



# A FUTURE *for* THE WILD

Securing a shared future  
for wildlife and people

**ANNUAL REPORT 2014–2015**

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**Overview**

Taronga Conservation Society Australia (Taronga) operates Taronga Zoo in Sydney and Taronga Western Plains Zoo in Dubbo. Taronga is also a leader in the fields of conservation, research and environmental education.

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

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 recognize Taronga Conservation Society Australia as the official name, to better describe the work of the organisation.

**The Hon. Mark Speakman SC MP**

Minister for the Environment and Heritage  
Parliament House  
6 Macquarie St  
SYDNEY NSW 2000

Dear Minister

It is with great pleasure that we present the 42nd 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 2015 in accordance with Section 20 and 37 of the *Zoological Parks Board Act 1973 (NSW)* (as amended) and the *Annual Report Statutory Bodies Act 1984 (NSW)* (as amended).

Yours sincerely

**Len Bleasel AM**  
Chairman

**Cameron Kerr**  
Director and Chief Executive

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# A SHARED FUTURE *for* WILDLIFE AND PEOPLE

At Taronga Zoo and Taronga Western Plains Zoo, we believe that wildlife and people can share this planet.

**We believe that all of us have an obligation to protect the world's precious wildlife, not just in our lifetimes, but for generations of the future.**

Our Zoos create experiences that delight and inspire lasting connections between people and wildlife. We aim to change lives and make conservation champions eager to engage with their communities to value the wildlife in their care, and around the world.

Our enterprises range from operating a frozen gene bank for the Great Barrier Reef, to building homes for orphaned Chimpanzees in the Congo and transforming Australian school children into conservation heroes.

Our conservation breeding programs for threatened wildlife help a myriad of species, from tiny vibrant Corroboree Frogs to majestic Asian Elephants.

We work in partnerships to support 35 research and conservation projects across Australia, and a further 35 programs around the globe.

Our Zoos are not-for-profit organisations. We pay no dividends, and any surplus is put straight back into support and care for wildlife.







# OUR STRATEGIC DIRECTION

## OUR VISION IS TO SECURE A SHARED FUTURE FOR WILDLIFE AND PEOPLE.

Our strategic plan defines our unique role, and the way we contribute to wildlife conservation, science and learning.



**TARONGA  
ZOO**

**Symbol**

Platypus  
(*Ornithorhynchus anatinus*)

**Opened**

October 1916

**Site**

28 hectares

**Animals**

Number of Animals: 4,003  
Species/sub-species: 326



**TARONGA  
WESTERN PLAINS  
ZOO**

**Symbol**

Giraffe  
(*Giraffa camelopardalis*)

**Opened**

February 1977

**Site**

788 hectares

**Animals**

Number of Animals: 535  
Species/sub-species: 67



**NSW  
GOVERNMENT**

### Our Vision

To secure a shared future for wildlife and people

### Our Role

Our role in conservation is 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.

### Our Values

**Be** supportive and enthusiastic  
**Accept** and take responsibility  
**Show** dignity and respect  
**Innovate** and take initiative  
**Clear** and simple

Commitment to Taronga's WHS, animal welfare and customer service charters.

### Wildlife

We breed, manage and care for wildlife, and undertake research, to deliver tangible conservation outcomes.

### People

We create unique, dynamic and engaging learning experiences to positively influence and change behaviours.

**Tangible  
Conservation  
Outcomes**

**Animals in  
Our Care**

**Visitor  
Experience  
& Learning**

**Financial  
Sustainability**

**Our People & Organisational Effectiveness**

# I AM PROUD TO PRESENT THE 42ND ANNUAL REPORT OF THE TARONGA CONSERVATION SOCIETY AUSTRALIA.

On the eve of Taronga's centenary both Taronga and Taronga Western Plains Zoos are preparing for an exciting 10 year development program with the NSW government to maintain their conservation and education leadership, having also recorded numerous breeding successes and contributed to global efforts for wildlife.

## CHAIRMAN'S REPORT



### **In 2014-15 an exciting future and several landmark achievements were recorded by our Zoos.**

In April, the NSW Premier, the Hon. Mike Baird MP, came to Taronga's QBE Free Flight Bird Presentation amphitheatre to announce a 10 year, \$164.5 million development program for Taronga and Taronga Western Plains Zoos, transforming visitor experiences over the next decade and fostering unparalleled conservation education outcomes.

With the Zoos funding more than 50% of major developments in this Visitor Experience Development Program, there will be eight new major wildlife exhibits at Taronga, including an innovative immersive Sumatran Tiger precinct. At Taronga Western Plains Zoo, a further nine new exhibits will be developed and the Wildlife Hospitals at both Zoos which treated over

1,000 injured and orphaned animals in the financial year will be upgraded.

During the year, the Zoos continued to record numerous conservation breeding successes. At Taronga two male Western Lowland Gorillas, Mjukuu and Fabumi, were born in the newly-formed breeding group, as well as two male chimpanzee babies, Sudi and Liwali, and a male Australian Sea-Lion, Maximus. A male Black Rhino calf, 'Dafari' and three lion cubs were born at Taronga Western Plains Zoo.

Zoo-bred Regent Honeyeaters and Northern and Southern Corroboree Frogs were released into the wild, while 10 rehabilitated sea turtles were released including six with satellite trackers to shed light on the survival and movement of marine turtles in NSW waters.

In another success on the heels of last year's Royal visit, Taronga's Greater Bilby pair had



two joeys, while technology's contribution to animal health and welfare included upgraded systems to monitor animals and provide real-time vision of animal behaviour to inform animal husbandry.

In addition, the first gathering of all the key supporters of the Greater Bilby will help to generate the basis of a national recovery program for this endangered animal.

Four Asian Elephants from Taronga were also transferred to a new state-of-the-art facility at Taronga Western Plains Zoo in another success for Taronga's participation in the regional conservation management plan for these creatures.

This year brought a number of innovative ventures including the new Wild Ropes adventure course launched in December, the return of

the popular Dinosaurs in the Wild animatronic experience and a revitalised Twilight Concert series was enjoyed by record audiences. All of these experiences have contributed to additional financial support to our work for wildlife.

In closing, I would like to thank the members of the Taronga Board for their support and assistance over the past 12 months and previous members since I commenced as Chairman in 1996 for sharing a most remarkable journey as part of one of the world's premier wildlife organisations. In that year, Taronga's Twilight Concert series had just commenced, heralding the start of innovative approaches to fund real action for wildlife across the fields of science, conservation breeding, animal husbandry, education, veterinary care and visitor experience.

I also recognise the contribution and support of the Hon. Mark Speakman SC MP, Minister for Environment and Heritage and his predecessor, the Hon. Rob Stokes MP. I would also like to thank Deputy Chairman, Steve Crane, for his support.

Having served as Chairman for 19 years, it is with some sadness that I say farewell to the passionate and enthusiastic people at our two great Zoos with whom I have shared this remarkable journey. Their hardwork and dedication to securing a sustainable future for wildlife and people has made these many achievements possible.

**Len Bleasel AM**  
Chairman



*The Hippo calf Kibibi was the first born at Taronga Western Plains Zoo in over a decade.*  
PHOTO: KELLSEY MELHUIH

## DURING 2014-15, OUR ZOOS TOOK THEIR CONSERVATION MESSAGES GLOBAL THROUGH THE EXPANSION OF A DEDICATED SOCIAL MEDIA AUDIENCE TO NEARLY 250,000 SUPPORTERS AND NEARLY 2.1 MILLION VISITORS TO OUR WEBSITES.

With our partners we developed action plans to combat the illegal wildlife trade and worked with industries to transform the supply chain of sustainable palm oil. We also significantly grew community engagement in wildlife conservation.

Attendances at Taronga and Taronga Western Plains Zoos reached record levels, recording a total of 1.7M visitors with international visitations now at 36%.

Taronga was proud to win NSW's Best Major Tourist Attraction and Taronga Western Plains Zoo to be awarded Best Tourist Attraction and Best Unique Accommodation in the NSW Tourism Awards.

Expanded and unique accommodation options at Taronga Western Plains Zoo saw overnight visits grow by 111% to 29,500 and general visitation by 9% to 233,000, while Roar and Snore at Taronga recorded a

# DIRECTOR *and* CHIEF EXECUTIVE'S REPORT



revenue of \$2.83 million, a growth of 5.5% on the previous year, and delivered fantastic educational outcomes.

Community engagement in our projects is essential in reaching and educating a broad audience about the wild. This year, the Zoos' partnership with Woolworths continued to deliver strong educational outcomes with the Super Animals collectibles engaging with millions of children through the 1.6 million albums distributed nationally. Taronga has directly involved students in local conservation initiatives for Little Penguins, Yellow-bellied Gliders, Platypus, Booroolong Frogs and Regent Honeyeaters.

Community action also included Taronga's 'Raise Your Palm' campaign encouraging the shift in Australian demand for palm oil towards 100% segregated certified sustainable palm oil as well as projects reducing plastic waste and promoting mobile phone recycling.

Through a \$250,000 grant from Google, Taronga have increased our reach in South-East Asia and improved the capability

of our smart phone Wildlife Witness App that supports TRAFFIC's efforts to reduce the illegal trade in wildlife.

Our Zoos have forged global partnerships with organisations like TRAFFIC and the Jane Goodall Institute, and national partnerships with governments and the community to help save animals such as the Regent Honeyeater, Tasmanian Devil and Corroboree Frog.

This year's community programs have set a solid foundation to ensure Taronga is well placed in preparing for Taronga's Centenary on 7 October, 2016. We will celebrate a century of caring for wildlife with an inclusive program of community involvement planned to continue the long-standing community relationship with people who support our Zoos.

This support has been borne out by an 18% growth in the number of Zoo Friends, with over 77,000 members.

Our fundraising and corporate partnerships have delivered strong outcomes for our conservation endeavours with the Taronga

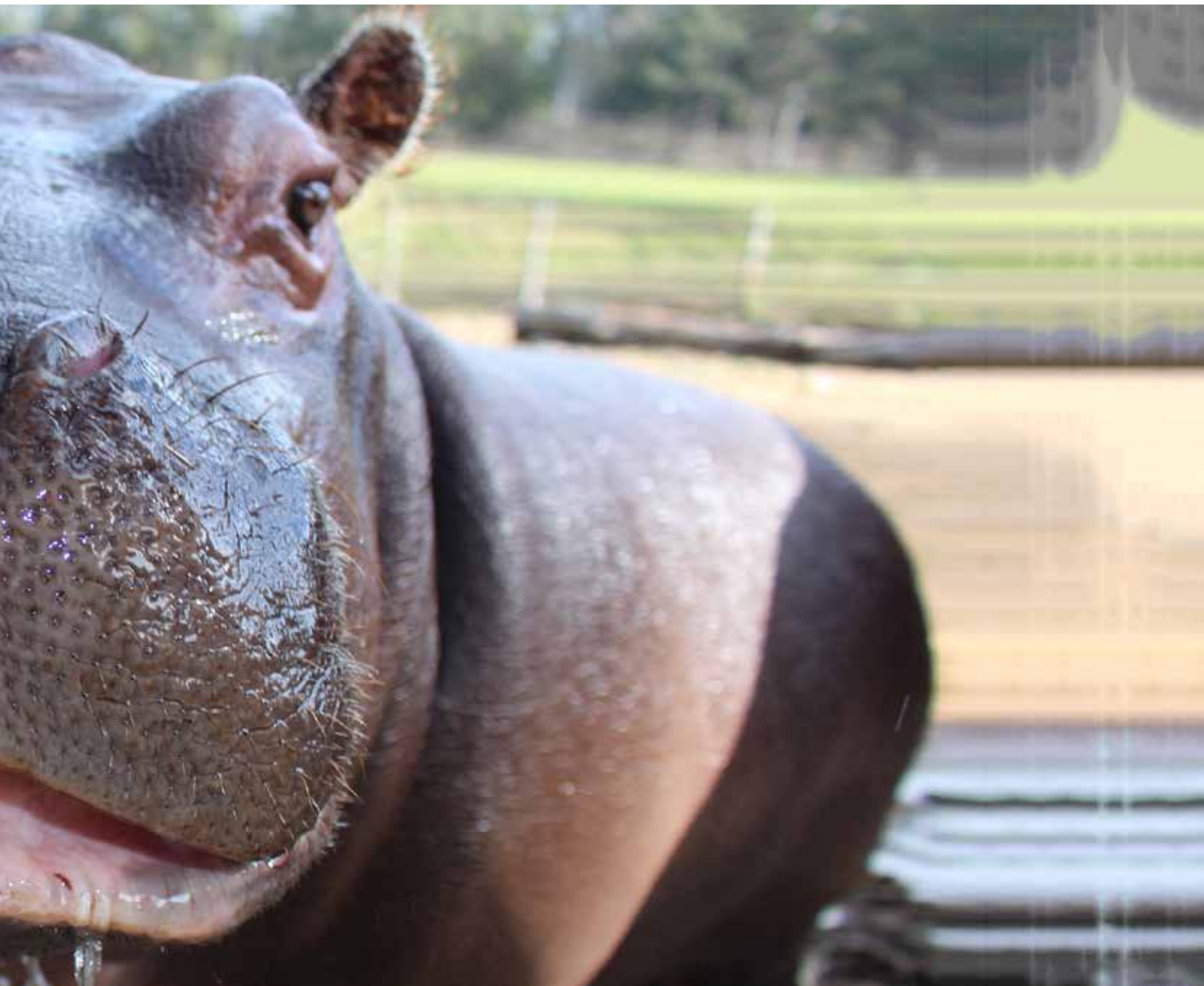
Foundation generating \$7.7 million to reach a net contribution of \$77 million since inception.

In celebrating the 40th anniversary of volunteers at our Zoos, I would like to thank our hundreds of dedicated volunteers for their remarkable and admirable commitment. Their contribution is a critical part in our work and they contribute throughout all facets of the organisation from monitoring animals to meeting and greeting our visitors.

Also on behalf of the Zoos' staff, I want to express our gratitude to our retiring Chairman, Mr Len Bleasel AM. He departs after 19 years of outstanding leadership which have truly transformed the direction of our Zoos.



**Cameron Kerr**  
Director and Chief Executive



## APPOINTED BOARD

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

### **Mr Leonard Bleasel AM, JP FAIM FAICD (6)**

Ministerial Appointee. Chairman of the Taronga Conservation Society Australia. Mr Bleasel was the Managing Director and Chief Executive Officer of The Australian Gas Light Company (AGL) until his retirement in February 2001. He is Chairman of Australian Pipeline Limited (APA Group) and the CIMB Advisory Council, and a Partner of O'Connell Street Associates. *(Term expired 30/06/2015)*

### **Mr Steven Crane (6)**

Ministerial appointee. Deputy Chairman and Chair of the Marketing Committee. Mr Crane is Chairman of NIB Holdings Limited and Global Valve Technology, and a Director at Australian Pipeline Limited (APA Group). *(Term expires 30/06/2017)*

### **Clr Roy Bendall (5)**

Representing Mosman Council. Member of the Audit and Risk Committee. Clr Bendall is the Deputy Mayor of Mosman. He has broad experience working in international financial and capital markets, and project management specialising in the trade and maritime infrastructure sector. Clr Bendall is also a legal practitioner with experience in regulatory reform and the provision of regulatory advice including to corporations and the Government in Papua New Guinea. *(Term expires 31/12/16)*

### **Ms Penny Bingham Hall BA FAICD SF Fin (5)**

Ministerial Appointee. Member of the Finance and Capital Works Committee. Ms Bingham-Hall spent 23 years with Leighton Holdings, including as Executive General Manager Strategy and Executive General Manager Corporate. She is a Director of BlueScope Steel Ltd, Macquarie Specialised Asset Management, DEXUS Property Group, Port Authority of NSW, and SCEGGS Darlinghurst Limited. *(Term expires 01/09/2017)*

### **Ms Jennifer Cowley (6)**

Representing the local community in Dubbo. Member of the Marketing and Wildlife Committees. Ms Cowley is an active member of the local community in Dubbo, where she sits on a number of advisory boards. She runs her own media, community development and training consultancy, and is Editor of regional commentary and news magazine the Dubbo Weekender. Ms Cowley is an award winning journalist, a published children's book author and a regular media and current affairs commentator on ABC Radio (Western Plains). *(Term expires 30/06/2018)*

### **Dr Kersti Seksel (6)**

Representing veterinary science and animal welfare. Chair of the Wildlife Conservation, Health and Welfare Committee. Dr Seksel is the principal of a specialist practice in veterinary behavioural medicine, the Chair of the NSW Animal Welfare Advisory Committee and a Board member of the Delta Society Australia. Dr Seksel is also a member of the Australian Veterinary Association and Fellow of Australian and New Zealand College of Veterinary Scientists. *(Term expired 30/06/2015)*

### **Ms Nancy Fox FAICD (6)**

Ministerial appointee. Chair of the Finance and Capital Works Committee. Ms Fox is the Chairperson of Adelaide Managed Funds Ltd, a Director of HCF Life and Ethane Pipeline Ltd, and a Trustee Director of Kinetic Superannuation. She is also a Director of the Australian Theatre for Young People. *(Term expires 30/06/2018)*

### **Clr John Walkom (5)**

Representing Dubbo City Council. Member of the Marketing Committee. Clr Walkom is Chair of Regional Development Australia – Orana, Deputy Chair NSW Regional Development Advisory Committee and Chair of the Dubbo Regional Entertainment Art Music Festival. He is an active and highly regarded member of the local community in Dubbo, having worked closely with a broad range of stakeholders including community, business and local government representatives. *(Term expires 30/12/2016)*

### **Mr Graham Wackett (5)**

Representing Taronga's volunteer community. Mr Wackett has been an active volunteer at Taronga Zoo in Sydney since 2006 and has a strong background in hotel, resort and attractions ownership and management. Previous executive roles include Managing Director and CEO of Southern Pacific Hotel Corporation, and Managing Director Travelodge Australia and Travelodge Developments. Mr Wackett also has strong tourism industry experience, having previously served as a member of the Board of Tourism NSW, Tourism Training Australia and the Tourism Task Force. *Term expires 30/06/2017*

### **Ms Susan Doyle (4)**

Ministerial Appointee. Chair of the Audit and Risk Committee. Ms Doyle has had an extensive executive career in the funds management industry, particularly in the equities and fixed interest sectors, working with Commonwealth Funds Management, Suncorp Metway and Insurance Australia Group. She is a member of the Future Fund Board of Guardians, a Director of the Stock Exchange Guarantee Corporation, Barbara May Foundation, LawCover Insurance Ltd and LawCover Ltd and the Australian College of Dermatology. She is also a member of the State Library Council of NSW. *Term expires 01/09/2017*

## BOARD COMMITTEES

### **Finance and Capital Works Committee (6)**

#### **Chair – Ms Nancy Fox**

Monitors financial and investment performance, including environment, human resource management and capital works programs. Consists of all Board Members.

### **Audit and Risk Committee (3)**

#### **Chair – Ms Susan Doyle**

Monitors and oversees governance of internal control systems, risk management systems, financial reporting and other financial responsibilities. Consists of selected Board Members with representatives from the NSW Audit Office and independent auditors Ernst and Young.

### **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 Kersti Seksel.**

Monitors animal population 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,
- Mr Steve Coleman (Chief Executive Officer, RSPCA NSW), and
- Tshering O’Gorman (Independent representative).

### **Animal Ethics Committee (6)**

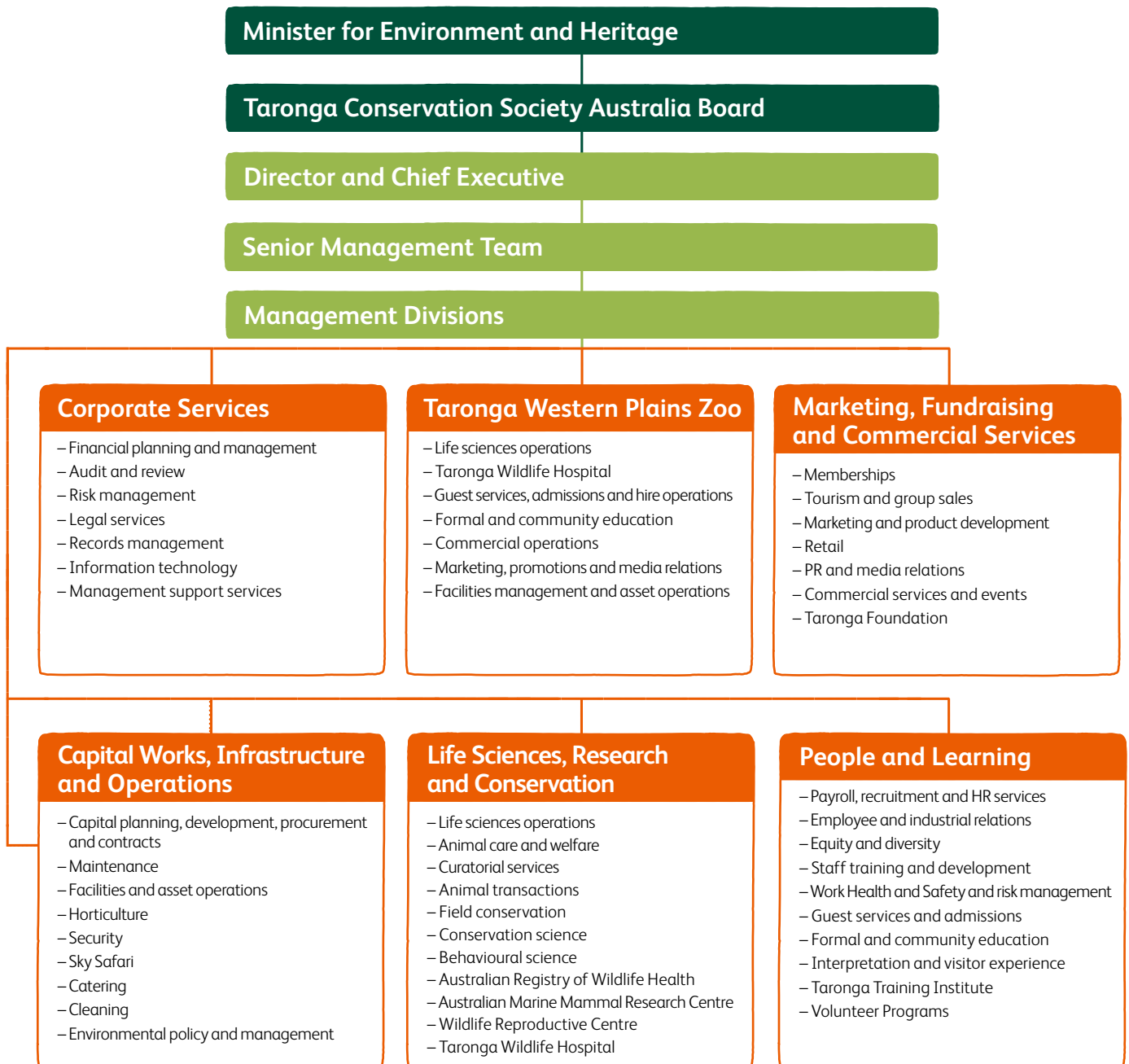
Statutory committee through which all research projects involving animal research must be approved. Constituted in accordance with the Animal Research Act 1985 and consists of the following representatives:

- Dr Rebecca Spindler, Chair (Researcher),
- Mr Anthony Gregory (Animal welfare representative),
- Mr Brendon Neilly (Animal welfare representative),
- Mr Harold Eagleton AM (Independent representative),
- Mr David Roden (Independent representative),
- Dr Jo Day (Researcher),
- Dr Benn Bryant (Veterinarian), and
- Dr Frances Hulst (Veterinarian).

