialisation.
- ~ Training and Development Support. Over 50% of the employees sponsored by Zoo Friends to attend the annual ARAZPA Conference were women.

Strategies for 2011/12

- It is intended that the following actions be undertaken over the next 12 months to aid in addressing issues for women in the workplace:
 - ~ Continue to support 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.
 - ~ 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 Zoo, 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.

Appendix 22 Staff of the Taronga Conservation Society Australia

Abra, Lisa	Benoit, Pascale	Cashion, Louise	Cveticanin, Lucinda
Agnew, Tammy	Bentley, Sarah	Cassidy, Elizabeth	Dahm, Tobias
Alaeddine, Nabil	Betts, Beverley	Castle, Amber	Dalleywater, Stephen
Albanil, Ovidio	Bianchi, Claudia	Cavanagh, Lisa	Dalziel, James
Albert, Simone	Birchall, Gemma	Chambers, Suzanne	Daniel, Stuart
Alexander, Anders	Birrell, Maree	Chan, Colin	Daniels, Natalie
Alexander, Michael	Bishop, Andrew	Charlton, Kathryn	Darcy, Joshua
Altuna, Juan	Bishop, Bianca	Cheal, Rodney	Dare, Ryan
Amey, Natalie	Bishop, Rochelle	Chellingworth, Belinda	Darlington, Leanne
Anderson, Ian	Bleasel, Leonard	Chen, Amy	Darwent, Mark
Anderson, Karen	Blomfield, Roslyn	Chen, Sean	Darwin, Patrick
Anderson, Kathryn	Bodel, Nikki	Chiotti, Claire	Davies, Paul
Anderson, Kelly	Bolivar, Javiera	Chisholm, Ian	Davies, Paul
Anderson, Peter	Bombonato, Elio	Christie, Emily	Davis, John
Andrew, Paul	Booth, Ngaire	Christie, Honor	Davis, Megan
Angus, Warrick	Bordakiewicz, Marika	Cirkel, Roel	Dawson, Garry
Apostol, Amadeo	Bourke, Nicholas	Clark, Nanette	de Farria, Tammy
Arcus, Tracey	Bourne, Duncan	Clatworthy, Narelle	De Graaff, Nicolas
Armitage, Janet	Boyer, Amelia	Clayton, Lindsey	De Marchi, Emma
Armstrong, Charlotte	Boyer, Jason	Clifford, Jason	de Vos, Nicholas
Armstrong, Claire	Boyer, Katie	Clinch, Pamela	Dea, Matthew
Armstrong, Evan	Boylan, Terrence	Clow, Bobby-Jo	Denton, Sandra
Armstrong, Sarah	Boyle, Nicholas	Coates, Michelle	Denzel, Vanessa
Arnold, Elissa	Brandl, Megan	Codd, Deanne	Desai, Raja
Arnold, Hugh	Brass, Adam	Coffey, Michael	D'Ettorre, Adalgisa
Arthur, Elizabeth	Brett, John	Collier, Jay	Di Giglio, Vanessa
Arthurs, Suzanne	Brice, Sara	Collis, Bridgette	Dickson, Pamela
Ashcroft-Smith, Rebecca	Briton, Eryn	Combridge, Lisa	Dinsey, Bronwyn
Asimus, Allen	Britt-Lewis, Anthony	Conaghan, Jennifer	Dockerill, Robert
Astley, Jason	Brogan, Roger	Connerton, Eric	Domenici, Mark
Atwood, Christopher	Brown, Karen	Connon, Anne	Dominique, Diane
Austin, Verity	Brown, Simon	Connor, Alex	Donahoe, Shannon
Azar, Susan	Browne, Catherine	Conte, Ebonnie	Donaldson, Laura
Bailey, Kia	Bryant, Benn	Cookson, Anthony	Dong, Sindy
Bailey, Natasha	Bryson, Megan	Cooper, Paige	Donoghue, Peter
Baker, Sandra	Bui Thi Ngoc, Anh	Cooper, Pauline	Dorrian, Anthony
Baker, Susan	Bullock, Kevin	Costa, Francisco	Drew, Robert
Bambrick, Rachel	Burchill, Leon	Couch, Jeanette	Drury, Aislinn
Barden, John	Burgess, Jane	Counihan, Monique	Dryburgh, Christopher
Barden, Melissa	Burgoyne, Pamela	Couper, Kevin	Duffy, Simon
Barker, Thomas	Burke, Steven	Cox, Ian	Duncan, Janine
Barwick, Ross	Burke, Stuart	Cox-Witton, Keren	Dundas-Hargraves, Kirsty
Bastian, Matthew	Buzas, Richard	Crabtree, Lucas	Dunn, Natalie
Bastide, Belinda	Calabria, Frank	Crane, Steven	Dunsford, Anthony
Batho, Amy	Cameron, Chaseley	Crew, Lauren	Dzang, John
Batjer, Shannon	Cameron, Fiona	Crittelle, Chad	Eade, Kevin
Battaglia, Adam	Campbell, Michelle	Crow, Kevin	Ebb, Nicola
Bedford, Stephen	Campbell, Veronica	Crowe, Chi	Edwards, Anika
Beeby, Kristina	Cann, Amelia	Crowhurst, Peter	Edwards, Carol
Bell, Emma	Canning, Christopher	Crowley, Thomas	Edwards, Daryl
Bell, Tamara	Carless, Holly	Cummins, Sheryl	Edwards, Jane
Belov, Dimitry	Carmody, Paula	Curr Smith, Victoria	Edwards, Matthew
Bennett, Allison	Carr, Phillip	Cusack, Leonie	Egan, Belinda
Bennett, Samuel	Carroll, Liana	Cusack, Suzanne	Elfleet, Diane