The Committee reviewed 15 new projects, all of which were approved. The Committee also approved 12 ongoing projects and two amendment applications.



# ORGANISATIONAL CHART



## SENIOR MANAGEMENT TEAM

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

**Simon Duffy**  
General Manager, Life Sciences and Research Conservation  
BTeach, BEd (Hons)

**Matthew Fuller**  
General Manager, Taronga Western Plains Zoo  
Fellow, Winston Churchill Memorial Trust, MAICD

**Libby Hodgson**  
General Manager, Marketing, Fundraising and Commercial Services  
BA(Hons)

**Tim Bain**  
General Manager, Capital Works and Infrastructure  
Bachelor Construction Management and Economics

**Bettina Sammut**  
General Manager, People and Learning  
BA, Cert (PR), Grad Cert (HRM), Grad. Cert Change Mgt AGSM

**Hunter Rankin**  
General Manager Corporate Services, Finance and Legal  
BCom  
(LSL from March 2015)

**Lisha Mulqueeny**  
Director Corporate Services and Governance  
LLB, Grad DipLegal Prac, MBA  
(Temporary from 2 March to 30 June 2015)

A new female Tree Kangaroo, Kimbe, was brought from Singapore Zoo to continue the global conservation breeding program for her endangered species. PHOTO: PAUL FAHY

Taronga is part of the NSW Office of Environment and Heritage.

# INSPIRING *for* THE WILD

Coral reefs across the globe are under threat from changes in water temperature and ocean acidification. Taronga Western Plains Zoo operates a frozen gene bank for coral species from the Great Barrier Reef as an insurance program against potential catastrophe. Coral sperm already collected and cryogenically frozen have been thawed and used to fertilise eggs to produce these baby corals.



*Aclathrata coral polyps produced from the zoo's frozen gene bank where sperm was thawed and used to fertilise an egg.*  
PHOTO: EMILY HOWELLS, AIMS



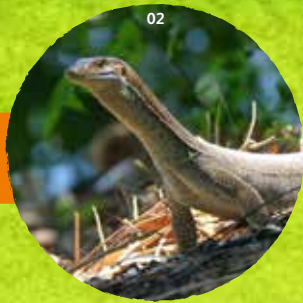
REPRESENTING NINE DIFFERENT SPECIES,  
DUBBO IS CURRENTLY HOME TO THE LARGEST COLLECTION  
OF FROZEN CORAL CELLS IN THE WORLD.





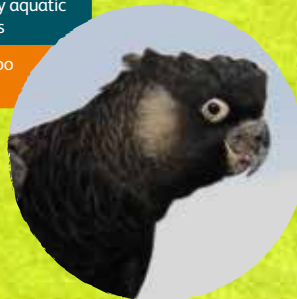
**Christmas Island**  
Christmas Island Flying  
Fox Health, Ecology and  
Conservation

01



02

**Kimberley Region**  
Banking Cane  
Toad Predators



**Western Australia**  
Understanding shark attacks:  
Sensory cues emitted by aquatic  
mammals and humans  
**Carnaby's Black Cockatoo**  
Conservation

# YEAR *in* BRIEF

## RESEARCH & CONSERVATION SCIENCE IN AUSTRALIA

**Taronga has a strong commitment to conservation science across a range of disciplines including animal behaviour, reproduction, ecology, nutrition, genetics and wildlife health.**

Taronga scientists bring diverse expertise and work with partners including universities and State and Federal government agencies to address urgent environmental questions.

Through Taronga conservation science programs and collaborative investigations, this work will ultimately be applied to

make better informed wildlife and habitat management decisions.

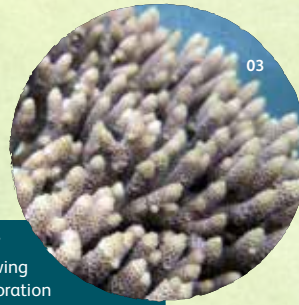
The successful **Taronga Conservation Science Initiative** has already leveraged over \$4.6 million in scientific grants to explore issues of importance in the marine and terrestrial environments.

Additionally, through conservation partnerships and field grants Taronga has directly contributed about \$400,000 to field conservation.

### KEY

Research

Conservation Programs



**Great Barrier Reef**  
Preserving and growing coral for future restoration  
Investigating outbreaks of systemic coccidiosis of Green Turtles

**Townsville**  
Resistance to Chytridiomycosis in Endangered frogs

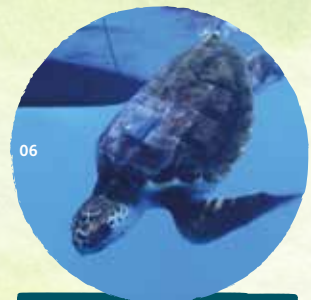
**Central Coast**  
Do oil spills leave lasting health consequences for Pelicans?  
Effectiveness of wildlife corridors in the Gosford region



**Highlands**  
Trialling fenced, disease-free enclosures to establish wild populations of Southern Corroboree Frogs  
Experimental reintroduction of Northern Corroboree Frogs



**Dubbo**  
Tasmanian Devil nutritional requirements  
Asian Elephant semen cryopreservation  
Virtual Elephant Herds  
Creating the Kimberley Ark – Isamen cryopreservation in Australia's reptiles



**Lord Howe Island**  
Satellite telemetry of Australian juvenile Loggerhead Turtles in the South Pacific Ocean

**Hunter Region**  
Disease Investigation – Eastern Grey Kangaroo Mass Mortality

**Western NSW**  
Greater Bilby Conservation with Australian Wildlife Conservancy

**Sydney**  
Numerical modelling of swimming techniques in seals  
Song Learning in the Regent Honeyeater  
The Value of Human Wildlife Interactions  
Koala housing, husbandry and educational experiences for conservation outcomes  
Validating welfare indices in zoo housed species: accentuating the positive  
Do Koala Retrovirus variants alter immune function in captive Koalas?  
Developing Assisted Reproductive Technologies (ART) for critically endangered Australian amphibians

Regent Honeyeater Breeding Program

**Oceans South of Sydney**  
Marine parks, predators & hotspots  
Sensing the seascape: Marine predator foraging  
Disease Investigation – Risso's Dolphin Mortality Investigation

**Riverina**  
George's Turtle Mortality Event Investigation  
Platypus conservation and management planning



**Tasmania**  
Contraception for Tasmanian Devil management



**South Coast**  
Wild Shark Social Networks  
Long-nosed Potoroo Health Assessment and Translocation

# YEAR *in* BRIEF

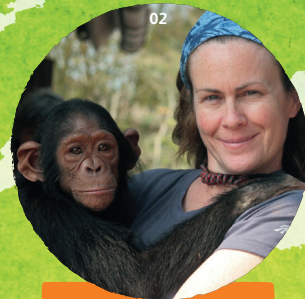
## OUR GLOBAL REACH

## TARONGA WORKS WITH CONSERVATION EXPERTS AND COMMUNITY GROUPS AROUND THE WORLD.

This work is vital to identify and reduce key threats to endangered and critically endangered species, protect important habitat for wildlife, and address human-wildlife conflict.

From Brazil to Nepal, and from Mozambique to Indonesia, Taronga also commits staff time and expertise to support more than 30 field conservation projects.

01 PHOTO: JUSTINE POWELL 02 PHOTO: TARONGA ZOO 03 PHOTO: RODNEY JACKSON 04 PHOTO: REBECCA SPINDLER  
05 PHOTO: DAVID KIRSHNER 06 PHOTO: CHRIS KARA 07 PHOTO: TARONGA ZOO 08 PHOTO: ERIN MORONEY



**Congo**  
Building of Tchimpounga  
Chimpanzee reserve with  
Jane Goodall Institute



**Brazil**  
Protecting Tapir  
with IPÉ

REPUBLIC OF  
THE CONGO

ZAMBIA

MOZAMBIQUE

ZIMBABWE

### Research

#### China

Giant Panda sperm cryopreservation and metabolism

#### Fiji

Ecology and population dynamics of the Critically  
Endangered Fijian Crested Iguana

Assessment of Fijian Iguanas in the eastern Fijian Islands

#### Thailand and Singapore

Asian Elephant Semen Cryopreservation

Aerosol transmission of pathogenic bacteria  
in Asian Elephants

### Community Conservation Campaigns

#### Beads for Wildlife

Supporting people and wildlife in Northern Kenya through  
alternative incomes and anti-poaching patrols

#### Fish for Good

Encouraging shoppers and retailers to make choices  
that ensure an ocean-friendly future for marine life  
and humans

#### They're Calling on You

Recycling mobile phones to reduce landfill and support  
primate conservation

#### Responsible Palm Oil

Encouraging a shift in the Australian supply and  
demand towards 100% segregated certified sustainable  
palm oil (CSPO)

#### Wildlife Witness

Combating illegal wildlife trade for greater protection of  
wildlife around the world including Sun Bears, rhinoceros  
and elephants



## Conservation Programs

### Borneo

Wetland Habitat Revival with The Orangutan Tropical Peatland Project

### Brazil

Protecting the Tapir with IPÉ

Unveiling the life of the Giant Armadillo with IPÉ

### China

Halt the declining trend of Francois' Langur in Guangxi with Fauna and Flora International

### Democratic Republic of the Congo

Growing sustainable communities in Maiko-Tayna Kahuzi Beiga

### Indonesia, Sumatra

Keeping Supayang Wild with Wildlife Asia

Sumatran Tiger Habitat Protection with Save Indonesian Endangered Species

Rhino protection with International Rhino Foundation (Founding Member)

Wildlife Protection in Bukit Tigapuluh with Australian Orangutan Project

Improving sanitation for Asian Elephants at Way Kambas with Save Indonesian Endangered Species

Monitoring illegal encroachment with the International Elephant Project

### Indonesia — Komodo Island

Komodo Dragon surveillance with Komodo Survival Project

### Indonesia - Sulawesi

Aquaponics for Conservation with Selamatkan Yaki

### Kenya

Watching over Bongo with Bongo Surveillance Project

Alternative Income for Wildlife Protection with Northern Rangelands Trust

### Madagascar

Lemur Habitat Protection in Madagascar with Omaha's Henry Doorly Zoo and Aquarium, Madagascar Biodiversity Partnership and Conservation Fusion

### Mozambique

Preventing Human-Elephant Conflict with Bees with Niassa Carnivore Project

### Nepal

360° Snow Leopard Conservation with National Trust for Nature Conservation

### Philippines

Monitoring the highly endangered Philippine Crocodile with Mabuwaya Foundation

### Republic of the Congo

Building of Tchimpounga Chimpanzee reserve with Jane Goodall Institute

### South-East Asia

Stopping Wildlife Trade with TRAFFIC

Changing human perception of Rhino horn use in Vietnam with Breaking the Brand

### Sri Lanka

Caring for orphaned elephants with the Elephant Transit Home

### Tanzania

Sustainable Farming for African Wild Dog Protection with Ruaha Carnivore Project

### Thailand

Protecting elephants and people in Kui Buri National Park with Thai Government

Asia-wide Dhole Conservation with Smithsonian Institution

### Uganda

Innovation for Uganda's Forests with New Nature Foundation

### Zambia

Stopping Poaching in South Luangwa with the South Luangwa Conservation Society

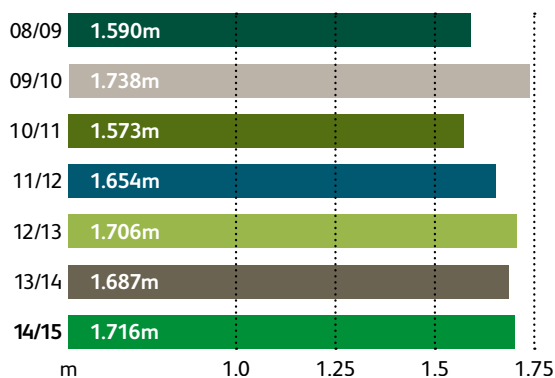
### Zimbabwe

Wild Dog Protection with African Wildlife Conservation Fund

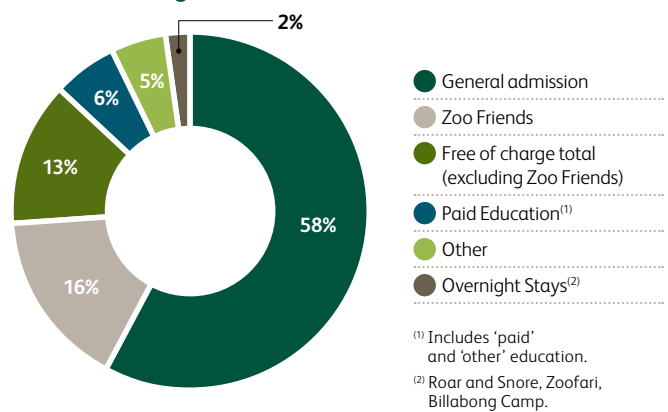
# YEAR in BRIEF

## VISITATION

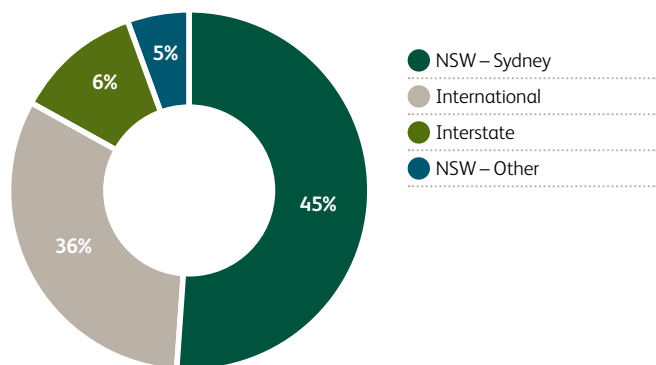
Total visitation (million people)



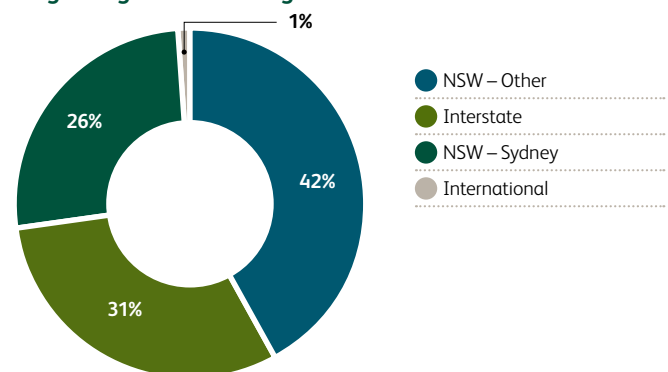
Guest ticketing mix



Origin of guests – Taronga Zoo



Origin of guests – Taronga Western Plains Zoo



Guest attendance

		2013/14	2014/15	Variance	Variance %
Consolidated result	Paid attendance <sup>(1)</sup>	1,373,768	1,400,544	26,776	1.9%
	Paid and FOC* attendance <sup>(2)(3)</sup>	1,686,606	1,715,992	29,386	1.7%
Taronga Zoo	Paid attendance <sup>(1)</sup>	1,186,372	1,190,824	4,452	0.4%
	Paid and FOC attendance <sup>(2)</sup>	1,464,078	1,473,236	9,158	0.6%
Taronga Western Plains Zoo	Paid attendance <sup>(1)</sup>	187,396	209,720	22,324	12%
	Paid and FOC attendance <sup>(3)</sup>	222,528	242,756	20,228	9%

\* FOC - Free of charge

1. Includes Zoo Friends, paid education and overnight stays.

2. Includes function guests and Twilight Concert attendees at Taronga Zoo.

3. Includes function guests at Taronga Western Plains Zoo.

Children are enthralled to meet Australia's unique wildlife at Billabong Camp, Taronga Western Plains Zoo. PHOTO: CLANCY JOB





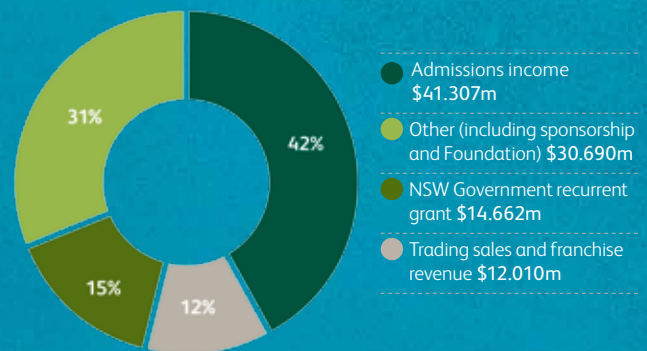
YEAR  
*in* BRIEF

FINANCIALS

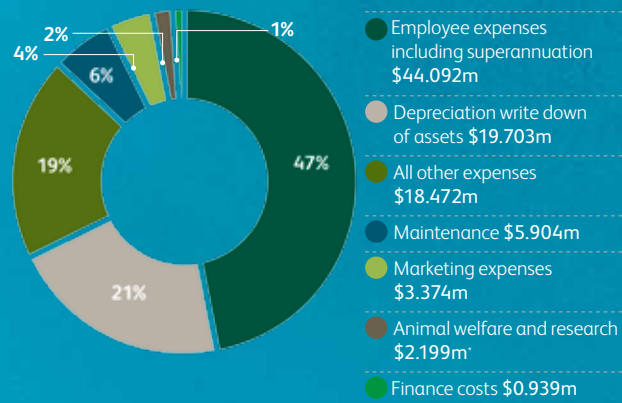


<sup>†</sup>Total income includes one-off Government grant of \$36 million.

## Sources of income for Taronga programs

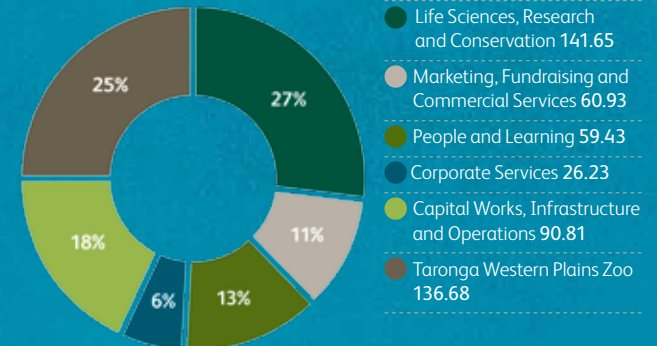


## Allocation of recurrent resources to expense types

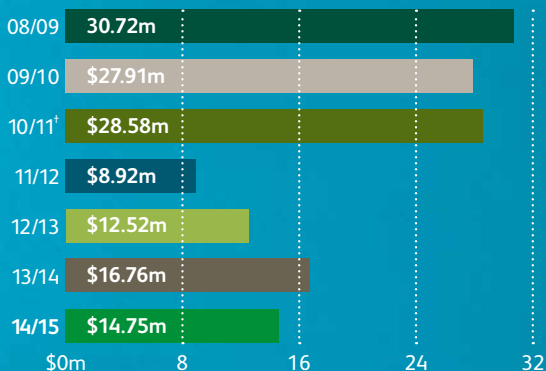


\*Excludes staff costs

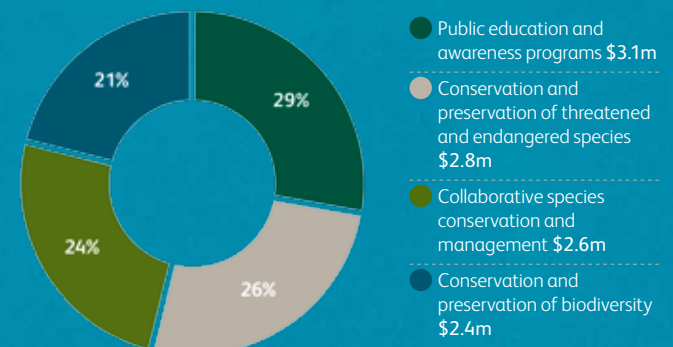
## Allocation of employees by Taronga divisions



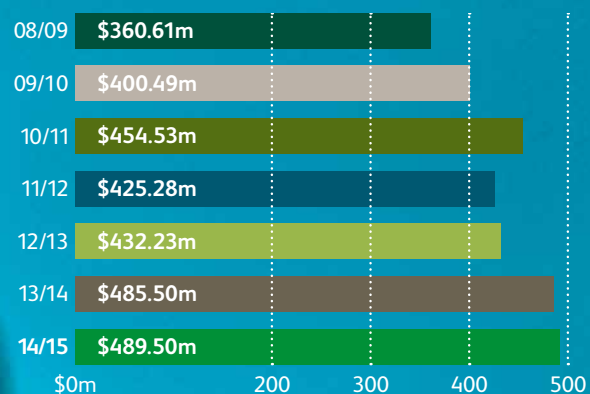
## Expenditure on capital development and asset maintenance (\$m)



## Total cost of Social Program Policy activities



## Total assets (\$m)

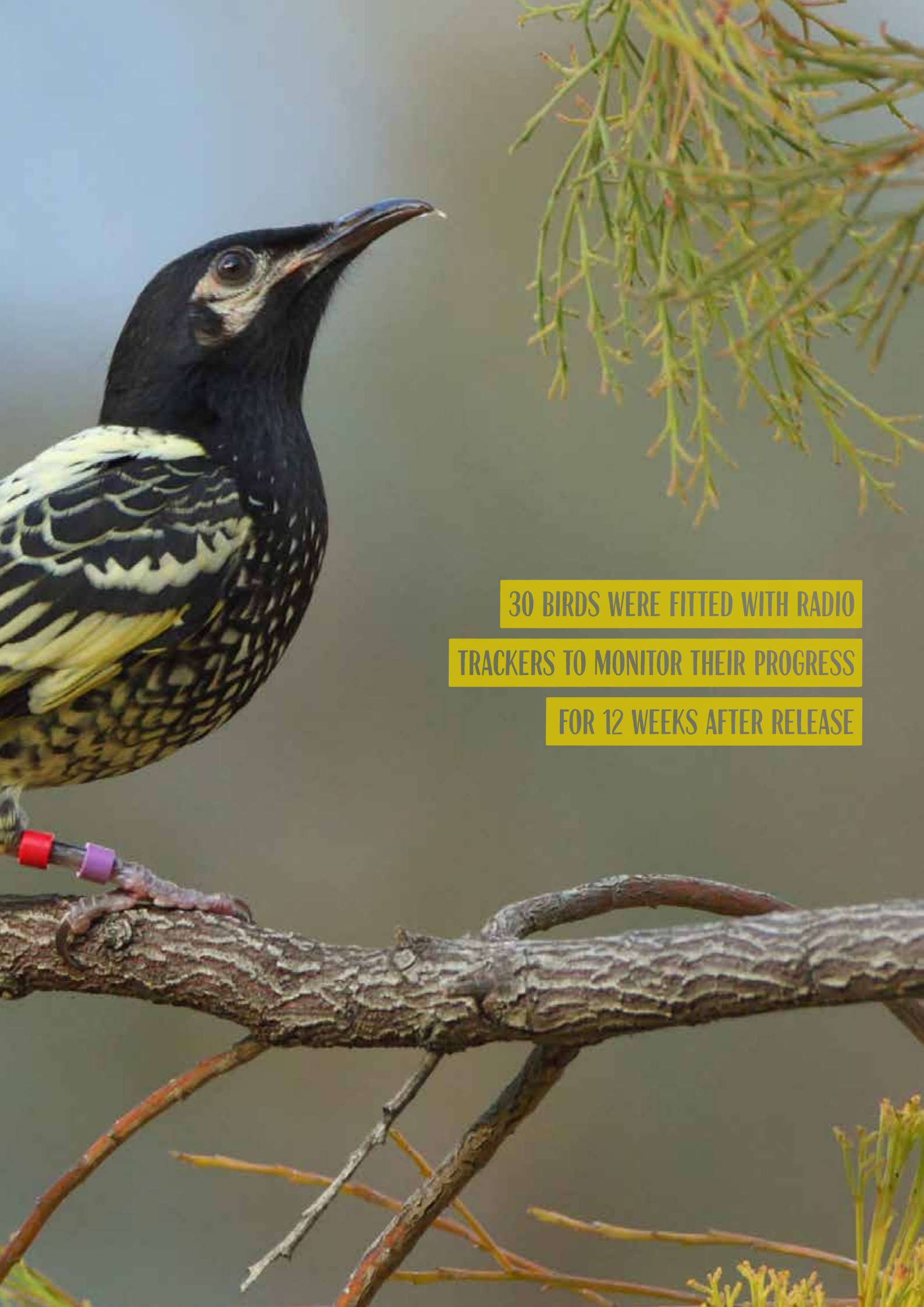


Nala, an Australian Sea-lion was born at Taronga Zoo and now takes part in the Seal Show to teach visitors about the importance of buying sustainable seafood. PHOTO: LORINDA TAYLOR

# LEADING *for* THE WILD

April saw the largest-ever release of Taronga Zoo-bred Regent Honeyeaters into the wild.

77 birds were released into north-east Victoria and intense local rain was the catalyst for flowering in the eucalypts of the ironbark forests that these 'Jewels of the Forest' call home, ensuring plenty of nectar to feed on.



30 BIRDS WERE FITTED WITH RADIO  
TRACKERS TO MONITOR THEIR PROGRESS  
FOR 12 WEEKS AFTER RELEASE

# TANGIBLE CONSERVATION OUTCOMES



## ENSURING THAT ALL OUR EFFORTS CONTRIBUTE TO TANGIBLE AND MEASURABLE CONSERVATION OUTCOMES.



*Little Penguin research to support wild colonies.*

PHOTO: TARONGA ZOO



*A Loggerhead Turtle was rehabilitated and released.*

PHOTO: JAMES WOODFORD



*Black Rhino calf Dafari was born in April.*

PHOTO: RICK STEVENS

*160 juvenile and 46 adult Northern Corroboree Frogs bred at Taronga were released in the Brindabella National Park.*

PHOTO: LORINDA TAYLOR

### Key achievements

- In April, 77 Regent Honeyeaters bred and reared at Taronga were released into Chiltern–Mount Pilot National Park in north-eastern Victoria to bolster the dwindling population of wild birds. This is the largest-ever release of zoo-bred honeyeaters into the wild and was a significant contribution to the recovery of this critically endangered species.
- Marine keepers and scientists worked with the Little Penguin colony at Taronga Zoo to develop and refine trackers that give detailed information on animal location, depth and behaviour as well as sea temperature. This data is being used to interpret data from the wild to see where penguins go to find prey, how often they catch it and the output of energy to swim to find it.
- Staff from Taronga Zoo and the National Park and Wildlife Service staff released 160 juvenile and 46 adult Northern Corroboree Frogs at two sites in the Brindabella National Park (NP). The Northern Corroboree Frog is one of Australia's most threatened species, and continues to decline each year. Additionally, 445 zoo-bred Southern Corroboree Frog eggs and 41 adults were also introduced into disease free enclosures in Kosciuszko NP. The Zoo maintains a viable breeding colony for this species, which is functionally extinct in the wild, however frogs inside these two large field enclosures are thriving.
- Since April 2014, 26 endangered marine turtles were admitted to the Taronga Wildlife Hospital, all affected by plastic bag ingestion or were entangled in fishing line, hooks or other marine debris. Ten turtles were released of which six were fitted with satellite trackers. The data sheds light on the survival and movements of marine turtles in New South Wales waters. This program is run in conjunction with several community and school programs raising awareness of the devastating effects of marine debris on marine wildlife.
- A male Black Rhino calf 'Dafari' was born to Bakhita in April, a healthy continuance of the conservation breeding program for this Critically Endangered species at Taronga Western Plains Zoo.
- In partnership with 'Save the Bilby Fund', Taronga supported the Population and Habitat Viability Assessment (PHVA) workshop for the Greater Bilby. The workshop explored the plight of the Greater Bilby and its recovery needs using a proven process facilitated by the Conservation Breeding Specialist Group (CBSG). All key stakeholders were brought together to explore the challenges and agree threat amelioration measures and responsibilities. The outcomes of the workshop will form the basis of a new national Recovery Plan for the Greater Bilby.
- The Australian Registry of Wildlife Health (ARWH) undertook health investigations on 34 Long-nosed Potoroos translocated into Booderee National Park on behalf of Parks Australia. This NP has been devoid of native terrestrial mammals for more than 100 years as a result of cat and fox predation. The potoroos are breeding well since the release and further translocations of potoroos, Southern Brown Bandicoots and Eastern Quoll are planned.
- Taronga's 'Raise Your Palm' campaign encouraged the shift in the Australian demand for palm oil towards 100% segregated certified sustainable palm oil. Taronga hosted the 'Working together towards a Responsible Palm Oil future' symposium and developed a Joint Position Statement as the first step in a collaborative approach, bringing together over 15 Palm Oil stakeholder groups from across the NGO and Zoo landscape.
- Taronga's online Sustainability Training System was launched and rolled out across all Taronga Zoo staff.

### Performance Indicators

	2013/14	2014/15
<b>Species which are classified as threatened <sup>(1)</sup></b>		
Taronga Zoo	31%	30%
Taronga Western Plains Zoo	48%	48%
<b>Threatened species in conservation programs <sup>(2)</sup></b>		
Taronga Zoo	44%	41%
Taronga Western Plains Zoo	70%	75%

1. Threat status determined by reference to international, national and state categories.

2. Percentage of threatened species in Australian Species Management Program (ASMP) Conservation Programs and Population Management Programs.

### Conservation Science Programs

Taronga maintains a strong commitment to conservation science across a range of disciplines, including Wildlife Health, Population Viability, Ecology, Nutrition and Behaviour. Through our collaborations with university and government partners and Taronga's diverse expertise, our goal is to make informed wildlife and habitat management decisions based on scientific data.

With the generous support of donors and strategic vision shown by Ms Gretel Packer, founding Patron of the Taronga Conservation Science Initiative, Taronga's contribution to conservation science is expanding each year.

Since its inception in 2011, Taronga has won over \$4.6 million in competitive grants to complete projects such as those described here:

#### Wildlife Health, Surveillance and Investigations

As species move throughout the landscape, there is increased risk of disease spreading from one population – or even one species – to another. Monitoring and preserving wildlife health is essential to sustaining resilient habitats and healthy people.

The increased number of wildlife health cases being investigated by the Australian Registry of Wildlife Health at Taronga (the Registry) indicates there are emerging unidentified pathogens and disease processes spreading into populations that have not built an immunity or tolerance.

This year, the Registry has investigated;

- high impact health concerns in Risso's dolphins, marine turtles, wallabies and kangaroos, and the Bellinger River Snapping Turtle,
- the impact of oil spills and environmental change on pelican health,
- the role of climate cycles such as the El Niño Southern Oscillation on the movement patterns of terrestrial and marine species, and
- potential vectors and patterns of illness in native wildlife.

The Registry is proactively investigating the role of disease in the decline of species throughout Australia, and is collaborating in active translocations of healthy animals to reduce the risk of extinction by establishing multiple populations. By identifying and mitigating risks to animal, human and environmental health, these investigations reach across the arenas of conservation, agriculture, tourism and trade, and human health.

#### Behaviour and Ecology of Marine Species

The group dynamics of marine species have complexities not often experienced on land. Direct observation is difficult and virtually impossible in the long term. The species studied often travel much more quickly than the observer can, and communication, both chemical and

auditory, travels very long distances and is often undetectable to human senses. Remote monitoring is therefore the best method of tracking species under the waves, and Taronga has been instrumental in developing and applying new methods of detection. For example, novel acoustic and genetic techniques are being used to examine the social structure of a Port Jackson Shark breeding group in the Jervis Bay Marine Park. Taronga scientists, working with collaborators at Macquarie University, are now tracking hundreds of sharks to determine site fidelity, behavioural interactions and social structures, using the International Marine Observatory System. This will determine the influence of genetic relationships on social interactions and movement patterns. Ultimately these partnerships and studies will help to understand the species vulnerability to human activities.

#### The Frozen Zoo – The Role of Reproduction in Conservation – Strategic Banking and Assisted Reproduction

Taronga maintains a bank of frozen genetic material as an insurance against catastrophe; as a tool for genetic management; and to maintain population viability long term. While much of the tissue in these banks has been collected opportunistically, our analysis shows that conservation outcomes are more likely when a threat is foreseen, and a species is strategically targeted to bank genetic samples from a large number of individuals.

Taronga scientists have spent the last four coral spawning seasons on the Great Barrier Reef, targeting reef-building species, and ensuring that a representative number of individuals are stored in bespoke facilities, and that the appropriate partnerships are in place to restore these genes to the wild.

Taronga's scientists are also working with Australian Universities to build a gene bank of monitor lizards ahead of the Cane Toad invasion into the Kimberley region, and to develop assisted reproduction for endangered Australian frogs. These cells will be used not only as insurance but to advance evolution; ensuring that the individuals produced from these banked cells have the greatest resilience to the predicted environmental conditions of the future.

#### Animal Welfare and Human Interactions

Animal welfare is the driving factor in decisions around Taronga's animal-related operations. Taronga scientists are constantly exploring best methods for assessing animal welfare and how wildlife and people impact on one another. These questions are deliberately explored to inform management decisions both in the zoos and in the wild.

Taronga scientists are working with many of the animals in the Zoo's care to explore the subtleties of exhibit features and the kinds of interactions that will produce positive welfare outcomes for the animals, as well as positive behaviour change in the visitors.

Traditional academic considerations of animal welfare have placed the emphasis on identifying and monitoring indicators of poor welfare, and it's been assumed that an absence of poor welfare equates to good welfare. This assumption is overly simplistic and flawed, however establishing indices of positive welfare are less easily discerned. A primary focus area for Taronga's behavioural biologists is developing these standardised indices of positive animal welfare.

#### Australian Shark Attack File (ASAF)

The Australian Shark Attack File (ASAF) research project has been supported by Taronga since 1984. Taronga's Manager of Life Sciences Operations, John West is the file's coordinator and a member of the International Shark Attack Committee and IUCN Shark Specialist Group. The ASAF advises State and Federal authorities on the risks of shark attack and maintains attack statistics.

There were a total of 11 unprovoked shark attacks recorded for the 14/15 year which included one fatality.

Over 500 requests for information were received from the national and international media, university researchers, State and Federal Government agencies, and the general public from this extensive database.

Summary information and educational material has been consolidated as a public resource and placed on the Zoo's web site ([taronga.org.au](http://taronga.org.au)).

#### Field Based Conservation

##### Conservation through Community Innovation

Some of the projects Taronga supports experienced devastating natural disasters, but have endured to continue their important work in their communities. Having survived massive earthquakes in Nepal, the members of the Snow Leopard Conservation Nepal (SLCN) went on to distribute some small loans, and provided training on monetary management.

In Borneo, community training already provided by the Orang-utan Tropical Peatland Project was applied to protect the Sabangau Forest from the devastating fires that raged across the area during the 2014 drought. The team are now replanting, and re-establishing natural irrigation channels to avoid another serious fire season.

In Mozambique, the Niassa Carnivore Project continued to build bee hives fence, which have decreased elephant crop raiding by up to 70% in experimental farms. Local people volunteered to construct the fence, with 72 beehive structures (24 with bees) protecting 6 farms. The community also sold "elephant friendly" honey from the beehives as an income bonus of participating in the program.

Wildlife Protection Units in Bukit Tigapuluh National Park, in Eastern Sumatra, coordinated by The Orang-utan Project, have successfully confiscated illegal timber and disrupted logging camps and infrastructure. They are currently mapping field ownership of communities surrounding Bukit Tigapuluh NP.

### Keeping the Wild Wild

Taronga partnered with Wildlife Asia and local NGO Kalaweit to purchase and protect land abutting Supayang Reserve in Sumatra in 2013, preventing poachers and loggers from using this area as a gateway to the Reserve. Kalaweit has taken up responsibility of patrolling and protecting this vital biodiversity hotspot under the conditions of a 99 year lease. Ongoing camera trap surveys are being conducted and have so far confirmed the presence of Malayan Sun Bears, Clouded Leopard, Golden Cat, Leopard Cat, Muntjac and tapirs.

In an important step towards self sufficiency, the New Nature Foundation of Uganda have expanded their Kibali Eco Char Initiative and have now made fuel-efficient stoves and fuel available commercially. The main goal of the Initiative is to address the immediate fuel needs of people living around Kibale National Park, and avoid depletion of important habitat. This has been so successful that over 4 million tonnes of wood has been saved, much of which would have been harvested from the Kibale National Park. The briquettes were put to the test at the commercial opening and proved their worth - the team sold out of the product that day.

### Species Specific Protection

Taronga continues to support one of the longest term monitoring programs in the world, the Lowland Tapir Conservation Initiative. This program has been tracking movement patterns, and examining the reproduction, behaviour and health of tapirs at Brazil's Pantanal and Cerrado areas for decades.

Also in Brazil, the Giant Armadillo project has added much valuable data on behaviour, home-range size, health assessment and reproduction on this shy animal, critical for conservation management.

With increased activity of its wildlife protection and monitoring units, the Bongo Surveillance Project has seen a reduction in evidence of poacher camps, snares and logging in key bongo habitat.

Sadly, wildlife, under the watch of the South Luangwa Conservation Society has had a tough year. Game Management Areas (GMA's) buffering the national park have lost large numbers of wildlife to snaring and poaching. However, Taronga's support over the last 2 years has been vital in helping to remove over 1,000 snares, confiscate 24 firearms and apprehend 78 suspected wildlife traders.

Mabuwaya Foundation continued monitoring the Philippine Crocodile to improve the management of remaining wild populations of this highly endangered animal.

The future for Greater Bilby is more promising as the new national Recovery Plan is being written following the Population and Habitat Viability Analysis (PHVA) workshop coordinated by Save the Bilby Fund, part funded by Taronga Zoo. Additionally, predator-exclusion areas are increasingly managed and restored by Australian Wildlife Conservancy.

Following the acquisition of three islands on the Kouilou River, Republic of Congo, by the Jane Goodall Institute, the formation of the first large social groups of released Chimpanzees at the Tchimpounga Sanctuary is progressing well.

Globally, the illegal wildlife trade is the second greatest threat to species survival. Taronga pioneered a unique conservation partnership with the Zoo and Aquarium Association Australasia (ZAA), Perth Zoo and Dreamworld to support TRAFFIC, the network that monitors wildlife trade. The partners fund a wildlife crime analyst capability in TRAFFIC's South-East Asia operations, responsible for collating, managing, analysing and reporting on all wildlife trade crime. Credible intelligence reports are then passed on to enforcement agencies for actioning.

### Community Conservation Campaigns

Taronga leads strategic campaigns that target the threatening processes that impact wildlife. With a mission to motivate communities to take action to help secure a shared future for the wild, delivery of the campaigns has used cutting-edge behaviour change science, effective partnership principles and social marketing strategies.

Within the Zoos, Taronga's campaigns connect individuals through inspirational visitor experiences that educate and empower them to take action.

Highlights from the 2014/15 year include:

#### Wildlife Witness

*Combating illegal wildlife trade for greater protection of wildlife around the world including Sun Bears, elephants and rhinoceros.*

The Wildlife Witness smartphone app allows tourists and locals in Southeast Asia to become the eyes and ears in the fight against illegal wildlife trade. As part of Taronga's partnership with TRAFFIC, the app facilitates the reporting of incidents of suspicious wildlife trade to TRAFFIC's Wildlife Crime Data Analyst. In 2014, Taronga applied for and received a \$250,000 grant as a finalist in the Google Impact Challenge. A new campaign toolkit has been developed to expand the Wildlife Witness network by enabling other zoos and partner agencies to further distribute the app to their audiences.

Taronga has also increased its commitment to TRAFFIC Southeast Asia through funding the establishment of data hubs in Thailand and Indonesia and continuing to support the Wildlife Crime Data Analyst capability.



#### Fish for Good

*Encouraging shoppers and retailers to make seafood choices that help protect our oceans and marine life.*

This marine conservation campaign, delivered in partnership with Woolworths, focuses on encouraging shoppers to choose seafood products displaying the blue Marine Stewardship Council's eco-label. The campaign is actioned across a range of communications including the Seal Show and online tools.



#### They're Calling on You

*Recycling mobile phones to reduce landfill and support primate conservation.*

The recycling of more than 6,200 phones diverted from landfill this year raised over \$8,000. Since participating in this campaign, the total number of phones now exceeds 40,000 and has raised over \$74,000 to support primate conservation in the Maiko-Tanya Kahuzi-Beiga region in the Democratic Republic of Congo through the Jane Goodall Institute.



#### Beads for Wildlife

*Supporting people and wildlife in Northern Kenya through alternative incomes and anti-poaching patrols.*

The Beads for Wildlife campaign aims to provide an alternative income to communities in Northern Kenya by selling beadwork on their behalf through Taronga retail outlets. The beadwork sales, brought from the women at Fairtrade prices and conditions, reduce the community reliance on livestock which in turn eases the competitive pressure with wildlife on water and vegetation. Profits from Taronga's bead sales also allow the support of scouts for the Northern Rangelands Trust who work to protect wildlife from the threat of poachers.



### Raise Your Palm

Taronga's Raise Your Palm campaign encourages the shift in the Australian supply and demand of palm oil towards 100% segregated certified sustainable palm oil. Taronga hosted the 'Working together towards a Responsible Palm Oil future' symposium and developed a Joint Position Statement as the first step in a collaborative approach, bringing together over 15 Palm Oil stakeholder groups from across the NGO and Zoo landscape. In 2015, Taronga looks to further this campaign by working to strengthen the Round Table on Sustainable Palm Oil (RSPO) and to encouraging companies to act to ensure a responsible palm oil future.

### Environmental Sustainability

#### Sustainability Strategy Development

Taronga commenced the development of a 15 year Sustainability Strategy. Through support from the NSW OEH Sustainability Advantage Program, three Senior Executive development workshops were co-funded to formulate long-term goals and objectives for the Strategy. These will be integrated into Taronga's 2016-2020 Strategic Plan.

#### Resource Efficiency – Water and Energy

A site-wide leak investigation project was initiated, identifying the number of leaks which were corrected. As a result, the average daily potable water consumption was reduced by 15%, resulting in the lowest daily consumption since 2010.

A number of projects were implemented at TWPZ to increase energy efficiency on site. These included retrofitting existing lighting with LED equivalents, installing timer switches, replacing air conditioning units with energy efficient units and replacing two fuel vehicles with electric vehicles. The new TWPZ Elephant Facility also included the installation of hydronic solar underfloor heating to the sand beds.

#### Waste Reduction and Sustainable Purchasing

Taronga continued to improve waste management performance this year with recycling rates increased by 2% to a total of 87% and total waste to landfill decreased by 30%. An external waste auditor undertook a site-wide waste audit to review waste composition by activity and identify opportunities to increase recycling and diversion of waste from landfill.

Taronga continues to support sustainable purchasing through the targeted purchase of products in the supply chain. Over 95% of purchased office paper contained recycled content and approximately 72% of publications were printed on recycled content or FSC certified stock.

### Taronga's First Carbon Offset Project

The Woolworths Super Animals Collectibles campaign became Taronga's first ever carbon offset project. Project Urusino, Australia's largest carbon offset revegetation project is working to restore over 800 kilometres of degraded grazing land. With the assistance of Climate Friendly, Taronga and Woolworths were able to calculate and offset the carbon emissions from the production of the Super Animals cards and albums saving 4,761 tonnes of carbon.

### Staff Engagement – Sustainability Training

Taronga developed and rolled out on-line sustainability training to staff to increase accessibility of the course content and ensure all employees complete the course as part of induction requirements. To date over 74% of employees have successfully completed the unit of competency.