Appendix 22 (continued)

El-Hage, Lynn	Gifford, Annette	Hedger, Minett	Jones, Rebecca	MacRae, Michael	Michelmore, Jordan	Oxley, Gillian	Rogers, Rachel
Elton, Samantha	Gillespie, Judith	Heffernan, Julia	Jones, Regan	Magee, Karen	Middlemiss, Timothy	Palmer, Christina	Rollason, Susan
Elzer, Amanda	Gillies, Tristan	Helgesen, Jon	Jones, Zac	Magner, Carolene	Mike, Georgia	Parker, Shannon	Rollins, Todd
Emanuel, Joshua	Ginman, Louise	Henderson, Vanessa	Kang, Su	Magrosoto, Jose	Mike, Vicki	Payne, Jeffery	Rose, Karrie
English, Anthony	Gleen, Wendy	Henning, Samuel	Katz, Veronika	Maguire, Paul	Mikulecky, Angela	Peel, Genevieve	Rutherford, Sandra
Ensor, Jessica	Gleichman, Ian	Hermansyah, Maman	Keeley, Tamara	Maguire, Sharon	Milgate, Jodie-Lee	Pellatt, Roxanne	Ryan, Brendan
Ensor, Lynette	Godbout, Andrea	Heslin, Patricia	Keen, Lisa	Makila, Rebakah	Miller, Gary	Peters, Sallyanne	Saliba, Nora
Epworth, John	Gold, Stephanie	Hill, Helen	Keighran, Katherine	Male, Sarah	Miller, Lauren	Pethebridge, Robyn	Salisbury, Jennifer
Etchells, Tammy	Goodyer, Eugenie	Hill V, Helen	Kelly, Megan	Manaros, Charn	Milton, Jodie	Phillips, Susan	Sammut, Bettina
Evans, Felicity	Gordon, Luisa	Hill, Rebecca	Kernot, Alessia	Mander, Michael	Milton, Kevin	Pietens, Belinda	Sanders, James
Evans, Luke	Gotsch, Leopold	Hill, Virginia	Kerr, Cameron	Mandy, Jacquelyn	Minehan, Janelle	Pile, Wendy	Sangster, Cheryl
Evans, Wesley	Grainger, Melissa	Hillermann, Annemarie	Kerr, Joel	Manning, Stephanie	Minor, Lisbeth	Pilon, Georgina	Satake, Nana
Everett, Amanda	Gramp, Joel	Hodge, Natalie	Kettle, Edward	Mare, Jean	Mitchell, Michael	Pomeroy, John	Scalora, Penny
Fabreschi, Flavio	Grant, Mark	Hodges, Justin	Kettle, Matthew	Markham, Gillian	Moldrich, Chayna	Pompeus, Jeannine	Scannell, Charmaine
Fairbank, Emma-Jane	Green, Matthew	Hodges, Wendy	Khanal, Anupama	Marr, William	Molenaar, Maddison	Ponting, Loretta	Schaefer, Emma
Faithfull, Simon	Greene, Belinda	Hodgson, Elizabeth	Kidd, Geoffrey	Marshall, Jane	Molyneux, Melissa	Poon, Michael	Schmeltschek, Emily
Falcioni, Rhiannon	Greenfield, Abigail	Holland, Clair	Kinsella, Wendy	Martin, Alan	Monaco, Gina	Powell, Bronwyn	Schmidt, Allan
Fanson, Kerry	Greenfields, Graham	Hollings, Samantha	Kirk, Greg	Maskell, Ashleigh	Mondon, Sandra	Powell, Justine	Seaton, Andrew
Farquhar, Eleanor	Grillo, Victoria	Holloway, Hayley	Kirkwood, Anthony	Maskey, Kellie	Monk, Karen	Prentice Cecily, Stuart	Sedgman, Nichole
Farr, Diane	Grima, Mark	Hooker, Kathryn	Klaassens, Kristie	Mason, Paul	Monsour, Terase	Price, Deborah	Sehlin, Marilyn
Farrar, Lisa	Grossfeldt, Louise	Host, Brendan	Kleinig, Steven	Mathews, Shirley	Mooney, Natasha	Pride, Rebecca	Sehlmeier, Annabelle
Fegan, Christine	Grul, Timothy	Hough, Cordelia	Kolkert, Heidi	Matkovics, Richard	Moorby, Erin	Priest, Simon	Shaw, Stephanie
Fidler, Laura	Gussoni, Rossana	Howard, Ashleigh	Konovas, Jenine	Matthews, Beverly	Moran, Holly	Pringle, John	Shenstone, Elizabeth
Field, Cyrelle	Guy, Kenneth	Howard, Meaghan	Kozlowski, Stuart	Matthews, Farley	Morecroft, Richard	Pritchard, Deborah	Shepherd, Sarah
Fifita, Andrew	Haddock, Joseph	Howey, Rachel	Kubski, Jodie	Matthews, Linda	Morley, Kerrie	Puckeridge, Sharne	Sherring, Kylie
Finlayson, Brett	Haenga, Reece	Hudnall, Vicki	Kurniawan, Sheley	Mawdsley, Claire	Morrice, Emily	Purcell, Dean	Shiels, Michael
Fisher JR, Stephen	Haesler, Debra	Hughes, Bruce	Lahey, Mia	McAliney, Cyndi	Morris, Amelia	Purvis, James	Shipway, Brendan
Flanagan, Linette	Hales, Paul	Hulst, Frances	Lambe, Kelly	McAuley, Stephen	Mortimer, Emma	Pytlik, Allison	Shipway, Melissa
Fletcher, Eric	Hall, Elizabeth	Hume, Kathryn	Lander, Sophie	McCallion, Michael	Moss, Renae	Quayle, Mandy	Shqau, Martine
Flowers, Megan	Hall, Jane Ann	Humphry, Richard	Langman, Lloyd	McCluskey, Joshua	Mountfort, Patty	Quine, Heidi	Sicilia, Raul
Flynn, Michelle	Hall, Lorraine	Husher, Kira	Latham, Kerri	McConnell, Elizabeth	Mowat, Cameron	Raby, Gae	Sidana, Puneet
Forman, Katherine	Hall, Simon	Husher, Simon	Le, Doan	McDonald, Kate Alice	Mullins, Russell	Rac, Andrea	Simpson, Nardi
Formosa, Michael	Halliburton, Alexander	Hutchison, Anastasia	Leach, Rachel	McDonald, Katherine	Muras, Andrea	Rainey, Darrelyn	Sinclair, Paul
Foster, Jessica	Hamilton, Laura	Hutchison, Kerren	Lebon, Geoffrey	McDonnell, Susan	Murphy, Ben	Rankin, Hunter	Singh, Ranbir
Foster, Michael	Hanlon, Nicholas	Hyland, Rosemary	Lehmann, Kazuto	McDonogh, Ben	Murphy, Laura	Rawson, Bernard	Skidmore, Adam
Fox, Danielle	Hanlon, Rachel	Inkratas, John	Leplaw, Gregory	McDonough, Michelle	Murray, Sarah	Ray, Oliver	Slavica, Dragana