#### Environmental Performance – Consolidated Report

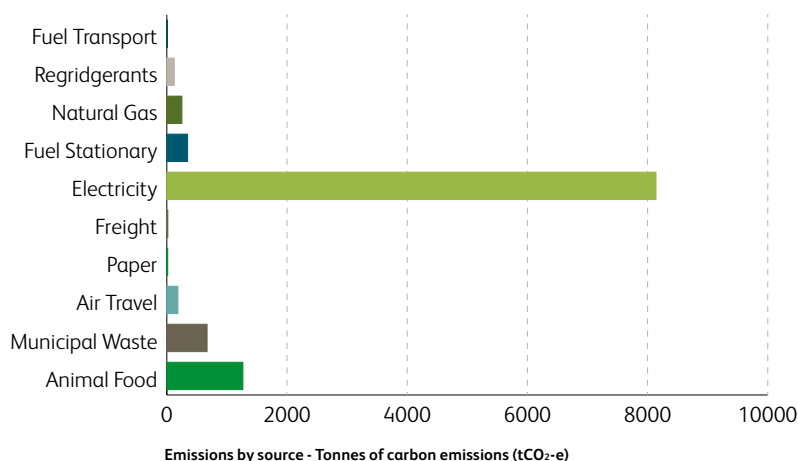
Resource	2010/11	2011/12	2012/13	2013/14	2014/15	Performance
Total Electricity (kWhrs)	9,647,604	9,232,833	9,494,894	9,356,336	9,835,067	-2%
Natural Gas (MJ)	5,491,914	5,803,347	6,562,397	4,893,303	5,519,451	13%
LPG (L)	28,783	33,978	35,872	47,287	42,897	-9%
Potable Water (KL)	186,188	152,879	168,608	171,567	145,731	-15%
Recycled Water Used (KL)	67,000	77,678	58,120	53,586	67,277	26%
River Water (KL)	277,000	290,000	476,000	411,000	528,000	28%
General Waste to Landfill (t)	177	158	168	170	181	6%
Bulk Waste to Landfill (t)	197	211	227	214	123	-43%
Green Waste Recycled (t)	NA	NA	NA	30	37	23%
Co-mingled Waste Recycled (t)	338	367	343	341	334	-2%
Paper and Cardboard Recycled (t)	210	255	188	182	203	12%
Unleaded petrol (L)	46785	51622	39221	33,212	24,509	-26%
Diesel petrol (L)	68387	67931	66015	73,547	74,630	1%

#### Notes:

- \* Performance is based on figure from previous FY.
- \* 6% of total energy purchased is sourced from Green Power.
- \* Bulk waste is defined as operational waste.
- \* General waste is defined as non recyclable staff and visitor waste.
- \* Co-mingled waste is defined as aluminium, glass and plastic.
- \* River water is used at TWPZ only.

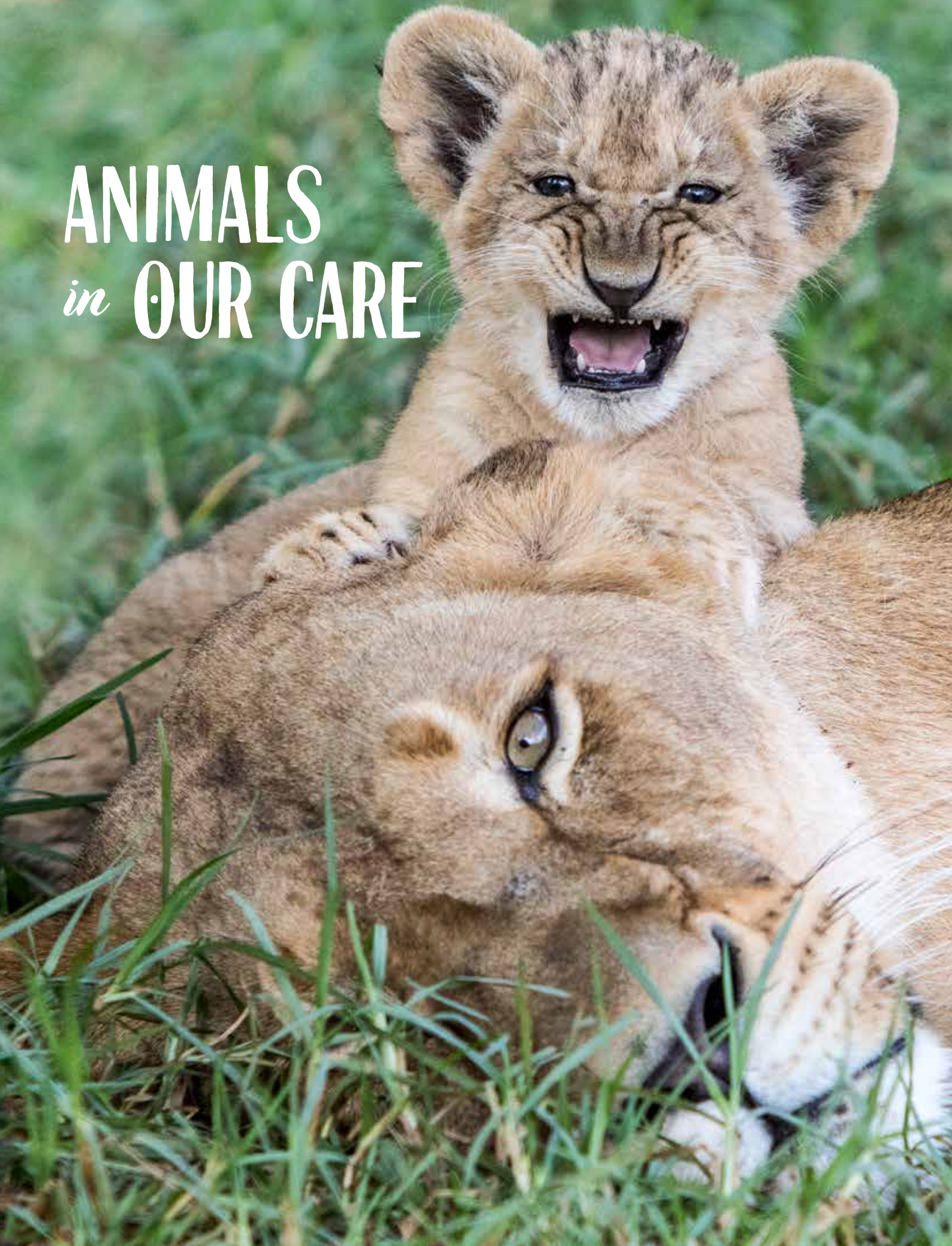
- \* Natural gas is used at TZ only.
- \* Recycled water is produced at TZ only.
- \* LPG is used at TWPZ only.
- \* Bulk waste figure is for TZ only.
- \* Added additional reporting measure – Green Waste for TZ only.
- \* Food outlet refurbishment complete this period adjusts natural gas consumption in line with 2012-2013 year.

#### Taronga Emissions breakdown by source





# ANIMALS *in* OUR CARE



## CARING FOR HEALTHY ANIMAL POPULATIONS FOR CONSERVATION OUTCOMES AND ENABLING INSPIRATIONAL EXPERIENCES FOR VISITORS.



Four Asian Elephants were moved to Taronga Western Plains Zoo.

PHOTO: RICK STEVENS



In a first for Taronga Zoo, two Greater Bilby joeys were born.

PHOTO: ROB DOCKERILL



Australian Seal-lion 'Lexie' had her first pup, 'Max'.

PHOTO: PAUL FAHY

First-time mother Maya had three African Lion cubs in February, a male and two females.

PHOTO: RICK STEVENS

### Key achievements

- In April four Asian Elephants, cows 'Thong Dee' and 'Porntip' and bulls 'Luk Chai' and 'Pathi Harn' were transferred to custom-built facilities at Taronga Western Plains Zoo. This supports the expansion of the conservation breeding program for this endangered species, and establishes the basis of the region's first bachelor herd.
- The births of two endangered Western Lowland Gorillas were significant milestones in the progress of Taronga's Gorilla family. In October, 'Mjuku' born to mother 'Mbeli' was the first infant born to the new group led by young Silverback 'Kibali', followed by 'Fabumi' born to experienced mother 'Frala'.
- Australian Sea-lions are considered to be one of the world's rarest seals. 'Lexie', an Australian Sea-lion who arrived at Taronga as an orphaned pup in 2002, gave birth to a healthy male pup, named 'Max' in March. Keepers and Researchers are working together to further understand reproduction in Australian Sea-lions, which are notoriously difficult to breed.
- Three African Lion cubs were born at Taronga Western Plains Zoo to first-time parents 'Lazarus' and 'Maya' in February.
- Also in Dubbo, a hippopotamus calf 'Kibibi' was born to mother 'Cuddles' and father 'Mana' in September 2014.
- Taronga's Nocturnal House also achieved some noteworthy breeding milestones. For the first time, two female Greater Bilby joeys were born, as well as two healthy female Ghost Bat pups. In May 2015 a neonate Yellow-bellied Glider was discovered in the pouch, the 15th joey bred at Taronga.
- A new custom-made Elephant Transport System including containers, a trailer and tractor was completed, allowing improved socialisation between exhibits of the elephants at Taronga. This system was also used to transfer four elephants to Taronga Western Plains Zoo.
- The Taronga Wildlife Hospital provided services to the Office of Environment and Heritage (OEH), wildlife rescue groups, local councils and the public by accepting, treating and rehabilitating over 1,000 animals, mainly threatened species and many that are difficult to care for.
- A critical upgrade and expansion of the CCTV System involved the installation of visual and aural cameras in 11 exhibits across TZ and TWPZ. Animal care staff directly benefit from having access to real-time footage of animal behaviour, which boosts understanding and informs animal husbandry.

### Performance Indicators

	2013/14	2014/15
<b>Species in conservation programs <sup>(1)</sup></b>		
Taronga Zoo	14%	12% <sup>(2)</sup>
Taronga Western Plains Zoo	33%	36%
<b>Wildlife rehabilitation</b>		
Number of Cases	1,361	1,090

(1) Percentage of total species in Australian Species Management Program (ASMP) Conservation Programs and Population Management Programs.

(2) The species in conservation programs has declined due to changes in the population of animals at Taronga Zoo. The indicator is being reviewed for 2016 as it does not recognise the breadth of programs and activities that Taronga is involved in or leads for the conservation of wildlife.

## Life Sciences

### Taronga Zoo

Taronga is committed to excellent husbandry, veterinary management and housing that provide positive welfare outcomes for all animals in our care. The careful coordination of individual animals, and maintenance of breeding programs are essential to the sustainability of the animal populations in the Zoos, and research programs also support their protection and conservation. As part of these continued efforts, the following highlights demonstrate Taronga's expertise and commitment to work towards a shared future for wildlife and people.

Taronga's Nocturnal House had significant breeding successes with the birth of two female Greater Bilby joeys born in late 2014 – the first ever born at the Zoo. Additionally, the arrival of two healthy female Ghost Bat pups were the first of this species bred at Taronga in recent history. Breeding programs for other species continued to do well including Yellow-bellied Gliders, Spinifex Hopping-mice and Feathertail Gliders.

At the Great Southern Oceans exhibit, another great breeding achievement was the birth of a male Australian Sea-lion pup. These seals are listed as endangered by the International Union for the Conservation of Nature (IUCN) and considered to be one of the world's rarest seals.

The newly formed Western Lowland Gorilla group also had two male offspring born.

A major event for Taronga Zoo's elephant herd this year was the successful transfer of four Asian elephants to Taronga Western Plains Zoo. Two adult females, 'Porntip' and 'Thong Dee', and their male calves, 'Pathi Harn' and 'Luk Chai', were transported in custom-built crates via road to Dubbo.

Another significant event was the transfer of 24 Little Penguins to Bronx Zoo, USA. At Bronx Zoo the penguins will help ensure continued genetic diversity in the Little Penguin populations across the US.

The corroboree frog conservation program at the zoo has been very successful over the last year. Initially, 41 Southern Corroboree Frogs were introduced into a large, disease-free enclosure in Kosciuszko National Park, followed by the release of 445 eggs into various pool systems. For the Northern Corroboree Frog, 193 tadpoles and 206 adult and juvenile frogs were released in Brindabella National Park to boost the critically low wild population.

The conservation breeding program for the critically endangered Christmas Island lizards (Blue-tailed Skink and the Lister's Gecko) continued to be highly successful. This is

especially significant as both species appear to be extinct in the wild, with the captive colony at Taronga Zoo and a second captive population on Christmas Island being the last chance for these species to be returned to establish populations in their natural habitat.

In April, 77 Regent Honeyeaters bred at Taronga Zoo were released into Chiltern–Mount Pilot National Park in north-eastern Victoria to bolster the dwindling population of wild birds. This was the largest-ever release of zoo-bred honeyeaters into the wild. Nearly all birds fitted with radio trackers were recorded within days of release, with the behaviours shown by the released birds indicating they should thrive in the wild environment. Efforts towards the protection of this species were also bolstered by tree planting events held at Capertee Valley. Staff, volunteers and a highly committed group from Youth At The Zoo (YATZ) assisted in the planting of hundreds of habitat trees.

The Animal Presentation Precinct has continued to inspire and engage visitors through the delivery of a wide variety of visitor experiences. To ensure outstanding presentations that maximise visitor engagement and deliver messages that support wildlife conservation, a significant investment was made into reviewing the two major presentations. The Seal Show was first to be redeveloped with the focus on identifying behaviours representing the natural behavioural repertoire of seals and continued emphasis in the key messages on the great value of our oceans.

Taronga continued to play a leading role in benchmarking best-practice in animal management; the Zoo hosted the 6th Australasian Training and Conditioning Workshop which brought together over 80 industry specialist, experts and keepers to share and learn about cutting-edge practices in training and conditioning.

As part of Taronga's ongoing commitment to animal welfare, a robust system for implementing, monitoring and improving animal welfare was developed. The Taronga Animal Welfare Committee was established, comprised of staff from various areas of the organisation and an external animal welfare representative, to progress Taronga's animal welfare strategy.

Zoo animals usually live beyond the average age of their wild counterparts, due to a number of factors including advances in veterinary care, balanced nutrition, and a lack of predators, trauma and disease. However, this also results in an increased number of animals with health conditions associated with aging. An 'Aged Animal Assessment Process' has recently been added to the

tools available to ensure best-practice in the management of aging animals.

Taronga's partnership with Nagoya Zoo celebrated its 30th anniversary. To mark this milestone, Taronga held a ceremonial tree planting. The birth of a Koala joey in Nagoya to ex-Taronga Koala parents was another reason to remark upon this productive partnership.

### Taronga Western Plains Zoo

The Life Sciences team at Taronga Western Plains Zoo continued to plan and manage many new arrivals across the year. Births included a Black Rhinoceros calf, three Otter pups, one Hippopotamus calf, two Galapagos Tortoise hatchlings, 31 Blackbuck calves, four Addax calves, two Zebra foals, one Przewalski's Horse foal, one Barbary Sheep lamb, four Oryx calves, two Giraffe calves and four Eland calves.

Additionally, the Zoo achieved a major breeding success with the birth of three lion cubs. The pair of lions were introduced gradually which resulted in the births of two females and one male cub in February. All five lions are now on exhibit as a pride, with the cubs demonstrating their curiosity and exuberance.

The birth of a Black Rhinoceros calf in April was a significant boost to the rhinoceros breeding and conservation program. The calf was the second born to the female, herself having been born at the Zoo.

The pair of Greater One-horned Rhinoceros continued to be introduced throughout the year with some positive signs of breeding behaviour. Introductions for this particular rhinoceros species can be notoriously difficult and the success of the breeding introductions was a testament to the work of dedicated keepers.

A juvenile male White Rhinoceros arrived from Australia Zoo and was housed with one of the existing young males of a similar age for companionship. Introductions for this pair was managed gradually over a few days but resulted in both being very comfortable together.

The Life Sciences team introduced two breeding groups of Hippopotamus during the year which resulted in a calf being born in September 2014, with mother and calf doing well. This is a boost for the regional Hippopotamus population, as Taronga Western Plains Zoo currently holds the only breeding bulls left in Australia.

## Conservation Programs and Population Management Programs

Species	TZ	TWPZ
Addax		X
African Lion	X	X
African Wild Dog		X
Asian Elephant	X	X
Australian Little Penguin	X	
Black-and-white Ruffed Lemur		X
Black-handed Spider-monkey	X	X
Black-winged Stilt	X	
Bongo	X	X
Broad-headed Snake	X	
Brolga	X	
Brush-tailed Bettong	X	
Brush-tailed Rock-wallaby	X	
Cheetah		X
Chimpanzee	X	
Cook Strait Tuatara	X	
Corroboree Frog	X	
Cotton-Top Tamarin	X	
Eastern Whipbird	X	
Eland		X
Fijian Crested Iguana	X	
Galapagos Tortoise		X
Ghost Bat	X	
Giraffe	X	X
Goodfellow's Tree-kangaroo	X	
Greater Bilby	X	
Helmeted Honeyeater	X	
Hippopotamus		X
Meerkat	X	X
Noisy Pitta	X	
Orange-bellied Parrot	X	
Plains Zebra	X	X
Przewalski's Horse		X
Pygmy Hippopotamus	X	
Quokka	X	X
Red Panda	X	
Regent Bowerbird	X	
Regent Honeyeater	X	
Ring-tailed Lemur	X	X
Rose-crowned Fruit-dove	X	
Scimitar Oryx		X
Siamang		X
Small-clawed Otter	X	X
Southern Cassowary	X	
Squirrel Monkey	X	
Sumatran Tiger	X	X
Sun Bear	X	
Tasmanian Devil	X	X
Waterbuck		X
Western Lowland Gorilla	X	
White Rhinoceros		X
White-browed Woodswallow	X	
White-cheeked Gibbon	X	
Yellow-bellied Gilder	X	

## Taronga Wildlife Hospitals Veterinary Services

Maintaining good dental health is crucial to overall health and wellbeing of all species. This is achieved through providing diets that are nutritionally complete and catering to the physical needs of maintaining dental health and integrity. Taronga's diets are carefully managed by a zoo nutritionist. Many species undergo routine health checks and teeth examinations. Taronga Zoo's veterinary team has received specialist training in dentistry, and acquired specialised dental equipment.

A significant dental procedure this year was the extraction of tusks in a young Asian Elephant bull, after fracturing them while sparring with another bull. The tusks subsequently became infected necessitating extraction. As this was a complex procedure requiring specific expertise and equipment, a specialist veterinary dentist was engaged for the procedure.

Taronga plays a crucial role in the recovery effort for the critically endangered Regent Honeyeater. While disease has not been a significant factor in the decline of the species, resistance to disease is frequently compromised in populations with a narrow founder base. The translocation of birds between the Zoo and wild sites carried the risk of inadvertent transfer of disease-causing organisms between these sites, potentially exposing birds at the recipient site to novel organisms. Disease Risk Analysis (DRA) is an important tool for analysing the risks of disease introduction or emergence and provides efficient and cost-effective disease prevention and mitigation strategies.

Prior to the 2015 release of 77 Regent Honeyeaters, specialists were engaged to conduct the first DRA for the Regent Honeyeater recovery program. Knowledge gaps were reviewed and prioritised; disease risk management protocols were revised; a decision tree for responding to the potential discovery of a novel organism was established; and a communication matrix list for key stakeholders during future pre-release screening was produced.

Taronga Western Plains Zoo's veterinary program continued to focus on providing outstanding preventative health and medical services to the Zoo's animals and to support Taronga's conservation, education and research objectives. As the patients vary widely in size and nature, so too were the issues that presented on a daily basis.

Working with rare and endangered species often places Zoo veterinary staff at the forefront of new discoveries. Their expertise in health investigation and pathology has led to the identification of a number of conditions that have not been previously described in species such as the Tasmanian Devil, Black Rhinoceros and Cheetah. This

year novel techniques were developed for rhinoceros critical care and dental evaluation. Additionally, successful gamete collection procedures from waterbuck and Greater One-horned Rhinoceros have provided the opportunity to contribute to conservation efforts outside of Australia's borders.

A series of carnivore births (African Lions, Oriental Small-clawed Otters and Cheetah) necessitated a busy vaccination program and ongoing assessment of nutrition and growth to ensure these animals get the best start in life.

Time was spent mentoring of both Life Sciences staff raising macropod joeys and university students working on Hospital-led native animal research projects. This work has fostered good working relationships with internal and external stakeholders and resulted in good welfare outcomes for the animals involved.

Overseeing pre-departure health checks, post-arrival quarantine and animal transport arrangements are important tasks for all the team. The addition of four new Asian Elephants from Taronga Zoo was coupled with taking responsibility for the ongoing tuberculosis monitoring program.

Ensuring the hospital equipment remains current and fit-for-purpose is vital, and a generous donation resulted in the acquisition of a new surgical table which significantly improved the treatment room capabilities.

## Wildlife Rehabilitation

Taronga Western Plains Zoo Wildlife Hospital specialises in the triage, treatment and rehabilitation of injured, diseased and orphaned native animals. Professional skills are required in a number of areas to carry out this work including handling, husbandry, emergency care, surgery, laboratory medicine and pathology.

Over 550 animals were admitted to the Taronga Western Plains Zoo Wildlife Hospital for assessment. Examples of successfully rehabilitated animals include koalas treated for chlamydiosis, reptiles and small mammals with dog and cat bite wounds, birds of prey with musculoskeletal injuries and victims of motor vehicle trauma such as Short-beaked Echidnas and kookaburras. Collaboration with other wildlife agencies is often required in order to arrange release of treated animals into suitable habitat, as was the case for a Spotted-tailed Quoll that recovered from a skin infection.

Juvenile macropods comprised a large proportion of the patients and the identification of an emerging developmental problem in joeys led to husbandry recommendations that were relevant for wildlife carers both locally and around the country.

The contribution the Hospital makes to wild animal disease surveillance is valuable. An investigation into a cluster of debilitated

and deceased free-ranging Sulphur-crested Cockatoos found in the grounds of Taronga Western Plains Zoo in early 2015 revealed an unusual outbreak of chlamydia. Similarly, the team were consulted by local wildlife care groups and private veterinary practices over a suspected toxicity event causing neurological disease in wild galahs.

Given the depth of experience of the Hospital staff, their advice is often sought by external parties on wildlife rehabilitation matters. This year staff contributed to the development of State guidelines for the rehabilitation of wombats.

In support of Taronga's research and conservation goals, the veterinarians also provided technical assistance to reproductive scientists working with native monitor species.

The Wildlife Hospital at Taronga Zoo received 776 sick, injured or orphaned native animals for treatment and rehabilitation in the past 12 months. These included 241 Mammals, 424 Birds, 105 Reptiles, six Amphibians.

Fifty rehabilitated birds were banded with Australian Bird and Bat Banding scheme leg bands for ongoing post-release survival monitoring.

Significant wildlife cases included a Yellow-nosed Albatross, Peregrine Falcon, Northern Giant Petrel, three Powerful Owls and a Common Wombat. Little Penguins continue to be admitted for treatment, and this generated large amounts of news media interest.

Twenty-six marine turtles were received of which 10 were released following treatment and rehabilitation. As part of Taronga's Marine Conservation Project, six turtles received tracking devices to improve understanding of their movements and habitat use after release.

The project 'Green Turtle' saw 200 school children from 15 schools visit the Taronga Wildlife Hospital (TWH) to see hospitalised turtles, and examples of marine debris removed from turtles' gastrointestinal tracts. TWH Manager and Zoo Education teachers presented lectures and activities to school children on threats to marine turtles and actions that can be taken to lessen the threats. This topic has now been accepted as part of the NSW Education Department school curriculum.

A third marine debris community program involved a partnership with Mosman Council. Council members and community business leaders attended lectures on marine debris, and visited TWH to view turtles. Twenty Mosman businesses are now involved in "It's in the bag" program and are trialling paper bags. These businesses agreed to go without plastic bags for 12 months as an initiative to reduce use and disposal of plastic, recognised as a major environmental problem.