Fozard, Phillip	Hannan, Benjamin	Inkson, Carol	Leso, Sarah	McDowall, Phillip	Nalder, Toby	Redfern, Ali	Slip, David
Francis, Caroline	Hanson, William	Inkson, John	Lewis, Megan	McFadden, Michael	Nedved, Vera	Reid, Colin	Sloots, Damien
Fraser, Kim	Harasta, Hayley	Isaacs, Oliver	Lewis, Melissa	McGill, Danielle	Nelson-Harcourt, Lesley	Reid, Rhonda	Small, Lesley
Fredrickson, Cate	Harcourt, Allie	Isaacs, Tristan	Lewry, Daryl	McGuigan, Alexandra	Neumann, Elly	Reid, Sonia	Smith, Alison
Freeman, Wayne	Hardy, Colin	Jackson, Gary	Li, Xin	McGuinness, Donna	Newton, Linda	Reilly, Andrew	Smith, Allan
Friederich, Judith	Hare, Paul	Jacobs, Matthew	Lie, Harvey	McIntosh, Keith	Nguyen, Hong	Renwick, Cath	Smith, Bryan
Friedman, Melanie	Harland, Mitchell	Jacotine, Andrew	Lindsay, Michelle	Mclvor, Paul	Noad, Rebecca	Rezevskad, Zane	Smith, Christine
Frize, Lynne	Harlow, Peter	James, Karen	Line, Owen	McKenzie, Bradley	Norburn, Richard	Richards, Marianne	Smith, Jannene
Frost, Matthew	Harris, Helen	Jeffrey, Allison	Lockington, Robin	McKenzie, Matthew	Nugent, Belinda	Rideout, Denise	Smith, Michael
Fuller, Matthew	Harris, Katherine	Jenkinson, Jean	Lodge, Robert	McLachlan, Ashley	O'Brien, Andrew	Ridley, Lisa	Smith, Scott
Funnell, Oliver	Harris, Teresa	Jenkinson, Todd	Low, Maxwell	McMillan, Alexandra	O'Brien, Frances	Rigby, Charlotte	Snelson, Rosannah
Galati, Jenny	Harrison, Lauren	Johnson, Lara	Low, Scott	McMonigal, Simone	O'Brien, Rebecca	O'Brien, Michael John	Snowdon, Michael John
Gallagher, Andrew	Hart, Stephanie	Johnson, Robert	Low, Simone	McReaddie, Shallon	Olliek, Miriam	Robbets, Kristy	Soden, Joanne
Garard, Kristy	Hattersley, Kelly	Johnson, Tobias	Ludowyk, Simon	Mead, Craig	Olliek, Sarah	Roberts, Collette	Solis, Oscar
Garrett, Emily	Hawkins, Margaret	Johnston, Bradd	Luo, Anqi	Melo, Lucy	Olliver, Dilan	Roberts, Emma	Spindler, Rebecca
Gaylard, Vicki	Hay, Jason	Jones, Jessica	Luo, Marco	Mendis, Shehani	Olofinsky, Mark	Roberts, Katrina	Spinks, Michael
Gee, Brian	Haylock, Dannielle	Jones, Kathryn	Lynne, Jeffrey	Mercer, Ian	Onley, Kate	Roberts, Tim	Spinks, Portia
Gibb, Kathryn	Hayter, Leanne	Jones, Laura	Lyons, Lauren	Mercurio, Stefania	O'Riordan, Mark	Roberts, Tracey	Springall, Teresa
Gibson, Ben	Hayward, Arliah	Jones, Peter	MacGibbon, Rachel	Metcalfe, Paul	O'Shea, Graham	Robinson, Marie	Staker-Matthews,

Appendix 22 (continued)

Kerry-Anne
Stapley, Rodd
Stebbing, Vanessa
Steele, Caroline
Steindler, Lisa
Stevens, Annette
Stewart, Gregory
Stewart, Sarah
Stone, Erin
Stoneman, Lorena
Strassberg, Catherine
Stringas, Pam
Stuart, Elaine
Stuart, Jacqueline
Sullivan, Glenn
Sullivan, Jane
Sykes, Katherine
Tamayo, Bobby
Tantini, Michele
Taprasert, Rattana
Tate, Ryan
Taubert, Cheryl
Taylor, Alison
Taylor, Brooke
Taylor, Caroline
Taylor, Kathryn
Taylor, Kelly
Taylor, Llyod
Taylor, Lorinda
Taylor, Matthew
Taylor, Philip
Taylor, Ross
Taylor, Warwick
Tenbrock, Nora
Tennyenhuis, Lisa
Theagesan, Sumita
Theodore, Katharina
Theodoropoulos, Connie
Thompson, Brittany
Thompson, Jay
Thompson, Paul
Thompson, Shannon
Thompson, Susan
Thomson, Kristal
Thomson, Stephen
Thorley, Jane
Todd, Elli
Tolson, Rebecca
Tonkins, Greig
Toombes, Jordan
Topham, Philip
Towell, Hayley
Towns, Jarret
Townsend, Warren
Tran, Trang

Tranter, Emma
Trosse, Greg
Truswell, Jennifer
Tucker, William
Tully, Jessica
Turnbull, James
Twardowski, Anette
Twentyman, Amy
Usmar, Rebecca
Uvirova, Lenka
Van Sluys, Monique
Vanden Hogen, Brian
Varga, Lloyd
Vieceli, Jane
Vincent, Rebecca
Vinette Herrin, Kimberly
Virgona, Gabriel
Vogelnest, Larry
Wagner, Amie
Waldren, Tegan
Walker, Cassandra
Walker, Joanne
Wallace, Alisa
Walraven, Erna
Walters, Joanne
Walton, Alice
Walton, Kelly
Warlum, Ashley
Watkin, Lang
Watkins, Jacqueline
Watkinson, Gemma
Watson, Barbara
Watson, Matthew
Webster, Janelle
Wellington, Jennifer
West, John
Weston, Evelyn
Wheatley, Stephanie
Wheelhouse, Charles
Whitby, Caitlyn
Whiteman, Melissa
Whiteman, Nicole
Whitfield, Nicole
Whittikar, Karina
Wiencke, Christopher
Wigger, Merryn
Wilkie, Edward
Wilkin, David
Willenborg, Christiana
Williams, Jesmond
Williams, Mark
Williams, Phillipa
Williams, Rhianna
Willis, Caroline
Wilson, Kiah

Winslett, Barbara
Wiszniewski, Joanna
Withaar, Matthew
Wolf, Alli
Wong, Kingsley
Wood, Julie
Wood, Kimberley
Woodbury, Roger
Woods, Rupert
Wright-Murray, Lindsay
Wyatt, Melissa-Ann
Xu, Liang
Yasuda, Emi
Zhu, Yao
Ziliotto, Roger

Appendix 23

Internal audit and risk management attestation for the 2010/11 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 the (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 Taronga has appointed three independent members of the Board as members of the Audit and Risk Committee. The members are not nominated on the Government Audit and Risk Committee prequalification scheme.</p>	<p>~ 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.</p>

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 – Cfr Anne Connon
- ~ Independent Member 2 – 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.