Visitors now have the opportunity to tour TWH. Last year, 50 people toured the main hospital area, laboratory and Wildlife Intensive Care unit.





# VISITOR EXPERIENCE & LEARNING

## CREATING ENGAGING EXPERIENCES THAT ATTRACT ZOO GUESTS, EXCEED EXPECTATIONS, INSPIRE LOYALTY AND INFLUENCE BEHAVIOUR CHANGE.



NSW Premier Mike Baird announces new investment in both Zoos.

PHOTO: PAUL FAHY



The Wild Ropes experience opened at Taronga.

PHOTO: MATT SPOONER



Dinosaurs in the Wild was a popular exhibit.

PHOTO: TARONGA ZOO

A 'light bulb' moment can create meaningful connections between people and wildlife.

PHOTO: LORINDA TAYLOR

### Key achievements

- A new \$164.5 million development program across both Zoos was announced, transforming visitor experiences over the next 10 years. The program is co-funded by the NSW Government and will deliver eight major wildlife exhibits at Taronga Zoo and nine at Taronga Western Plains Zoo as well as upgrades to the Wildlife Hospitals at both Zoos.
- Overlooking giraffes and zebras at Taronga Western Plains Zoo, the Savannah Cabins project was completed with 15 two bedroom, two bathroom family cabins opened to guests in September 2014.
- Wild Ropes opened at Taronga Zoo in December 2014 featuring four high ropes courses. More than 8,200 visitors conquered Wild Ropes in its first six months, attracting new guests to Taronga such as teenagers and corporate groups.
- Taronga Zoo's 'Dinosaurs in the Wild' exhibition was attended by over 424,000 people, the second highest recorded visitation for both paid and total visitation in the same period for the last six years, second only to the previous Dinosaurs in the Wild experience.
- Taronga Zoo was awarded NSW's best Major Tourist Attraction and Taronga Western Plains Zoo won best Tourist Attraction in the NSW Tourism Awards. Taronga Western Plains Zoo also won Best Unique Accommodation, recognising the outstanding overnight experience available across Zoofari Lodge and Billabong Camp.
- Taronga's Zoo Friends membership grew by 18% compared to previous year, growing to over 77,000 members, and generated an additional 20% in income.
- Efforts to tackle illegal wildlife trade were significantly boosted through a \$250,000 donation from the Google Impact Challenge. The Wildlife Witness smartphone app was upgraded with new security measures and functional capabilities to make it the most effective community tool in the fight against illegal wildlife trade, while a new campaign toolkit will expand the Wildlife Witness network.
- Taronga's partnership with Woolworths delivered outstanding educational outcomes with the Super Animals collectables engaging with millions of children. Over 1.6 million albums were sold and 220 million animal sound cards distributed.
- The award-winning 'Project Insitu' was expanded with the development of a 'Do It Yourself' tool kit, enabling schools to utilise the learning model to engage with their local communities and drive positive changes for the environment. This year over 2,000 students participated in the program.
- The Taronga Western Plains Zoo 'Makin' TRACKS' program continued to deliver positive outcomes for Dubbo's at-risk youth. Training and skills are provided in carpentry, animal handling, hospitality and customer service. The program aims to break the cycle of disadvantage and improve learning outcomes.
- There were 2.1 million visitors to the website viewing almost 11 million pages.

### Performance indicators

	2013/14	2014/15
Total visitation <sup>(1)</sup>	1,686,606	1,715,992
Students visiting on a school excursion		
Taronga Zoo	107,006	95,099
Taronga Western Plains Zoo	11,613	11,278
People participating in Public / Outreach education programs		
Taronga Zoo	43,987	42,655
Satisfied guests as measured through satisfaction surveys		
Taronga Zoo	91%	92%
Taronga Western Plains Zoo	88%	79% <sup>(2)</sup>
Complaints per 1,000 guests <sup>(3)</sup>		
Taronga Zoo	0.19	0.14
Taronga Western Plains Zoo	0.49	0.62

(1) Total Visitation (Paid admissions and FOC) includes Zoo Friends, paid education, overnight stays, functions guests and Twilight Concert attendees.

(2) Taronga Western Plains Zoo data collection method changed in 2014/15 and results are not directly comparable with those from prior years. Staff actively monitor visitor satisfaction via reviews posted on TripAdvisor, on which the Zoo is rated in the top 1% of attractions worldwide.

(3) Calculation excludes Twilight Concert attendees at Taronga Zoo and function guests at both Zoos.

### Guest services

Taronga's Guarantee of Service ensures a consistent level of service is provided to all guests, 365 days a year by all Taronga staff. Customer feedback is welcomed, and the Guest Experience and Communications teams responded to every form of feedback received.

Taronga received a total of 210 complaints in 2014/15, the equivalent of 0.14 complaints per 1,000 guests. This represented a decrease from 0.19 complaints per 1,000 guests in the prior year. The main areas of complaint included admission prices, visibility of animals, customer service and food quality and cost. All of the areas highlighted are continuously monitored via customer satisfaction surveys to ensure satisfaction levels remain in line with Taronga's high standards.

### Guest satisfaction surveys

Self-completion Customer Satisfaction Surveys are implemented year-round across both Zoos, via the use of iPads at Taronga Zoo and digital kiosks at Taronga Western Plains Zoo. Data captured is reported monthly and provides a robust and timely reflection of customer satisfaction levels. Overall visitor satisfaction levels at each Zoo across the 2014/15 year are outlined below.

The Taronga Western Plains Zoo data collection method changed in 2014/15 which introduced some anomalies in the results; therefore the results are not directly comparable with those from prior years. Staff actively monitor visitor satisfaction via reviews posted on TripAdvisor, on which the Zoo is rated in the top 1% of attractions worldwide.

Taronga's formal education team ensures that its offerings are highly aligned with National Curriculum priority areas such as Sustainability and Aboriginal and Torres Strait Islander Histories and Cultures. It successfully delivered on its educational objectives through providing support and leadership to teachers through resource writing, teacher professional learning courses, innovative program development and delivery and showcasing quality teaching during all education experiences with students.

Across both zoos and all programs 125,248 students participated in formal Taronga education programs. At Taronga Zoo 98,674 students visited for a learning program, with 42,170 having a formal workshop delivered at one of the learning precincts. At Taronga Western Plains Zoo, 11,278 students visited as part of a learning program, with 3,960 having a formal workshop in the immersive and themed Education Centre.

The use of curriculum-aligned iPad apps developed in collaboration with the Department of Education are enhancing the dwell time at Zoo exhibits and have improved learning outcomes for students. Video conferencing and sessions using Adobe Connect continue to provide an excellent method of connecting students with the animals, and learning opportunities to people who may otherwise not be able to visit Taronga.

### ZoosnooZ

Taronga Zoo's overnight program remained extremely popular with school groups. Over 6,870 school age students experienced an exclusive night tour of Taronga under

### Zoomobile

The Zoomobile outreach program was developed for students who face challenges attending the Zoos. These challenges may relate to distance, economic factors, incarceration or health issues. Last year the 'school education Zoomobile' provided hands-on live animal encounters with curriculum linked, biodiversity themed workshops to 17,260 students. The 'community Zoomobile', now 13 years in operation, is in extremely high demand, delivering offsite animal experiences to an additional 25,395 people from early childhood to the elderly.

### Project In-situ

This award winning program is based on an authentic, project-based learning model that directly connects school and students with their local communities. Experts from both the Zoo and local wildlife agencies contribute to the Project by informing and including school students in the recovery of a locally threatened species. Upper primary students and their year 9 or 10 mentors are charged with the challenge of driving awareness and behaviour change within their local community to help protect the species.

A 'how to' toolkit and an accredited professional learning course was developed and delivered to assist schools and Environmental Education Centres in developing their own 'Project In-situ' program with support from Taronga.

Taronga-led Projects include Water Rat (Taronga Western Plains Zoo), Booroolong Frog, Little Penguin and Regent Honeyeater. Funding provided by the Sydney Metropolitan Catholic Education system allowed Taronga to provide 'Project Yellow-bellied Glider' to 160 students from 3 Catholic schools in the Kincumber area.

### Wildlife Workshops

Initially developed for overseas students, this program had a strong year with 619 students participating in this unique and bespoke program. Support from Taronga's Tourism team has resulted in a new Wildlife Workshop product called Wild Night Safari.

### Burbangana and Walanmarra

These Department of Family and Community Services partnership programs continue to deliver excellent outcomes to the disadvantaged children who participate. Burbangana delivered at Taronga zoo works very closely with the Intensive Support Services team to support NSW's most disadvantaged and at-risk youth. Walanmarra delivered at Taronga Western Plains Zoo focuses on primary age Aboriginal children in foster care, in partnership with the Western Region Department of Family and Community Services. These programs deliver

### Visitor customer satisfaction levels; 12 month average

	TZ			TWPZ		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
Overall satisfaction with value for money	4.5	4.6	4.6	4.2	4.4	4.0
Educational value	4.4	4.4	4.6	4.2	4.5	4.0
Seats/rest areas	4.4	4.4	4.4	4.3	4.5	3.9
Ease of moving around	4.3	4.3	4.4	4.4	4.6	4.1
Visibility of animals	4.3	4.3	4.4	4.0	4.2	3.7
Welfare of animals	4.5	4.4	4.5	4.6	4.6	4.4
Variety of animals	4.6	4.6	4.7	4.2	4.3	4.0
Helpfulness of staff	4.6	4.6	4.6	4.5	4.5	3.9
Shows and keeper talks	4.4	4.3	4.4	4.5	4.6	3.9
Cleanliness of grounds/facilities	4.6	4.8	4.7	4.6	4.8	4.3

### Formal Learning

Formal education programs continued to deliver excellent outcomes for students, against the backdrop of a successful partnership with the NSW Department of Education that is approaching 40 years, and a 25 year association with the Sydney Metropolitan Catholic Education system.

the stars, animal encounters that focus on connections with wildlife and people, and a morning behind-the-scenes experience with the Zoo Keepers. At Taronga Western Plains Zoo, the spectacular Billabong Camp is rapidly gaining popularity with over 1,833 students participating.

positive outcomes with participants greatly improving in the areas of communication, interpersonal skills and self esteem. Additional funding is providing program graduates with the opportunity to enrol in a new Taronga Training Institute course, Certificate I Tourism – Australian Indigenous Culture. This specialised course has been developed to provide at-risk teenagers with job skills and achievable pathway opportunities for further study and future employment.

### Vocational Training

The Taronga Training Institute (TTI) continued to flourish. The accredited Certificate II Animal Studies and Certificate III Captive Animal courses consistently attracted many more applications than there were places. This year 105 students enrolled in Animal Studies with another 49 students commencing the Captive Animals course. Of the Certificate III students, 25 were based at Taronga Western Plains Zoo. A major improvement this year was the full implementation of an online student management system giving students greater control over their study preferences, and a substantial reduction in paper use for TTI. Plans are well underway to work in partnership with Zoos Victoria and Perth Zoo to deliver accredited Certificate III in Captive Animals interstate. It is aimed to be delivering these courses in February 2016.

### Work experience

Work Experience at Taronga and Taronga Western Plains Zoo remain a favourite placement for year 10 students across the State. This year 340 students participated at Taronga Zoo with another 35 based at Taronga Western Plains Zoo.

### Taronga's Meet a Keeper

This program expanded this year to include a 'Careers at the Zoo' day for people interested in other aspects of the Zoo and Conservation industry. The participation rate of 610 students to all 'Meet a Keeper' events shows how relevant and popular they are.

### Community Learning

These programs are designed to deliver conservation and educational outcomes but are delivered in a more informal and engaging way than classroom lessons.

### Project Habitat

Taronga's new partnership with Boeing Australia saw the creation of 'Project Habitat' – a State-wide initiative to support community members contributing to habitat restoration activities in their local area.

Boeing's 'Project Habitat' involved three major community tree planting days for threatened species in its first year of funding. They included:

- Squirrel Gliders in Copperhania Nature Reserve,
- Yellow-bellied Gliders in Kincumber Mountain Nature Reserve, and
- Booroolong Frogs in Adjungbilly Creek, Tumut.

### Zoo Adventures

This hands-on animal inspired holiday program had a strong year at both zoos. At Taronga 1,611 children participated in Zoo Adventures while at Taronga Western Plains Zoo 722 children attended, up 104 children from last year's total.

### Boral YATZ (Youth at the Zoo)

Taronga's youth ambassadors aged 13 – 19 years continue to inspire all with their knowledge and dedication to conservation. YATZ members provided significant help with a range of activities from animal husbandry, community conservation campaigns, holiday programs, overnight programs and fundraising events. YATZ members showed true leadership by assisting in the planning and coordination of the annual Youth Enviroforum for over 300 students and teachers, held at Taronga Zoo in May.

At Taronga there are 346 active YATZ students and 54 at Taronga Western Plains Zoo.

### Keeper for a Day

Keeper for a Day programs for Adults, Cadets and Juniors remain extremely popular amongst all ages. Participants worked across many divisions and undertook hands-on animal activities from food preparation to exhibit cleaning. The team is exploring a 'Camp' style program for repeat visitors. This year 1,411 people participated in Keeper for a Day.

### Dreamnight

Dreamnight is a special night at both zoos where children facing health challenges and their families are invited after-hours and free of charge for a magical and fun night. All staff volunteer their time and deliver unique and exciting experiences. Working with 12 charities, 800 children and their families enjoyed Taronga Zoo while 50 children and their families enjoyed Taronga Western Plains Zoo.

### Guest Experience and Interpretation

This year the Guest Services and Discovery Host teams joined forces to become 'Guest Experience'. This amalgamation allowed for the development of a multi-skilled frontline team, committed and passionate about all guests having a highly customer-

focused and conservation-rich experience across the diversity of Zoo offerings. The implementation of the 'For the Wild' branding and culture was the big focus this year.

The frontline team were supported in their development through direct customer experience training in the newly established "Taronga Tree", which is a model that defines how to deliver optimum guest experiences as part of the brand values of 'For the Wild'.

The Guest Education team focused on the development of the second edition of the Woolworths collectibles cards campaigns, Super Animals and also the guest experience onsite through the delivery of the 'Dinosaurs in the Wild' Exhibition.

The team also introduced a new kids' map to improve way-finding, and developing 'For the Wild' messaging across installations and experiences.

A refreshed Seal Show was part of the special school holidays activities including NAIDOC messaging, Jidirih the Whale installation and the Wild Bunch Trail with the Daily Telegraph.

### Zoo Friends

The Zoo Friends membership program reached record income levels this year. At 30 June 2015 there were 76,319 members, an increase of 18% on the previous year with income reaching over \$4.6 million.

Growth in the Zoo Friends membership program was driven by both increased online sales and by promoting and selling memberships at the ticket counter resulting in a high number of visitors choosing membership over a day ticket. In addition, renewal rates increased by 20% in 2014/15, reflecting the high level of member loyalty within the Zoo Friends membership program.

The Dubbo local residents pricing continues to be highly successful with Taronga Western Plains Zoo recording almost 10,000 memberships at 30 June 2015, an increase of 16% on the previous year.

Zoo Friends visitation remained strong throughout the year with over 268,000 visits from Zoo Friends at both Zoos and over 3,000 members attending the exclusive Zoo Friends Christmas night at Taronga Zoo, Sydney.

### Corporate Communications and Media Relations

The Media team continued to expand the reach of the Taronga Zoo and its conservation work through both traditional and digital media, as highlighted by two of the biggest stories of the past year.

The announcement of the birth of a Western Lowland Gorilla generated strong traditional media coverage, featuring on the front page of the Sydney Morning Herald and across all major metro TV and radio stations, while

photos of Taronga's Chameleon hatchlings went viral online, resulting in widespread global coverage in online and social media.

One of the year's most popular Facebook events for Taronga featured the hand-raising of an orphaned wombat, called Chloe, which generated great interest on other digital media as well.

Commitment to high-quality, conversational style posts carrying simple conservation messages stimulated public focus on the Zoos' activities.

Other highlights included over 40 stories generated for News Limited Zoo Month and the first-ever live streaming of vision of giraffes and Chimpanzees, with a harbour backdrop, from Taronga shared across both News Ltd and Taronga websites.

Taronga developed and launched the Taronga Image Library, an image database now supporting operations across both Zoos. More than 22,000 images from both Zoos and in-situ projects have been uploaded to date, with more being added every week.

### Capital Works and Project Planning Taronga Zoo and Taronga Western Plains Zoo - Master Plan and Visitor Experience Program

The Taronga Master Plan was a key platform for the development of an exciting range of new immersive exhibits for guests under the Visitor Experience Program at both Taronga Zoo and Taronga Western Plains Zoo. The State budget in June committed to support capital development at both Zoos over the next 10 years. The program will also highlight Taronga's commitment to education, research and conservation facilities.

#### Taronga Zoo High Ropes Course

The exciting new high ropes course 'Wild Ropes' at Taronga Zoo was completed in October 2014 and opened to the public in December 2014. The 'Wild Ropes' course runs above the current Australia precinct and is designed to give guests a new perspective on wildlife and zoo activities.

#### Elephant Transport System

A new Elephant Transport System was designed and constructed to support the breeding program for the Asian Elephants at Taronga by providing a safe and efficient system to move female elephants to the Male elephant facility. These specialist containers were also used to transport four elephants to Taronga Western Plains Zoo.

#### Fennec Fox and Meerkats

New exhibits for Fennec Foxes and Meerkats were developed to house these animals being relocated to make way for the new Sumatran Tiger Adventure Precinct.

#### Theatre Development

A new interactive audio visual Theatre experience 'Welcome to the Wild' will begin construction in late 2015 with an expected opening in late 2016 to celebrate Taronga Zoo's Centenary. The development application was approved in June 2015, while the production of a film/audio visual product to showcase Taronga's work as a world leader in animal conservation, research and sustainability will be completed for the Theatre opening.

#### Sumatran Tiger Adventure

The design phase of a new Sumatran Tiger Adventure precinct is nearing completion with plans to commence construction in late 2015. The highly choreographed adventure through several immersive exhibits will deliver a strong conservation message on Taronga's role in helping keep the endangered Sumatran Tiger population viable.

#### Taronga Institute of Science and Learning

The business case for this planned development progressed through the NSW Treasury Gateway Review process in late 2014. Preliminary planning, project scoping, design and cost plans have been progressed for the new Taronga Institute of Science and Learning to be established in the location of the existing Education Centre. The project is being supported by the State Government and private donors.

#### Off-exhibit Animal Facilities

New multi-purpose animal off-exhibit facilities have been constructed to provide temporary accommodation for animals during construction works across the Zoo. These facilities also support the many breeding programs taking place on the site.

#### Taronga Western Plains Zoo

##### Savannah Cabins

Fifteen accommodation cabins have been constructed and installed by a local manufacturer on the boundary of the Zoo. The contemporary designed, serviced cabins contain two bedrooms and two bathrooms, kitchen and living room, and the first guests experienced this unique accommodation in October 2014. The Cabins also required the development of new infrastructure and extensive landscaping.

Media value summary	Number of Stories	Reach <sup>(1)</sup>	Impressions <sup>(2)</sup>
Taronga Zoo	2,666	209,210,000	4,068,621,716
Taronga Western Plains Zoo	1,306	169,589,000	800,486,300
Total <sup>(3)</sup>	3,972	209,232,000	4,869,108,016

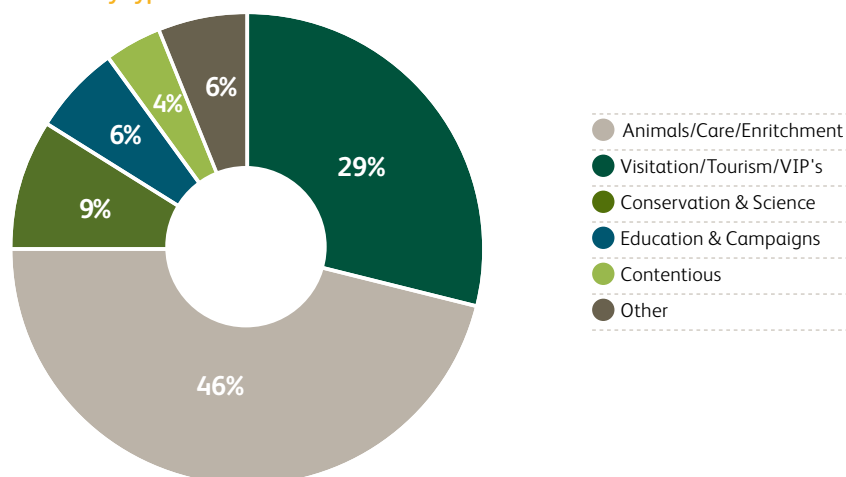
<sup>(1)</sup> Circulation and audience figures are drawn from industry monitoring agencies including Oztam, Nielsen etc.

<sup>(2)</sup> Impressions are calculated by multiplying the number of stories featured by the total reach of the outlet.

<sup>(3)</sup> A new model for measuring the content and reach of zoo media stories was developed in August 2014, in line with the changing media landscape and trends in metrics that are monitored. Whereas in the past, news media coverage has been measured in terms of its equivalent advertising value, the new model tallies the circulation/audience of the various media channels that carry zoo stories during the period, and tracks categories of content to enable a more holistic view. Figures for July 2014 have been calculated based on the figures for an average month.

TCSA Digital Snapshot	June 2015	YoY Growth
Email	129,575	42%
TZ Facebook	123,484	26%
TWPZ Facebook	28,791	128%
Instagram	65,300	242%
Twitter	14,400	31%
YouTube	2,871	26%

#### Content by type



### *Elephant Facilities*

In support of Taronga's breeding successes, construction was completed on the expansion of the existing Elephant Precinct. The works include a new three stall management facility and annexed keeper amenities, new bull-proof paddocks, large ponds, working walls and animal enrichment items. The design created an innovative facility that is flexible, practical, safe and sustainable, and meets the welfare needs of Taronga's elephants and staff. The new facilities were completed in March 2015 and four elephants arrived from Sydney in April and May.

### *Carnivore Off-Exhibit Facilities*

As part of the planning for the new Sumatran Tiger Adventure at Taronga Zoo, new carnivore off-exhibit facilities were developed at Taronga Western Plains Zoo to accommodate the relocation of the Sumatran Tigers during construction works at Taronga. The new facilities were designed to accommodate all carnivores and enable vital breeding programs to continue.

### *Meerkat Encounters*

A new meerkat encounter exhibit has been designed to provide enhanced accommodation for the meerkats and a visitor encounter space. Construction commenced in September 2015 with completion by year's end.

### *Site-Wide Infrastructure*

During the year, infrastructure across the site was upgraded including roads, water irrigation and communication networks. This was part of an annual schedule of works to maintain and improve visitor and guest amenities and Zoo operations.

### *Pride of Lions*

An exciting new lion exhibit is currently being designed to provide unique interaction with guests and enable larger lion prides to be established and managed across both Taronga Western Plains Zoo and Taronga Zoo. The new precinct and exhibit is expected to be open for visitors by late 2017.