LF Bleasel AM
Chairman
Taronga Conservation Society Australia

Appendix 24 Taronga Zoo volunteers

Wendy Abernethy	Margaret Bulman	Susan Dufty	Robyn Guthrie	Jenny Jenkins	Renata Malysiak	Gail Park	Tim Stephen	Berman White
Leonie Adams	Judy Burke	Rosemary Dunn	Olivia Hadisaputra	Emma Johnson	Wailyn Mar	Lynn Parker	Kay Stevenson	Merryn Wigger
Sue Allen	Paula Burling	Pam Dunsmore	Emma Hall	Coral Johnson	Kathleen Mavromatis	Thomas Patterson	Leanne Stewart	Sandra Wijngaard
David Allen	Molly Burnett	John Duranti	Marjorie Hall	Sarah ohnston	Claire Mawdsley	Monika Pawlak	Christie Stiddard	Joan Wilcox
Joy Alleyne	Juliet Burston	Michelle Durkan	Brooke Hamilton	Nicola Johnstone	Tristan Elsie Mayhew	Barbara Pearce	Lydia Storey	Barbara Wilkinson
Lea Alexopoulos	Carole Burton	Hannah Patricia Edwards	Robyne Hamilton	Kent Jones	Ian Maynard	Jacqueline Pearse	Mathias Stothard	Jake Williams
Joan Allpass	Judy Burton	Jacqueline Elstein	Alexandra Hankinson	Anita Jones	Marco Mazzu	Rebecca Pedemont	Catherine Strassberg	Kate Williams
Brittany Anderson	Douglas Cairns	Amanda Elzer	Heather Hardaker	Judy Joseph	Steve Mcauley	Emma Peel	Diane Sturrock	Dot Williams
Carolyn Anderson	Barbara Calderon	Amy Evans	Paula Hardin	Janine Joseph	Bennett Mccoll	Chris Penn	Pauline Stuzzi	Cheryl Williams
Leah Andrews	Mary Cameron	Arianne Fabella	Peter Harding	Liana Kay	Rosemary Mccoll	Kara Peters	Nichola Sun	Jeanette Williamson
Wendy Anstee	Clare Capus	Diane Fahey	Dale Harley	Helen Kelly	Blair Mcdonald	Annette Petersen	Irene Swil	Jerry Willmann
Sandra Archbold	Joe Carey	Graham Faichney	Amanda Harris	Carolyn Kennedy	Lachlan MCFEETERS	Fred Peterson	Joan Switzer	Jan Willis
Janet Archer	Fiona Carroll	Joanne Falla	Vicki Harris	Peter Kennedy	Dimity MCGREGOR	Kim Picone	Jennifer Taylor	Jenny Willis-Smith
Judy-Ann Armstrong	John Carroll	Joan Farago	Wendy Hartman	Chris Kewley	Paul MCVIVOR	Rebecca Piper	Heather Taylor	Ellen Wilson
Margaret Armstrong	Anne-Nicole Casey	Tammy Farmer	Josephine Hartono	Helen Kidd	Jeanette MCKAY	Rosie Plucknett	Nora Tenbrock	Patricia Winston
Marion Arnott	David Caswell	Elizabeth Finch	Phil Harvey	Alison King	Phillippa MCLACHLAN	Robin Potter	Helen Tennant	Chris Wood
Clive Ashenden	Irene Chan	Dotti Fineout	Anne Heasman	Jacqueline King	Ora MCNAUGHT	Beverley Potts	Michael Tesoriero	Tom Wright
Judy Ashenden	Alan Chandler	Thomas Flatley	Gerald Heasman	Donna Kirkham	Lyn MCRAE	Laura Powe	Kate Thomas	Frank Wyld
Katherine Ashley	June Chapman	Ian Fletcher	Bernadette Heeps	Shirley Kirkwood	Pauline MCWILLIAMS	Leonie Prater	Margaret Thomas	Kelly Yates
Helen Athanasi	Gemma Chaudri	Rebecca Forde	Lana Herodes	Debbie Kosh	Rhiannon MEDCRAFT	Dorelle Propert	Monique Thompson	
Ian Attard	Charlotte Chesterfield	Noelene Forrest	Ella Herrmann	Janet Kydd	Laura MENENDEZ	Rita Proweller	Jean Thompson	
Kimberly Balmforth	Victor Chiang	Pauline Forrester	Samantha Hillman	Rosemarie La Macchia	Nan Mercer	Effie Psaltis	Veilella Timmony	
Angela Barker	Craig Chiffers	David Foster	Alan Hind	Alan (David)	Helen Merkel	Janice Quast	Dawn Trakman	
Diane Barker	Tracy Chung	Nicola Fothergill	Elizabeth Hind	Laithwaite	Renee Mersino	Kate Reilly	Gemma Trewalla	
Ann Barron	Shirley Cleary	Stephen Fowler	Judy Hinkley	Bethany Lalor	Jordan MICHELMORE	Coral Renouf	Angela (wai chun)	