## **Taronga Zoo Heritage and Asset Management**

There is continuing commitment to management and conservation of the heritage values of the Zoos as unique and powerful cultural landscapes, in accordance with legislative requirements. Liaison has continued with the Office of Environment and Heritage and Mosman Council about development proposals and conservation of heritage assets.

Basic information about each item on the Zoo's Heritage and Conservation Register was made available to staff in an easily accessed electronic format. Maintenance of the site's natural, cultural and moveable heritage assets continued as part of planned works and to respond to unforeseen needs.

Consideration of heritage values has been integrated into proposed capital developments planned for future years. Detailed research has been undertaken into heritage items subject to development proposals. Strategies have been developed to preserve and value any heritage items identified.

Strategies have also been developed to preserve and protect a registered Aboriginal site at Taronga. Advice from specialist engineers and archaeologists has been obtained and measures incorporated into the design of capital works projects.

## **Taronga Zoo Facilities and Infrastructure Asset Maintenance**

### *Routine Maintenance Contracts*

Period Service Contracts continued to provide ongoing preventive maintenance to Taronga Zoo's fire systems, lifts and escalators and all essential equipment.

### *General Maintenance*

The Veterinary Quarantine Centre holding facility was upgraded with the inclusion of a new micron-filtration system complying with Australian Quarantine standards. To ensure the reliability, safety and continued operation of essential assets, a major upgrade of lifts and escalators in the lower half of the zoo was completed and the Taronga Food Market dumbwaiter was upgraded. Stairs were

constructed at the back of the giraffe exhibit to provide safe access to the exhibit and back-of-house area.

Pest management was improved by increasing the areas covered by monthly pest control and monitoring for termite control to safeguard Taronga's assets. A review and upgrade of the fire system was undertaken to encompass all buildings within the zoo, including areas that were not previously monitored. Electrical distribution boards are being replaced to ensure compliance with current regulations.

### *Improved Welfare Maintenance*

The construction of the Chital Deer holding shelter in the Wild Asia precinct was completed by Taronga Zoo's in-house team providing improved facilities for the deer. The Bird Show holding facilities were re-meshed, improving the welfare of the birds.

### *Taronga Zoo Horticulture*

The new browse plantation of 10,000 trees planted last year is developing and growing well. The growing conditions have been favourable and the plants have matured better than expected. The Horticulture Team undertook the construction of two Habitat Trees (one at the Concert Lawns and one at Backyard to Bush). They are currently monitoring the trees for bird and mammal activity with positive early signs. General horticulture development and maintenance continued around Taronga providing this unique setting with a high level of presentation as reflected in positive customer surveys.

## **Taronga Western Plains Zoo Maintenance**

A wide range of maintenance projects were carried out including the initial rollout of the pavement resealing program, improvements to the presentation and diversity of the site's horticulture, bush regeneration and the redevelopment of the internal pedestrian pathways to enhance visitor experience. In addition, a number of site-wide reviews and investigations have commenced including electrical layout and irrigation systems survey and mapping. A WHS review of tree conditions including WHS compliance within public areas has also commenced.

# FINANCIAL SUSTAINABILITY



## THE ONGOING MANAGEMENT OF OUR ENTERPRISE TO FUND AND SUSTAIN SUCCESSFUL CONSERVATION AND EDUCATION OUTCOMES.



*Twilight at Taronga concerts were revamped with great results.*

PHOTO: MACLAY HERIOT



*Savannah Cabins offered popular accommodation at Taronga Western Plains Zoo.*

PHOTO: JOHN PATRICK



*International visitors enjoyed Australia's unique wildlife.*

*New accommodation offerings at Taronga Western Plains Zoo have revolutionised people's experiences of wildlife.*

PHOTO: JOHN PATRICK

### Key achievements

- International visitation was at record levels in 2014/15 generating 36% of total visitation, an increase of 2.6% on the prior year. The growth in international visitation was primarily driven by Chinese visitors, increasing by 52% compared to the previous year as a result of a more strategic focus, improved relationships with operators and promotional offers.
- In its 15th year the Taronga Foundation raised a total net income of nearly \$8 million. \$900,000 was generated through a broad range of events, including a Taronga dinner raising funds for the Australian Sea-lion, the Zoofari Gala Dinner raising funds for tigers and the spectacular New Year's event at Taronga.
- With unique accommodation offerings in the new Savannah Cabins and an enhanced Zoofari Lodge coming on-line, overnight visitation to Taronga Western Plains Zoo grew by 111%, increasing to 29,600 in 2014/15. General visitation to Taronga Western Plains Zoo grew by 9% from 2013/14 to over 242,756.
- Continuing the accommodation successes, Roar and Snore at Taronga Zoo achieved record revenues of \$2.83m, a 5.5% growth over 2013/14 for this unique educational overnight experience.
- Over 1.7 million people visited both Taronga's Zoos in 2014/15; Taronga's second highest visitation in the last 15 years, second only to 2009/10 when Taronga celebrated the birth of Australia's first Asian Elephant calf.
- The annual summer concert series, Twilight at Taronga, was produced internally for the first time in 2015 to mark the series' 20th Anniversary. It celebrated its most successful year to date generating ticket sales of 25,600, which represented an increased net contribution of 25% above last year and eliciting overwhelming positive feedback from guests and artists alike.
- A new cash handling machine was acquired at Taronga, enhancing risk management and streamlining cash handling and reconciliation.
- Three new IT management systems brought significant efficiencies in the operation of accommodation bookings, the Ropes Course and the Taronga Training Institute's (TTI) Job Ready enrolment tool.

\* Includes All Paid Admissions and Zoo Friends, Paid Education and Overnight Stays.

### Performance Indicators

	2013/14	2014/15
<b>Direct Government support per visitor (including contribution for capital development) <sup>(1)</sup></b>		
Taronga Zoo	\$9.13	\$8.92
Taronga Western Plains Zoo	\$10.47	\$9.43
<b>Operating expenses per visitor (Excluding Taronga Foundation)</b>		
Taronga Zoo	\$45.69	\$47.35
Taronga Western Plains Zoo	\$72.46	\$70.27
<b>Capital expenditure per visitor</b>		
Taronga Zoo	\$4.05	\$4.60
Taronga Western Plains Zoo	\$33.99	\$18.92
<b>Taronga Foundation fundraising revenue</b>	<b>\$13.26</b>	<b>\$12.85m</b>

(1) Calculation excludes Twilight concert attendees at Taronga Zoo and function guests at both Zoos.

## Admissions

### Taronga Zoo

Taronga Zoo achieved the second highest paid visitation<sup>(1)</sup> in over 10 years in 2014/15 with more than 1.19 million visitors, an increase of 0.4% on the prior year. The 2014/15 results were second only to 2009/10 when Taronga celebrated the birth of its first elephant calf. The increased paid visitation<sup>(1)</sup>, driven by strong general admissions and Zoo Friends visitation, was achieved despite unfavourable weather conditions throughout the year.

Admissions revenue for Taronga Zoo was up by 1.7% on the prior year primarily due to increased Zoo Friends visitation and improved Roar and Snore revenue management. Taronga Zoo's total admissions<sup>(2)</sup> also achieved growth on last year increasing by 0.6% with a total of 1.47 million visitors to Taronga Zoo.

The weather conditions presented numerous challenges across the year. The number of weather affected days for 2014/15 at 92 was 48% higher than the previous year and 15% higher than the preceding three year average.

Taronga's effective marketing and promotional campaigns, 'Dinosaurs in the Wild' exhibition, strong appeal with international tourists and outstanding corporate partnerships all contributed to the positive admissions result.

### Taronga Western Plains Zoo

Paid visitation to Taronga Western Plains Zoo totalled 209,720 visitors across the year; an 11.9% increase on the previous year. Total visitation reached 242,756 people, a 9% increase year on year. Total admission revenue achieved an increase of 7.9% year on year.

Along with the opening and launch of the Savannah Cabins accommodation experience in September 2014, a targeted effort was placed throughout the year in ensuring all three of the overnight experiences were effectively marketed and promoted. As a direct result, a record level of overnight visitation was achieved during the year with 29,612 visitors. This represents over double the number of overnight visitors year on year.

With the three accommodation products now available the Zoo is being positioned more as a destination offering both day and night experiences and being promoted to key audiences in regional NSW and Sydney.

## Marketing and Promotional Activities

### Taronga Zoo

Taronga's marketing and promotional activities worked successfully to deliver near record visitation this year. Central to the success was the 'Dinosaurs in the Wild' exhibition in place from November to February which was supported by an integrated marketing campaign including television spots, Sydney metro stations, press and out-of-home placements, and partnerships with tourism operators. A comprehensive digital marketing campaign incorporated display advertising, Facebook, and search engine marketing. The exhibition was attended by 424,000 people, the second highest visitation in the same period for the last six years, second only to the previous Dinosaurs in the Wild activation.

International visitation was at record levels in 2014/15 comprising 36% of total visitation to Taronga Zoo, the result of a strategic focus on this market segment. The total number of international visitors grew by 2.6% on the prior year primarily driven by the growth in visitors from China as a result of in-market representation, attendance at trade missions and promotions during key periods such as Chinese New Year and Golden Week.

Taronga's partnerships continued to assist in driving increased brand awareness of Taronga nationally as well as increasing Australians' engagement with wildlife and conservation. Taronga's partnership with Woolworths delivered brand awareness, engagement and outstanding educational outcomes with the Super Animals collectables 2.0 engaging with millions of children around Australia. Over 1.6 million Taronga branded albums were sold and 220 million educational animal sound cards distributed.

Taronga Zoo was once again recognised at the 2014 NSW Tourism Awards winning NSW's best Major Tourist Attraction and was further recognised with a silver award for Best major Tourist Attraction at the National level.

### Taronga Western Plains Zoo

Taronga Western Plains Zoo's marketing and promotional activities assisted the zoo to exceed budgeted admissions and achieve record overnight visitation.

With the launch of the Savannah Cabins in early September Taronga Western Plains Zoo was positioned to regional and metro audiences as a destination offering a mix of compelling day and night experiences.

Key marketing activity across the year included TV and digital advertising, updated to include stunning video of the accommodation options. The television commercial ran across media

partner Seven Affiliate's regional network, supported by integrated elements such as viewer promotions, a dedicated Zoo Fun website, and sponsorship of family programming and Possum's Kids Club. The television commercial also ran online and, in a first for Taronga Western Plains Zoo, in metro cinema.

Digital media made up over half of the Zoo's media spend over the year, with strong results in social media advertising and online video placements. Exceptional imagery and footage assets were critical to achieving the strong results.

A major highlight for the year was a joint regional TV campaign with Dubbo City Council over the summer months, featuring Taronga Western Plains Zoo creative with a 'Visit Dubbo' message.

Other highlights included the launch of the new-look QantasLink Q400 Taronga aircraft, and the Zoo once again being recognised at the 2014 NSW Tourism Awards, winning Best Tourist Attraction and Best Unique Accommodation, with further recognition at the national level.

Media and public relations activity across the year focussed on new arrivals, with a number of major births and animal transports, particularly in the first half of 2015. The first ever lion cubs, the arrival of four Asian Elephants from Taronga Zoo and the birth of a male Black Rhino calf all attracted significant attention in traditional, social and online media.

## Digital Marketing

Taronga's digital audience and use of digital platforms grew substantially throughout the year. The two Zoos' combined Facebook following is now more than 152,000, while the Instagram audience more than tripled to over 61,000 followers. The website continued to be a key communication channel with over 3 million visits during the year, a 5% increase on the previous year.

Taronga's database grew by over 20% to 129,000 subscribers. Work was undertaken to further develop email marketing to subscribers with the introduction of automated email communications and a focus on improving loyalty and engagement within Taronga's audiences.

Digital media continued to play a critical role in Taronga's media strategy with nearly 50% of the advertising and media spend utilised within digital channels. This included traditional display and search advertising as well as social and online video and catch-up TV placements.

<sup>(1)</sup> Includes All Paid Admissions and Zoo Friends, Paid Education and Overnight Stays.

<sup>(2)</sup> Paid and free-of-charge attendance including function guests at both Zoos and Twilight Concert attendees at Taronga Zoo.

## Retail

### Taronga Zoo

The retail department generated sales of over \$5 million, growth of 1.2% over the prior year. This was achieved despite a subdued retail market and lack-luster consumer confidence.

The focus in 2014/15 was on a more streamlined and strategic approach to buying including building on the popular range of 'exclusive' and 'Australian Made' product lines and the introduction of a new contemporary range of giftware. The new range has proven to be successful, generating over 1,800 units of sales since its introduction in the fourth quarter.

A themed pop-up retail shop was open during the 'Dinosaurs in the Wild' Exhibition over the summer period. The shop was a successful addition, and through applying knowledge gained during the 2012 Dinosaurs in the Wild Exhibition, there was a 17% increase in the outlet's profitability.

### Taronga Western Plains Zoo

Taronga Western Plains Zoo saw a 3.5% increase in overall retail trading on the previous year. Fluctuations in seasonal attendance, particularly in off-peak periods, influenced the end result. A consolidated net commercial trading result of over \$809,000 was achieved.

Improvements in stock control were achieved with the annual stock take realising its best ever result. Improvements were also made to merchandising with new product lines introduced throughout the year. Special displays and merchandising were focussed around the new arrivals and births such as the hippopotamus calf, lion cubs and the arrival of the new Asian Elephants from Sydney.

## Catering and Functions

### Taronga Zoo

Catering at Taronga Zoo enjoyed a strong year with in-grounds catering and the functions business all delivering growth.

Temporary 'pop-up' outlets deployed across peak holiday periods ensured ease of access for visitors and contributed to a 7% increase in in-grounds spend-per-head.

The range and offerings were improved with the introduction of new product lines to the Piazza Cafe to fall in line with seasonal produce. The View switched back to an A la Carte menu to suit the mix of zoo guests,

and the introduction of marquees and improvements to displays at temporary food and beverage sites worked well.

The stand-out results for the year came from both Weddings and the Twilight Concerts. Taronga's first wedding fair led to a very strong season for wedding bookings and a significant profile on social media.

Innovation in the ticket packaging for the Twilight concerts led to a significant increase in the number of pre-sold hamper/ticket combinations, and a refreshed catering offering at the concerts led to a record revenue result for concert food and beverage sales.

### Taronga Western Plains Zoo

Taronga Western Plains Zoo Catering trading income (net of costs of goods) for the year was up 8.4% against last year, achieving considerable growth.

The Catering department continued to serve Billabong Camp, along with running regular promotions of daily specials and a number of special events offered during the year. These included a Mother's Day Breakfast and Lunch, Valentine's Day Dinner, Father's Day lunch, and Dubbo Stampede catering.

Taronga Western Plains Zoo Functions saw a decline in the number of guests attending weddings and conferences in the 2014/15 Financial Year. Functions trading income was 2% ahead of budget, although below the previous year.

Numerous wedding expos and conferences were attended throughout the year to promote and advertise products and services. Additionally, the introduction of restaurant-style dinners in the Savannah Functions Centre, such as the 'Flavours of the World' events proved to be an effective way to supplement the decline in traditional function guests.

## Inground commercial operations

### Taronga Zoo

#### Twilight at Taronga

Taronga Zoo's annual summer concert series, Twilight at Taronga, was promoted and produced internally for the first time in 2015. The 17 concerts held over eight weekends from January to March featured a broad range of headline acts including Bernard Fanning and Paul Kelly and were enjoyed by approximately 26,000 people, generating an increased net contribution to Taronga of 25% on the prior year.

### Wild Ropes

Taronga launched an entirely new Zoo experience in December 2014, Wild Ropes. The high ropes course featured four different courses and more than 60 challenges providing guests with a unique perspective of the Zoo's natural habitat whilst showcasing Taronga Zoo's spectacular harbour views. More than 8,200 participants experienced Wild Ropes in its first six months and it is proving to be a popular team building activity for groups using the Taronga Centre facilities.

### Animal Encounters

The Animal Encounters program continued to provide unique visitor learning experiences and generate additional revenue to Taronga. The first full year of Penguin encounters garnered significant visitor interest with over 20,000 Animal Encounters experienced by visitors to Taronga Zoo.

### Taronga Western Plains Zoo

#### Overnight Programs

Zoofari Lodge had a stand-out year, achieving its best financial return since commencement. A total of 11,687 visitors experienced the multi-award winning Zoofari, a 31% increase against budget and 35% increase year on year. Consolidated net trading revenue increased 48.4% on the previous year. Zoofari Lodge was awarded another Trip Advisor Award for excellence for 2015 and, together with Billabong Camp, won the NSW Tourism Award for Unique Accommodation.

Billabong Camp showed some excellent results for this unique experience. A total of 7,141 visitors experienced this program during 2014/15, which is an impressive 33% increase from the previous year. Consolidated net trading revenue was in line with the previous year.

The Savannah Cabins opened in the first week of September 2014 and have been very popular. Outperforming initial forecasts, the Savannah Cabins accommodated 10,784 guests during only 10 months of operation, significantly outperforming the year one budgets. Consolidated net trading revenue was 5.6% ahead of the first year budget.

Overall Taronga Western Plains Zoo Accommodation contributed around 40% of the site-wide revenue. A total of 29,612 guests stayed overnight in the accommodation outlets, a 47% increase year on year.



### Taronga Foundation

The Taronga Foundation achieved another successful year, raising funds from trusts and foundations, individuals and corporate partners all supporting Taronga's commitment to a shared future for wildlife and people. Funds raised through the Foundation over the past 15 years has enabled the expansion of Taronga's support for conservation grants, in-situ conservation partnerships, education and research projects as well as supporting major redevelopments at both Zoos ensuring high standards of animal care and improving visitor experience.

### Taronga Foundation Executive Patrons

Mr Maurice L Newman AC (Committee Chair)  
Mr Nigel Adams  
Mr Guy Cooper PSM  
Mr Barry Goldman  
Ms Lisa Ho  
Ms Terry Kaljo  
Mr Thomas O'Donnell  
Ms Gretel Packer  
Mr Harold Shaprio  
Mrs Nikki Warburton

### Taronga Foundation Patrons

Mr John Armata AM  
Mr Frank Brennan  
Mr John Cleese  
Ms Collette Dinnigan  
Mr Bradley Trevor Greive  
Mr Justin Hemmes  
Mr Graham Humphrey  
Mrs Sandra Humphrey  
Mrs Skye Leckie  
Mr Justin Miller  
Mr Richard Morecroft  
Mrs Rebel Penfold-Russell OAM  
Mr PJ Shanmugan  
Ms Deborah Thomas  
Mr Peter Young AM  
Mr George Wang

### Taronga Foundation events

2014/15 was another successful year for Taronga Foundation events which raised almost \$900,000. Two fundraising dinners were held, the first was 'Tiger Zoofari 2014' held in November. A raffle, silent and live auctions along with generous pledging, all helped to raise substantial funds for

Taronga's Sumatran Tiger breeding and conservation programs.

In June 2015 the Taronga dinner, held at the Ivy and hosted by Jean Kitson, raised significant funds for Taronga's Australian Sea-lion breeding and conservation program.

New Year's Eve at Taronga was once again a resounding success, with tickets selling out well in advance. Over 2,500 guests enjoyed the entertainment, fireworks and incredible views of the harbour.

### Major gifts and bequests

Gifts from donors provided over \$2.4 million for a range of projects both in Australia and overseas. This included support for the Taronga Conservation Science Initiative which fund vital projects such as creating a frozen gene-bank for the Great Barrier Reef, understanding wild shark social networks, preventing marine mammal entanglement and tracking hotspots for marine predators.

Through the kind and generous support of a number of individuals who left Taronga gifts in their Wills, bequest income reached over \$877,000 this year.

### The Taronga Foundation Chairman's Report

This financial year the Foundation raised a net total income of \$7.7 million bringing the total raised over the last 15 years to an impressive \$77 million.

The Foundation's 2014/15 program of fundraising activity included the annual events, Zoofari, Taronga dinner and New Year's Eve at Taronga, collectively raising nearly \$900,000.

I would like to thank our Patrons for their continued support and advocacy again this year. I would particularly like to thank Ms Terri Kaljo for chairing the Zoofari Fundraising Committee, Mr Nigel Adams for support and advice on Estate matters and Ms Gretel Packer for supporting the Taronga Conservation Science Initiative.

I would also like to make a special acknowledgement of our dear friend and Executive Patron, Mr Angus Hawley, who sadly passed away earlier this year. Angus was fundamental in the establishment of the Taronga Foundation in 2000 and had been a committed Patron ever since, he is sorely missed.

And finally, I would like to thank our corporate partners, donors, and of course, Taronga Director Mr Cameron Kerr, the Chairman, Board members and dedicated staff at Taronga Zoo and Taronga Western Plains Zoo. Thank you all for encouraging and supporting our fundraising endeavours.

**Maurice Newman AC**  
Chairman  
Taronga Foundation

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

Mr Philip Bacon  
 The Bluesand Foundation  
 Hazel and Arthur Bruce Bequest,  
 managed by Equity Trustees  
 Caledonia Foundation  
 Mr Steve and Mrs Anna Crane  
 The Denton Family  
 Ms Koko Dowe  
 Mrs Susan Doyle  
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 Mr Irvine Hunter  
 Mr Andy and Mrs Prue Kennard  
 The Maple-Brown Family Charitable Foundation  
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Ottomin Foundation  
 Ms Gretel Packer  
 Mrs Roslyn Packer AO  
 The Paradise Family Foundation  
 Mrs Rebel Penfold-Russell OAM  
 The Ian Potter Foundation  
 Mr Garry and Mrs Susan Rothwell  
 Mr Alan and Mrs Lynne Rydge  
 Ms Janis Salisbury  
 Skipper-Jacobs Charitable Trust  
 Mrs Joyce Sproat  
 Ms Victoria Taylor  
 Anthony Suters and Assoc Pty Ltd  
 Mr Anthony Whitehouse

**Friends of the Future Income  
 (Funds received from estates 2014-2015)**

The Estate of The Late Mrs Shirley Margaret Corder  
 The Estate of The Late Jacqueline Crookston  
 The Estate of The Late Ms Maryanne Evans  
 The Estate of The Late Ms Jacqueline Field  
 The Estate of The Late Mr Henry Horvath  
 The Estate of The Late Ms Marjorie Jenkins  
 The Estate of The Late Miss Janet McKinnon  
 The Estate of The Late Mr Wallace Newlyn  
 The Estate of The Late Maria-Louise Valkenburg

**Direct Marketing**

The Taronga Wildlife Defender regular giving program grew by 78% across the year, acquiring new supporters through face-to-face, telemarketing and direct mail programs, with supporters generously donating over \$450,000 this year.

A range of fundraising appeals raised more than \$740,000 for a broad range of conservation programs including Taronga's breeding and conservation programs for both Asian Elephants and Sumatran Tigers.

**Zoo Parent**

Zoo Parents continue to generously support Taronga through the sponsorship of individual animals. Various initiatives with this group including monthly communications have kept this vital program relevant to Taronga's donors.

**Corporate Partnerships**

The Foundation has received outstanding support from the corporate sector this year with revenue of over \$4.7 million received through cash and contra support.

The success of the program is thanks to more than 60 valued long-term partners supporting Taronga in a range of different ways. Principle partners include ANZ, Coca Cola, QBE, Streets and Woolworths that support and work with Taronga to generate value for both organisations.

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

# TARONGA ZOO AND TARONGA WESTERN PLAINS ZOOS' PARTNERS IN CONSERVATION

Sponsorship supports The Taronga Foundation's contribution to conservation

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Zoetis

# OUR PEOPLE & ORGANISATIONAL EFFECTIVENESS



## THE ALIGNMENT OF PEOPLE AND PROCESSES WITH STRATEGY AND VALUES.



Over 1,100 active volunteers provide vital support to both Zoos.  
PHOTO: TARONGA ZOO



A fond farewell for outstanding outgoing Chairman Mr Len Bleasel.  
PHOTO: ANDERS ALEXANDER



The well received Taronga Leader Development program had 98 participants. PHOTO: TARONGA

### Key achievements

- The development and roll out of the Taronga Leader Development Program has involved 98 participants covering modules including communication, emotional intelligence and personal effectiveness. Additionally, 63 new staff and 182 new volunteers participated in induction training.
- The Taronga Training Institute received funding to develop and implement Customer Service and Sustainability training across both TZ and TWPZ. 248 participants completed all four units of competency and a further 91 participants completed a component of the program.
- Implementation of the wide-ranging *Government Sector Employment Act 2013* (GSE Act) involved reviewing performance management and recruitment practices, structural reforms to the senior executive team and the consequent impacts of these changes on Taronga policies and procedures.
- Taronga's volunteer program celebrated its 40th anniversary which was commemorated at a celebratory lunch coinciding with National Volunteer Week, hosted by Director Cameron Kerr.
- As part of a continuous improvement strategy, all policies and procedures around work, health and safety were reviewed and an improved and comprehensive management framework is being embedded within the organisation.
- Recognising that WHS training and instruction is a key factor in risk management, various workers were trained in emergency management, First Aid, working at heights, confined spaces, chainsaw use, manual handling, ergonomic assessment, chemicals, traffic control and firearms safety.
- There was a significant reduction in the Lost Time Injury Frequency Rate from 13.04 in 2013/14 to 7.04 due to an active approach to preventing injuries, and an effective rehabilitation program where they occurred. Improved emergency management processes included regular drills coordinated by Taronga's emergency team with realistic scenarios to prepare staff in the event of an emergency.
- Adoption of bespoke IT storage and management systems significantly enhanced business continuity planning by reducing downtime in the event of a disaster and allowing business systems to become operational again within minutes.
- A program of PC replacement and antivirus upgrade improved security across Taronga's IT networks through enhancement to the Standard Operating Environment for 550 users.
- A new and improved internal Intranet was created.

### Performance Indicators

	2013/14	2014/15
<b>Severity Rate</b>		
Lost time injury frequency / workplace accidents for both zoos	13.04	7.04
<b>Staff Turnover</b>		
Taronga Zoo	3.40%	3.24%
Taronga Western Plains Zoo	2.20%	2.46%

## Volunteer programs

This year Taronga celebrated 40 years of volunteers. The original volunteer program commenced at Taronga in 1975 and expanded to Taronga Western Plains Zoo in 1986. Over this time Taronga's volunteer programs grew from just 25 tour guides to over 1,000 dedicated volunteers across all aspects of the organisation.

This year, Taronga Zoo's 'Dinosaurs in the Wild' attracted a specialised volunteer group with 49 volunteers recruited and specially trained for the three month exhibition. Dinosaur Guide volunteers dedicated 2,668 hours educating, engaging and providing customer service to Zoo guests. These volunteers delivered excellent outcomes for the exhibition, with over 80% of guests surveyed saying they learned more about threats to the animals of today, and things that they could do to help. The volunteers also rated their experience at 95% for enjoyment and 90% of the Dinosaur volunteers plan to continue to volunteer at Taronga Zoo.

Taronga's volunteers did very well in the NSW Volunteer of the Year Awards, with Taronga Zoo volunteer Dinah Beeston winning NSW Adult Volunteer of the Year in the Sydney North region, while Bob Barden of Taronga Western Plains Zoo won senior and overall volunteer of the year for Orana Far West region. Both represented Taronga at the state-wide awards in December.

To improve their sustainability and efficiency, Taronga's volunteer programs have gone paperless. All application processes have been migrated online, delivering a more easy and efficient process for our over 1,000 applicants a year, and a streamlined process for our staff. This has resulted in savings of at least 6,000 sheets of paper per year.

Through the creation of a volunteer online log-in system, volunteers can log in to their Taronga volunteer profile from any computer/device with internet access, anywhere in the world. They can update personal details, check their roster and record their hours.

To further expand and develop their programs, Taronga created new volunteer roles including Life Sciences administration, learning and development and digital marketing.

Taronga Western Plains Zoo ran a successful recruitment and training program welcoming 18 new volunteers increasing their volunteer group by 24%. Taronga Zoo welcomed 48 new Guest Experience volunteers with two 8 week training programs rolled out over the year. These programs received overwhelmingly positive trainee feedback and are made possible thanks to a dedicated

education committee and volunteer trainers. 40% of these volunteers had come from other Taronga programs including YATZ or 'Dinosaurs in the Wild'.

Further development opportunities for existing volunteers continued to be offered; introducing the new 'Primate Walk' daily guided tour which is free to guests, with 18 primate tour leaders now qualified.

To support the Taronga Bird Festival, 31 volunteers were specially recruited and trained, drawn from across the zoo including YATZ, Keeping staff and Guest Experience volunteers. This created a great team with broad knowledge and skills. They underwent more highly specialised training to become bird experts and helped create the festival atmosphere by operating touch-tables, leading tours and helping with children's activities like the twitch-a-thon.

## Volunteer statistics

### Taronga Zoo

Guest Experience Volunteers	256
Life Sciences volunteers	231
People & Learning Administration	23
Bush Care Volunteers	14
Other (Various Roles)	75
Dinosaur Volunteers	49
Total TZ Adult Volunteers	648
TZ Youth Volunteers	328
Total TZ active volunteers	976

### Taronga Western Plains Zoo

Guest Experience & Life Sciences Volunteers	88
TWPZ Youth Volunteers	52
Total TWPZ Volunteers	140

<b>Total Adult Volunteers</b>	<b>736</b>
<b>Total Youth Volunteers</b>	<b>380</b>
<b>Total active volunteers</b>	<b>1,116</b>

## Human resources

2014/2015 saw the transition to and implementation of the Government Sector Employment Act 2013 (GSE Act) across the public sector. Taronga's Human Resources team worked diligently to ensure the Zoos' compliance with this new legislative framework, including undertaking a review of Taronga's Senior Executive structure, Role Descriptions, Performance Management Framework and Recruitment practices.

Taronga's performance development framework has been reviewed to ensure its continued compliance with the GSE Act and includes assessment against the NSW Capability Framework. The Human Resources team is working to develop a new suite of tools and templates for managers and employees to ensure Taronga continues to work towards best-practice performance management standards to reach the strategic goals of the Zoos. The Human Resources team has conducted focus groups with managers and employees and developed a consultation, training and implementation plan to ensure the transition to this newly developed process is managed proactively.

Taronga's recruitment processes are also being reviewed to ensure the transition to recruitment under the GSE Act allows managers to attract and retain the best employees. Taronga has developed a suite of tools to enable managers to recruit and appoint in a way that allows for a dynamic and competitive recruitment process whilst ensuring compliance with the relevant legislation.

Learning and development continues to be a key focus for Human Resources and 2014 saw the appointment of a dedicated Human Resources Advisor specialising in Learning and Development. This appointment, partnered with a strong focus from the existing Human Resources team has facilitated delivery of a number of important development programs including:

- The Taronga Leader Development Program is currently being delivered to around 98 managers and supervisors from across the divisions at both Zoos, further enabling Taronga to embed tools and practices undertaken by the Leadership Team in 2013/14,
- The development and release of a number of new eLearning programs including two modules to be rolled out to all staff about the redeveloped performance management process,
- The delivery of a nationally accredited training course in customer service to around 260 employees,
- The scoping and development of a 'Taronga Experience' training program to be delivered to employees in 2015/16, and
- The delivery of a specialised Federal Government funded workshop to members of Taronga's Leadership Team around conversations with mature workers. This workshop assists the Taronga's Leadership Team in their ability to do succession planning for their

divisions and ensure mature workers are treated with dignity and respect in their transition to retirement.

The Human Resources team has embraced the opportunity to deliver the Taronga Leader Development program in a face-to-face learning environment with managers and supervisors from across the organisation. This 6 module training program encompasses: The role of a leader at Taronga, Communication, Emotional intelligence, Personal effectiveness and Building high performing teams, and allows Taronga to enhance the capacity of managers to lead and develop high performing teams. The feedback on this program has been overwhelmingly positive with participants finding the training to be both relevant and helpful in their ability to work towards the operational and strategic goals of their divisions.

In 2014/15, 19 employees were supported in their professional development by the Zoo Friends and Conservation Fellowship Program, enabling them to participate in diverse local and international work experience and research programs.

#### Staff recognition

The annual 'Silver Shovels' awards were held in September 2014 to recognise outstanding staff achievements in categories including animal management, breeding, exhibit design, innovation, conservation and environment initiatives. A diverse range of achievements and staff were acknowledged on the night. Tina Watkins won the Director's Award for Taronga Zoo in recognition of her tireless responses to the needs of the organisation, her work in ensuring that the grounds are always well presented and her implementation of changes to help ensure staff stay true to their vision. Benn Bryant received the Director's Award for Taronga Western Plains Zoo for his work to support in situ conservation programs including the Sumatran Rhino Sanctuary, as well as his continued support of Taronga's White Rhinoceros group which last year welcomed the birth of a calf.

Staff were also recognised on a quarterly basis for initiatives and behaviours that reflect Taronga's values.

In November, long serving employees were honoured at ceremonies held at Taronga and Taronga Western Plains Zoos, including 5 inductees who were welcomed into the prestigious '20 Year Club'.

#### Equal Employment Opportunity

Taronga remains committed to the promotion of Equal Employment Opportunity and actively sought to engage with the following initiatives in 2014/15:

- The creation of an Indigenous Keeper

Traineeship in the Australian Fauna Precinct in keeping with Taronga's commitments through its Reconciliation Action Plan (RAP)

- Increased representation of women on Taronga's Board and in Senior Officer classification, and Leadership Team positions
- Communication and consultation with employees prior to their return from parental leave and due consideration to any request for flexible work arrangements outside of the parental leave period.
- Further promotion of the Employee Assistance Program (EAP)
- The delivery of a Zoo-wide 'Stop4Safety' around preventing and responding to Bullying in the Workplace
- The delivery of a workshop to Leadership Team around conversations with mature workers to ensure Taronga's continued commitment to best practice age management practices
- Continued support and promotion of Reconciliation Week and NAIDOC amongst both Zoo staff and visitors

Taronga's Reconciliation Action Plan (RAP) is currently under review by the RAP Committee with the aim of progressing to a "stretch RAP" to be launched by the end of 2015 with a focus on longer-term strategies and working towards defined targets and goals.

#### Taronga Disability Action Plan

Taronga remains committed to the Disability Action Plan developed in 2011 and continues to work towards ensuring that staffing and development objectives are accessible to all individuals.

Through Taronga's partnerships with the Employee Assistance Program and the Anti Discrimination Board, as well as through internal policies and processes, a workplace free from all forms of discrimination is promoted.

Accessibility for Taronga staff, students and visitors, has been a priority and is actively considered in all capital works projects, and feedback is invited regularly on current facilities and their maintenance. Provisions include:

- Accessible walkways as alternatives to heritage outdoor stairways,
- Staff wheelchair facilities,
- Public disabled amenities,
- Staff disabled amenities, and
- Modified equipment and golf carts.

The recent review of Taronga's emergency

procedures also had significant consideration of staff and visitors with disabilities and ensuring that warden training is delivered appropriately.

Taronga's recruitment also employs a variety of assessment tools to ensure a fair and unbiased merit selection process, with additional support provided upon request, such as scribes for written assessments and modified equipment for practical activities.

#### Legal Changes

During the 2014/15 year, there were no changes to the Zoological Parks Board Act 1973 or the Zoological Parks Board Regulation 2009. There are no other acts or regulations administered by the Taronga Conservation Society Australia.

#### Work Health and Safety (WHS)

Taronga is committed to ensuring the health and safety of its workers, contractors and visitors through a systematic and comprehensive safety management system based on managing risk. Work, health and safety are fundamental parts of Taronga's operations and this is reflected in improvements in performance over the financial year. Safety is a priority for Taronga's Board of Directors and Senior Management Team with the message of maintaining a safe workplace conveyed to the workers at Taronga through consultation and active participation.

#### Workers Compensation and Injury Management

There has been an 81% decrease in lost time injury frequency rate since FY10 from 37 to 7. Taronga's Worker's Compensation Deposit Premium has been reduced by 22% since last financial year. Three and five year hindsight premiums all resulted in refunds and are projected to continue. These refunds are a result of exceptional injury management and the early intervention safety program. 43% of the lost time injuries were effectively rehabilitated back to work within one week of injury and 57% returned within 4 weeks. Early reporting with immediate medical attention remains the key factor of the successful injury management program

#### Initiatives

Emergency management continues to be a major focus across both zoos with emergency drills undertaken every month to ensure the emergency control organisation is trained and confident to keep people, visitors and animals from harm, and assets from damage. Delivery of an e-learning emergency management module during staff induction training provides Taronga with the confidence that all workers are familiar with the emergency and evacuation processes.

Training remains a key performance indicator with all required compliance training completed, and increased workplace learning development to maintain a safe working environment. Activities that are identified as high-risk are continuously assessed and monitored, as Taronga is committed to driving WHS Leadership capability through continuous training and instruction.

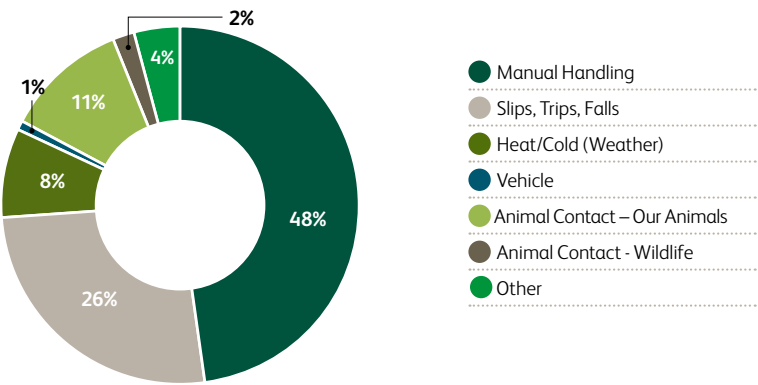
Hazard and incident reporting was again highlighted during the year with a focus on developing awareness of identification of hazards and the incident reporting and management processes. This message has been reiterated to staff through the WHS Committee meetings and toolbox talks by supervisors to staff. Taronga’s safety culture is improving, with 298 incident reports submitted. Workplace Inspections continued with an overall 84% completion rate. Corrective measures for hazards were identified and actioned either immediately or through the maintenance request system.

Statistics

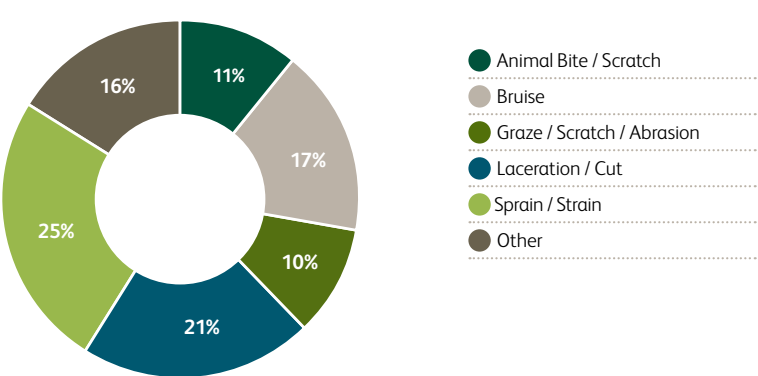
There were no reportable incidents to authorities and no improvement notices from WorkCover.

- 48% of injuries were caused by manual handling.
- Sprains/strains and cut/lacerations continue to be the main mechanism of injuries.

Causation Factor 2014/15



Mechanism of Injury 2014/15







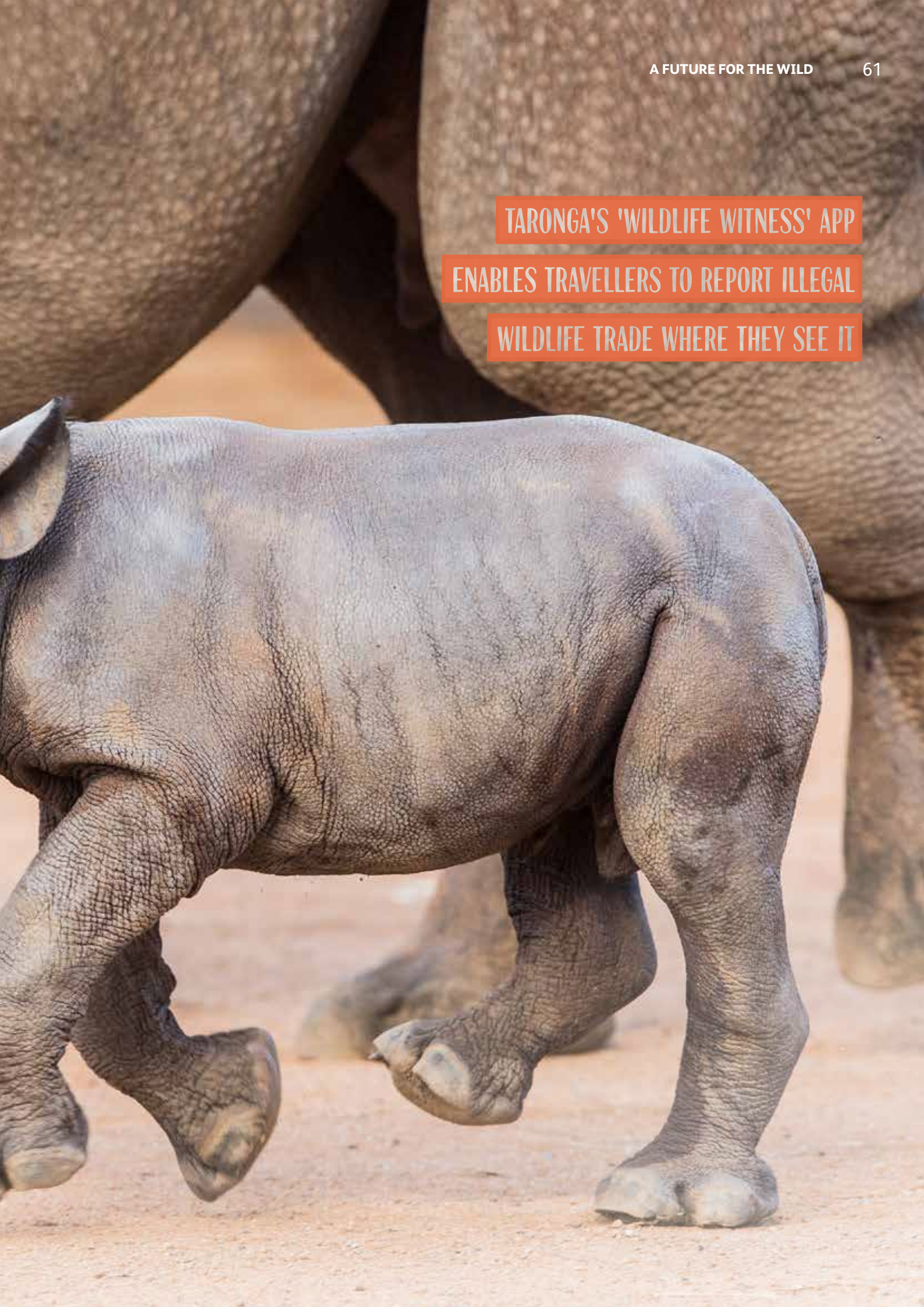
# ACTING *for* THE WILD

In 2014 an unprecedented 1,215 rhinos were poached across South Africa; an increase of 9,300% from the 13 poached in 2007. The demand comes from SE Asia where rhino horn is falsely believed to have medicinal qualities. TWPZ has the most successful Black Rhinoceros breeding program outside of Africa, with the latest arrival, a male calf born in April, called Dafari.