Gillian Barton	Rachael Collins	Gillian French	Adrienne Hirst	Gordon Lambert	Diana MINGAYE	Wendy Rich	Turnbull	
Vicky-Rae Bayliss	May Conder	Jeff Friedman	Pat Hoare	Jan Lamont	Joe Mirabello	Christene Richards	Annette Twardowski	
Dinah Beeston	Cyril Conquet	Alena Gadoury	Lisa Hocknell	Stephanie Lanzetti	Lorraine Mitchell	Mindy Riddle	Joan (Cookie)	
Zara Bending	Eleanor Conroy	Maritza Gaete	Dinah Hodge	John Larkins	Patricia Moir	Charlotte Rigby	Underwood	
Beryl Bennett	Paige Cooper	Adriana Gaia	Justin Hodges	Sally Latkich	Janet Moore	Sarah Ritchie	Lenka Uivrova	
John Bennett	Denise Copetti	Jeremy Gain	Robyn Hodgson	Jill Lawrence	Jodie Moretti	Tim Roberts	Monique Van Sluys	
Emma Bertrand	Deborah Corbett	Dick Gall	Natalie Holdsworth	Camila Leal Iane	Val Morgan	Renae Robinson	Jordan Vetter	
Patricia Biggers	Amanda Corkery	Christine Gallagher	Jenny Hole	Lisa Lee	Courtney Morgans	Sue Rogers	Sue Vostarek	
Esther Birchmeier	Ian Cox	Elle Gardner	Bernard Hollamby	Mike Leslie	Kate Morris	Megan Roser	Graham Wackett	
Jessica Birrell	Brooke Cresswell	Jan Garlick	Ruth Holmes	Anne Leslie	Louise Muir	Sandra Rotheraine	Sue Wadey	
Marion Blackburn	Shirley Cripps	Pauline Geale	Patsy Holmes	Janet Leung	Caitlin anne Murray	Mal Russell	Pamela Waite	
David Blair	Maggie Crutcher	Tony Gibbs	Lauren Horwood	Lynne Levine	Marie Nesbitt	Margie Rykmans	Peter Walker	
Judith Blanche	Victoria Curr-Smith	Pauline Gibbs	Susan Hoskins	Pamela Lewis	Jo Nevin	Hugh Sansom	Margaret Walker	
Sophie Blayden	Joan Curtis	Alyssa Gibson	Rebecca Howard	Desiree Lim	Marion Nicklin	Beverley Sarvay	Lauren Walters	
Amy Bowyer	Margaret Cutler	Joan Giles	Sylvia Howes	Loma Lindroos	Karen Nicol	Rosemary Sconce	Karen Walters	
Tim Box	Lesley Darroch	Colin Giller	Rachel Howey	Jo Ann Loke	Vanessa Nicola	Jean Scott	Norma Walton	
Gloria Bradley	David Davies	Tristan Gillies	Harriet Hromas	Janelle Lord	Justine Nimmett	Jain Sharman	Geoff Wannan	
Sue Bradley	Elaine Dawes	Janie Goodyear	Ray Huckin	Pamela Lord	Danielle Nisbet	Darcy Shedden	Ann Wardlaw	
Pam Bradwell	Emily De Palo	Karen Grant	Charlotte Hulme	Imbi Love	Rebecca Noad	Di Shirling	James Wardle	
Alistair Bragg	Annette Debenham	Ian Grant	Pam Hunter	Robyn Lovie	Jemma Nokes	Harry Sidiropoulos	Simon Wardle	
Tom Branighan	Robert Degabriele	Georgie Gray	Andrea Hunter	Chris Low	Judith Norfor	Brian Skingsley	Brian Watson	
Marion Breden	Vanessa Diez	Josephine Greco	Sharon Hurst	Lynette Low	Mary O'Dwyer	Judith Skingsley	Suzanne Watson	
Robyn Brennan	Alison Dobbins	Jai Green-baker	Joanne Huynh	Samira Ludivine	Judy Oliver	Cristin Smith	Margaret Wayling	
Robyn Bressington	Wendy Doherty	Lilia Gretsches	Tamara Insull	Kate Lynch	Robin Orr	Frances Smith	Ben Weinberg	
Marie Brines	Graham Doig	Trish Griffiths	Pat Irving	Anne Lynton	Jan Osborn	June Southerden	Diane Welsby	
Nancy Brogan	Anna Dowe	John Griffiths	Lynne Iverson	Hannah Lyons	Belinda O'Tool	Robyn Spender	Christine Wenborn	
Ivy Brown	Abby Drew	Cheri Grimes	Karen Jacobs	Lindsay Joanne	Barbara Pace	Ann Squire	Steven Westnedge	
Julie Brown	Alan Dudley	Sarah Grinlinton	Gloria James	Macdonald	Briana Page	Amanda Starrett	Stephanie Wheatley	
Karin Brown	Jessica Duffy	Crissea Grovenor	Olga Jandzio	John Mackie	Diana Pardo	Miriam Stein	Gemma White	

Appendix 25

Taronga Western Plains Zoo volunteers

Peter Apps	Michelle Crawford	Deborah Haysom	Gregory O'Mally
Lesley Abrahams	Jill Crewes	Karen Hemsworth	Gregory O'Mally
Lynn Arnott	Louise Crites-Foster	Alan Hill	Ruth Owers
Kathleen Ashby	Betty Daly	Rebecca Hodges	Nancy Parish
Jennifer Ashford	Mary Davis	Stephen Hollier	Hilary Parker
Elizabeth Attenborough	Sheridan Davis	Lauren Hudson	Emma Parkes
Donald Attenborough	David Downey	Tania Hunt	Sarah Parsons
Betty Attenborough	June Downs	Jocelyn Jaques	Sharon Peters
Phil Barclay	Janne Doyle	Ray Jaques	Robyn Pethebridge
Robert Barden	Jennifer Dunn	Peter Judd	Sharon Portelli
Ann Barnard	Kerrie Field	Alan King	John Powning
Gemma Bauld	Coralie Fletcher	Helen Kinsey	Glenyss Reid
Bianca Bishop	Jan Fletcher	Rebecca Labour	Joan Rheinberger
Andrew Bishop	Dallas Forrester	Pamela Lacroix	Kristy Rogers
Heather Brinsdon	Patsy Forrester	Neil Lander	Kristy Ryan
Diana Browne	Jennifer Furney	Nancy Lander	Sue Ryan
Robert Browne	Melissa Gilligan	Phillip Leonard	Ros Ryan
David Buttrey	Heather Gleeson	Edward Mcculloch	Leonie Saville
Margaret Carroll	Denise Granger	John Mcintyre	Michele Simpson
Fran Carter	Kathryn Granger	Julia Mcintyre	Sharon Smith
Alan Chandler	Rebecca Gray	Keiko McLennan	Tony Wall
Kate Charlton	Teresa Greenwood	Julie Miller	Shayne Weiley
Alibeth Clatworthy	Bill Greenwood	Joan Murphy	Elke Weinbrecht
Lisa Combridge	Pam Gulbis	Patricia Myers	Alix Wells
Linda Connelly	Marion Hammond	Emma Nixon	Maggie Westman
Bob Coverdale	Helen Harris	Lauren Nott	
Ian Cox	Emily Harrison	Veronica Oakley	

Appendix 26

Credit card certification

The Taronga Conservation Society Australia has approved credit cards for the payment of expenses. The use of credit cards during 2010/11 was in accordance with Premier's Memoranda and Treasurer's directions.