TARONGA'S 'WILDLIFE WITNESS' APP

ENABLES TRAVELLERS TO REPORT ILLEGAL

WILDLIFE TRADE WHERE THEY SEE IT



## GLOSSARY

<b>ABIN:</b> Australian Biosecurity Intelligence Network	<b>JGI:</b> Jane Goodall Institute
<b>AC:</b> Companion of the Order of Australia	<b>JP:</b> Justice of the Peace
<b>AFAIM:</b> Associate Fellow of the Australian Institute of Management	<b>KFWP:</b> Kibale Fuel Wood Project
<b>AFIN:</b> Associate of the Financial Services Institute of Australia	<b>KPI:</b> Key Performance Indicator
<b>AIMS:</b> Australian Institute of Marine Science	<b>MACVSc:</b> Member of the Australian College of Veterinary Science
<b>AM:</b> Member of the Order of Australia	<b>MBA:</b> Master of Business Administration
<b>AMMRC:</b> Australian Marine Mammal Research Centre	<b>MFIA:</b> Member of Fundraising Institute of Australia
<b>AO:</b> Officer of the Order of Australia	<b>MICE:</b> Member of the Institution of Civil Engineers
<b>AQIS:</b> Australian Quarantine and Inspection Service	<b>MIE:</b> Member of Institution of Engineers Australia
<b>ARC:</b> Australian Research Council	<b>MOU:</b> Memorandum of Understanding
<b>ARKS:</b> Animal Record Keeping System	<b>MPM:</b> Master Project Manager
<b>ARWH:</b> Australian Registry of Wildlife Health	<b>MRCVS:</b> Member Royal College Veterinary Surgeons
<b>ASAF:</b> Australian Shark Attack File	<b>MSC:</b> Marine Stewardship Council
<b>ASMP:</b> Australasian Species Management Program	<b>NAIDOC:</b> National Aboriginal and Islander Day Observance Committee
<b>ASZK:</b> Australasian Society of Zoo Keepers	<b>NESB:</b> Non-English Speaking Background
<b>ATE:</b> Australian Tourism Exchange	<b>NPWS:</b> National Parks and Wildlife Service
<b>AWHN:</b> Australian Wildlife Health Network	<b>NRT:</b> Northern Rangelands Trust
<b>B2B:</b> Backyard to Bush	<b>NSW:</b> New South Wales
<b>BioSIRT:</b> Biosecurity, Surveillance, Incident Response and Tracing	<b>OEH:</b> (NSW) Office of Environment and Heritage
<b>BSU:</b> Behavioural Science Unit	<b>PR:</b> Public Relations
<b>CA:</b> Chartered Accountants	<b>QAP:</b> Quarantine Approved Premises
<b>CBSG:</b> Conservation Breeding Specialist Group	<b>QC:</b> Queens Counsel
<b>CCTV:</b> Closed Circuit Television	<b>RAP:</b> Reconciliation Action Plan
<b>CEO:</b> Chief Executive Officer	<b>RFD:</b> Reserve Force Decoration
<b>CES:</b> Chief Executive Service	<b>RSPCA:</b> Royal Society for the Prevention of Cruelty to Animals
<b>CITES:</b> Convention for the International Trade in Endangered Species	<b>SAG:</b> Specialist Advisory Group
<b>CMP:</b> Captive Management Plan	<b>SAP:</b> Systems Analysis and Program Development
<b>COGS:</b> Cost of Goods Sold	<b>SES:</b> Senior Executive Service
<b>CPEng:</b> Chartered Professional Engineer (Australia)	<b>SF Fin:</b> Senior Fellow of the Financial Services Institute
<b>CSIRO:</b> Commonwealth Scientific and Industrial Research Organisation	<b>TAFE:</b> Technical and Further Education
<b>CWIO:</b> Capital Works, Infrastructure and Operations	<b>TAG:</b> Taxon Advisory Group
<b>DAP:</b> Disability Action Plan	<b>TB:</b> Tuberculosis
<b>DEC:</b> Department of Education and Communities	<b>TCSA:</b> Taronga Conservation Society Australia
<b>DoCS:</b> NSW Department of Community Services	<b>TTI:</b> Taronga Training Institute
<b>EEO:</b> Equal Employment Opportunity	<b>TWH:</b> Taronga Wildlife Hospital
<b>FACVSc:</b> Fellow, Australian College of Veterinary Science	<b>TWPWH:</b> Taronga Western Plains Wildlife Hospital
<b>FAICD:</b> Fellow of the Australian Institute of Company Directors	<b>TWPZ:</b> Taronga Western Plains Zoo
<b>FAIM:</b> Fellow of the Australian Institute of Management	<b>TZ:</b> Taronga Zoo
<b>FCA:</b> Fellow of Chartered Accountants	<b>UNSW:</b> University of NSW
<b>FCPA:</b> Fellow of Certified Practising Accountants Australia	<b>USYD:</b> University of Sydney
<b>GMQ:</b> Graduate Management Qualification	<b>WAZA:</b> World Association of Zoos and Aquariums
<b>GOHR:</b> Greater One-horned Rhinoceros	<b>WELL:</b> Workplace, English Language and Literacy
<b>GSO:</b> Great Southern Oceans	<b>WHS:</b> Workplace, Health and Safety
<b>GST:</b> Goods and Services Tax	<b>WIRES:</b> NSW Wildlife Information and Rescue Service
<b>IMOS:</b> Integrated Marine Observing System	<b>WRAPP:</b> Waste Reduction and Purchasing Policy
<b>IRF:</b> International Rhinoceros Foundation	<b>YATZ:</b> Youth At The Zoo
<b>ISIS:</b> International Species Information System	<b>ZAA:</b> Zoo and Aquarium Association (formerly known as Australian Regional Association of Zoological Parks and Aquaria – ARAZPA)
<b>IUCN:</b> International Union for the Conservation of Nature	<b>ZIMS:</b> Zoological Information Management System
<b>IVF:</b> In Vitro Fertilisation	
<b>IZWR/IZW:</b> Institute for Zoo and Wildlife Research, Berlin	

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**TARONGA CONSERVATION SOCIETY AUSTRALIA (TARONGA)**  
**FINANCIAL STATEMENTS AND NOTES**  
FOR THE YEAR ENDED 30 JUNE 2015

**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:

- a) 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 2015;
- b) the financial statements have been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which includes the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*;
- c) we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate; and
- d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Member of the Board



Member of the Board

Sydney  
16 September 2015



## 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 (Taronga), which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows, 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 Taronga as at 30 June 2015, and of its financial performance and its cash flows 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* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

### The Board's Responsibility for the Financial Statements

The members of the Board are responsible for preparing financial statements that give a true and fair view 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 financial statements that give a true and fair view and 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 an assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, 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 Taronga
- that it carried out its activities effectively, efficiently and economically
- about the effectiveness of the internal control
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about 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 roles by the possibility of losing clients or income.



Karen Taylor  
Director, Financial Audit Services

17 September 2015  
SYDNEY

# INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2015

	Notes	2015 \$'000	2014 \$'000
<b>Revenue</b>			
Admissions		41,307	35,002
Trading and Franchise Revenue	2	12,010	11,743
Corporate Sponsorship		3,261	3,863
Government Grants	3	14,662	14,918
Investment Revenue	4	1,970	2,013
Donations and Bequests		5,531	4,084
Other Income	5	20,002	18,301
Gain/(Loss) on Sale of Assets	6	(74)	(27)
<b>Total Revenue</b>		<b>98,669</b>	<b>89,896</b>
<b>Expenses</b>			
Personnel Services	7(a)	44,092	43,362
Trading Cost of Sales	2	3,331	3,394
Marketing Expenses	7(b)	3,374	2,987
Depreciation and Amortisation	7(c)	19,702	18,449
Insurance		449	463
Maintenance	7(d)	5,904	6,226
Finance Costs	7(e)	939	1,080
Other Expenses	8	16,892	16,729
<b>Total Expenditure</b>		<b>94,683</b>	<b>92,689</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>3,986</b>	<b>(2,794)</b>

The accompanying notes form part of these Financial Statements.

# STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 30 JUNE 2015

	Notes	2015 \$'000	2014 \$'000
<b>Surplus/(Deficit) for the year</b>		<b>3,986</b>	<b>(2,794)</b>
<b>Other comprehensive income:</b>			
<i>Items that will not be reclassified to net result</i>			
Net increase/(decrease) in property, plant and equipment revaluation surplus	24	-	55,565
<i>Items that may be reclassified subsequently to net result</i>			
Available for sale financial assets			
-Valuation gains/(losses)	24	(429)	233
-Transferred to net result on disposal	24	-	42
<b>Other comprehensive income for the year</b>		<b>(429)</b>	<b>55,841</b>
<b>Total comprehensive income for the year</b>	<b>24</b>	<b>3,557</b>	<b>53,047</b>

The accompanying notes form part of these Financial Statements.

# STATEMENT OF FINANCIAL POSITION

## AS AT 30 JUNE 2015

	Notes	2015 \$'000	2014 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	23 (a)	63,368	51,965
Trade and Other Receivables	11	3,197	3,010
Inventories	12	1,233	1,286
Available-for-sale financial assets	13	1,747	2,176
<b>Total Current Assets</b>		<b>69,545</b>	<b>58,438</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	14	419,724	426,900
Intangible Assets	15	235	161
<b>Total Non-Current Assets</b>		<b>419,959</b>	<b>427,061</b>
<b>Total Assets</b>		<b>489,504</b>	<b>485,498</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	16	19,517	19,216
Other Liabilities	17	2,444	1,597
Borrowings	18	-	4,998
<b>Total Current Liabilities</b>		<b>21,961</b>	<b>25,810</b>
<b>Non-Current Liabilities</b>			
Borrowings	18	15,947	11,648
<b>Total Non-Current Liabilities</b>		<b>15,947</b>	<b>11,648</b>
<b>Total Liabilities</b>		<b>37,908</b>	<b>37,459</b>
<b>Net Assets</b>		<b>451,596</b>	<b>448,039</b>
<b>Equity</b>			
Reserves	24	248,230	248,660
Accumulated Funds	24	203,366	199,380
<b>Total Equity</b>		<b>451,596</b>	<b>448,039</b>

The accompanying notes form part of these Financial Statements.

# STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2015

	Accumulated Funds \$'000	Reserves \$'000	Total \$'000
<b>Balance at 1 July 2014</b>	199,380	248,660	448,039
<b>Surplus/(Deficit) for the year</b>	3,986	-	3,986
<b>Other comprehensive income:</b>			
Gain/(Loss) on revaluation of land, buildings and infrastructure	-	-	-
Gain/(Loss) on revaluation of available-for-sale financial assets	-	(429)	(429)
Transfers on disposal	-	-	-
<b>Total other comprehensive income</b>	-	(429)	(429)
<b>Total comprehensive income for the period</b>	3,986	(429)	3,557
<b>Balance at 30 June 2015</b>	<b>203,366</b>	<b>248,230</b>	<b>451,596</b>

<b>Balance at 1 July 2013</b>	202,917	192,819	395,736
Changes in accounting policy	(744)	-	(744)
<b>Restated total equity at 1 July 2013</b>	202,173	192,819	394,992
<b>Surplus/(Deficit) for the year</b>	(2,794)	-	(2,794)
<b>Other comprehensive income:</b>			
Gain/(Loss) on revaluation of land, buildings and infrastructure	-	55,565	55,565
Gain/(Loss) on revaluation of available-for-sale financial assets	-	233	233
Transfers on disposal	-	42	42
<b>Total other comprehensive income</b>	-	55,841	55,841
<b>Total comprehensive income for the year</b>	(2,794)	55,841	53,047
<b>Balance at 30 June 2014</b>	<b>199,380</b>	<b>248,660</b>	<b>448,039</b>

The accompanying notes form part of these Financial Statements.

**STATEMENT OF CASH FLOWS**  
FOR THE YEAR ENDED 30 JUNE 2015

	Notes	2015 \$'000	2014 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from Customers and Sponsors (inclusive of GST)		86,803	75,303
Interest Received		1,710	1,883
Dividends Received		86	82
Government Capital Grant		-	-
Government Recurrent Grant		14,662	14,918
		<u>103,261</u>	<u>92,186</u>
Payments to Suppliers and Personnel Services (inclusive of GST)		(77,149)	(75,947)
Interest and Finance Costs Paid		(1,007)	(969)
		<u>(78,156)</u>	<u>(76,916)</u>
<b>Net Cash (outflow)/inflow from Operating Activities</b>	23(b)	<b>25,105</b>	<b>15,270</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for Property, Plant and Equipment		(13,067)	(14,020)
Proceeds from Sale of Property, Plant and Equipment		45	8
Proceeds from Sale of Available-for-sale financial assets		-	164
<b>Net Cash (outflow)/inflow from Investing Activities</b>		<b>(13,022)</b>	<b>(13,848)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of Borrowings		(680)	-
<b>Net Cash (outflow)/inflow from Financing Activities</b>		<b>(680)</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>11,403</b>	<b>1,422</b>
<b>Cash and cash equivalents at beginning of the year</b>		<b>51,965</b>	<b>50,543</b>
<b>Cash and cash equivalents at end of year</b>	23(a)	<b>63,368</b>	<b>51,965</b>

The accompanying notes form part of these Financial Statements.

## NOTES TO THE FINANCIAL STATEMENTS

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## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

### 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.

#### a) Reporting Entity

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

The *Administrative Arrangements Order 2014* abolished the Taronga Division on 24 February 2014 and its operations were transferred to Office of Environment and Heritage (OEH). The OEH is a separate reporting entity which is not controlled by Taronga and does not control Taronga for financial reporting purposes. Taronga comprises the activities of Taronga Zoo, Taronga Western Plains Zoo and the Taronga Foundation. Taronga's commercial activities, namely retail, catering, experience activities and accommodation are also included.

These financial statements for the year ended 30 June 2015 have been authorised for issue by Taronga on 21 September 2015.

#### b) Basis of Preparation

The entity's financial statements are general purpose financial statements which have been prepared in accordance with:

- 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 2015*;
- iii. specific directions issued by the Treasurer.

#### Historical Cost Convention

The financial statements have been prepared under the historical cost convention, modified by the revaluation at fair value of land and buildings, plant and equipment, infrastructure systems and available for sale financial assets.

#### 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 statements.

#### Rounding

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

**c) Comparative Figures**

When the presentation or classification of items in the financial statements is amended in respect of the changes in the current year, the comparative amounts are reclassified to enhance comparability unless the reclassification is impracticable.

**d) Statement of Compliance**

Taronga's financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

**e) 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. This includes Admissions at gate, Trading and Franchise Revenue and Accommodation.

**iii. Investment Revenue**

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Dividend revenue is recognised in accordance with AASB 118 when the entity's right to receive payment is established.

**iv. Government Grants**

The grants received from the NSW Government i.e. the social policy payment for the conduct of Taronga's recurrent non-commercial activities, together with the asset maintenance and capital grants 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. Donations and Bequests**

The Taronga Foundation's pledged donations including bequests are not recognised as income until received.

## **vi. Sponsorship**

All sponsorships and non-reciprocal contributions from the public are included in Taronga's revenue on receipt.

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.

## **f) 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 price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

## **g) 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.

## **h) 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 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

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 in accordance with TPP14-01, this requires a comprehensive revaluation at least every three years for Land and Buildings, (except infrastructure and land under infrastructure) where the market or income approach is the most appropriate valuation technique for that asset under AASB 13 and at

least every five years for all other classes of property, plant and equipment. The most recent full revaluation was performed in March 2014. Details of the valuations are as follows:

**i. Land**

The value of the Taronga's land holdings is based on a full revaluation conducted by the Land and Property Information (LPI) a division of The Office of Finance and Services in March 2014. The land has been valued at fair value having regard to current use as indicated by the zoning, heritage restrictions and other controls over the property. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2015.

**ii. Infrastructure**

Valuation of the infrastructure includes all site works which are considered to add value to the site as used and not already valued as individual fixed assets (such as buildings). This includes all services, roads and landscaping, etc. The value 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 conducted by LPI in March 2014 and the value in the Taronga's accounts for this class of asset has been adjusted accordingly. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2015.

**iii. Buildings, Enclosures and Improvements**

The value of Taronga's buildings, enclosures and improvements is based on a revaluation conducted by the LPI in March 2014. The carrying value of these assets has been adjusted accordingly to reflect these updated valuations. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2015.

**i) Revaluation Increments/Decrements**

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 re-valued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to the accumulated funds.

## j) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

## k) 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 (3-40 years as appropriate)
Building, Enclosures and Improvements	The rate being determined by the estimated life of the asset (1-50 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.

## l) 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.

## m) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

## **n) 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 and impairment losses.

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.

## **o) Available-for-sale Investments**

Available-for-sale investments are measured at fair value. Any unrealised gain/loss is recognised in other comprehensive income until disposed or impaired; at which time the cumulative gain or loss previously recognised in other comprehensive income is recognised in the net result for the year.

## **p) Personnel Services**

### **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.

### **ii. Long Service Leave and Superannuation**

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.

All employees are entitled to superannuation benefits under one of the superannuation schemes, namely First State Superannuation Scheme (FSS), State Authorities Non-Contributory Superannuation Scheme (SANCS), 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.

### **iii. Consequential on-costs**

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.

### **q) 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.

### **r) 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 Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows 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.

### **s) 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 of the financial assets

(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.

**t) 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.

**u) 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 or losses are recognised in the income statement on de-recognition.

**v) Trade and Other Payables**

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

**w) 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 entities.

**x) 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 past claims experience.

**y) 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 these financial statements.

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

Taronga has established the Audit and Risk 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 Taronga'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 standards. Authority deposits held with NSW Treasury Corporation (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, National Australia Bank and TCorp which have been rated "AA-", "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 2.94% (2014 3.81%), the weighted average interest rate for the period was 3.48% (2014 3.77%). 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.

An allowance for impairment is raised when there is objective evidence that Taronga will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

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 \$1.4m. This was unused at 30 June 2015.

## **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 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 holds equities which are subject to price risk. This arises from shares bequeathed to Taronga. To manage its price risk Taronga seeks to sell shares in an orderly manner with independent expert advice from a professional broker. Cash held in TCorp Hour-Glass facilities is also exposed to other price risk, a possible impact on profit/loss due to changes in unit price is included in Note 9.

## **z) Equity and Reserves**

### **i. Revaluation Surplus**

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with Taronga's policy on the revaluation of property, plant and equipment as discussed in note h).

### **ii. Accumulated Funds**

The category 'Accumulated Funds' includes all current and prior period retained funds.

### **aa) Fair Value Hierarchy**

A number of Taronga's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, Taronga categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

Taronga recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer Note 9 and Note 10 for further disclosures regarding fair value measurements of financial and non-financial assets.

### **bb) Changes in Accounting Policy, Including New or Revised Australian Accounting Standards**

The accounting policies applied in 2014-15 are consistent with those of the previous financial year. All new or revised Australian Accounting Standards mandatory for 2015 Financial Statements are not relevant to the operations of Taronga and do not have any impact on Taronga's results or disclosures.

#### **Australian Accounting Standards issued but not yet effective**

- AASB 2015-3 regarding materiality – mandatory for 2016 Financial Statements
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle – mandatory for 2017 Financial Statements
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiative – mandatory for 2017 Financial Statements
- AASB 9 and AASB 2010-7, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 regarding financial instruments – mandatory for 2017 Financial Statements
- AASB 15 and AASB 2014-5 regarding Revenue from Contracts with Customers - mandatory for 2019 Financial Statements
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation – mandatory for 2017 Financial Statements
- AASB 2014-9 regarding equity method in separate financial statements – mandatory for 2017 Financial Statements

The above Accounting Standards will have no impact on Taronga's results or disclosures.

## 2. Trading and Franchise Revenue

	2015 \$'000	2014 \$'000
i) Catering Sales	2,205	2,289
Less: Cost of Sales	(891)	(987)
<b>Gross Profit</b>	<b>1,314</b>	<b>1,301</b>
ii) Souvenir Sales	6,416	6,318
Less: Cost of Sales	(2,440)	(2,407)
<b>Gross Profit</b>	<b>3,976</b>	<b>3,911</b>
iii) Catering Franchise Commissions	3,389	3,136
<b>Total Sales</b>	<b>12,010</b>	<b>11,743</b>
<b>Less total Cost of Sales</b>	<b>(3,331)</b>	<b>(3,394)</b>
<b>Total Gross Profit</b>	<b>8,679</b>	<b>8,349</b>

## 3. Government Grants

	2015 \$'000	2014 \$'000
Capital grant	-	-
Recurrent grant	14,662	14,918
<b>Total Government Grants</b>	<b>14,662</b>	<b>14,918</b>

## 4. Investment Revenue

	2015 \$'000	2014 \$'000
Dividend Income	86	83
Term Deposits and Bank Interest	1,884	1,931
<b>Total Investment Revenue</b>	<b>1,970</b>	<b>2,013</b>

## 5. Other Income

	2015 \$'000	2014 \$'000
Accommodation	7,563	5,629
Animal Sponsorship	449	457
Animal Encounters	758	760
Bike and Cart Hire	804	746
Car Parking	1,736	1,728
Concert Commission	-	212
Consultancy Fees	63	53
Educational and Recreation Activities	1,620	1,386
Event Income	812	895
Provision of Services	102	84
Research Project Income	79	1,109
Sponsorship of Goods and Services	1,485	1,544
Taronga Training Institute	618	749
Twilight Concert Ticket Sales	1,766	-
Zoo Friends Joining and Event Fees	199	142
Sundry Income	1,948	2,808
Total Other Income	20,002	18,301

## 6. Gain/(Loss) on Sale of Assets

	2015 \$'000	2014 \$'000
Gain/(Loss) on Sale of Plant & Equipment	(74)	(6)
Gain/(Loss) on Sale of Financial Assets	-	(21)
Total Gain/(Loss) on Sales of Assets	(74)	(27)

## 7. Expenses

### a) Personnel Services

	2015 \$'000	2014 \$'000
Salaries and Wages	36,271	35,439
Long Service Leave	820	861
Payroll Tax	2,247	2,224
Workers Compensation Insurance	340	903
Superannuation*	4,398	3,918
Other	16	16
Total Personnel Services	44,092	43,362

The personnel services is the expense incurred by Taronga on personnel services provided by OEH due to the Administrative Arrangements Order 2014.

\*As the employment is undertaken by OEH, the defined benefit superannuation actuarial gain/loss is included in Personnel Service Expenses in the Income Statement rather than in

the Statement of Comprehensive Income. In 2015 a defined benefit superannuation actuarial loss of \$239,651 is included in superannuation (\$55,755 loss in 2014).

Employee related costs amounting to \$991,063 have been capitalised during the year (\$821,999 in 2014) and \$208,304 (\$229,392 in 2014) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

#### b) Marketing Expenses

	2015 \$'000	2014 \$'000
Advertising	2,067	2,000
Promotions	700	231
Other Marketing	607	756
<b>Total Marketing Expenses</b>	<b>3,374</b>	<b>2,987</b>

#### c) Depreciation and Amortisation Expenses

	2015 \$'000	2014 \$'000
<b>Depreciation</b>		
Land and Buildings	15,153	14,350
Plant and Equipment	1,024	916
Infrastructure	3,452	3,124
<b>Amortisation</b>		
Intangible Assets	73	58
<b>Total Depreciation and Amortisation Expenses</b>	<b>19,702</b>	<b>18,449</b>

#### d) Maintenance

	2015 \$'000	2014 \$'000
Contracted labour and other (non employee related)	5,696	5,997
Employee related maintenance expenses (Asset Maintenance Grant)	208	229
<b>Total Maintenance Expenses</b>	<b>5,904</b>	<b>6,226</b>

#### e) Finance Costs

	2015 \$'000	2014 \$'000
Interest on Borrowings	958	969
Amortisation of premiums relating to borrowings	(19)	-
Amortisation of discounts relating to borrowings	-	111
<b>Total Finance Costs</b>	<b>939</b>	<b>1,080</b>

## 8. Other Expenses

	2015 \$'000	2014 \$'000
Accommodation Expenses	300	235
Animal Transport	145	265
Animal Husbandry & Research Support	2,199	2,455
Artist Fees	559	-
Audit Fees – Audit of Financial Statements	99	97
Bank Charges & Fees	357	317
Board Honoraria	206	203
Carrying Value of Assets Disposed:		
– Land and Buildings	-	325
– Plant and Equipment	-	37
– Infrastructure	-	1
Catering	1,318	1,277
Cash Collection	38	40
Communication Costs	496	425
Consultancy	60	31
Contractors	821	880
Contract Services	3,252	3,499
Energy Costs	1,479	1,616
Information Technology Costs	333	275
Internal Audit Fees	57	56
Legal Fees	102	128
Minor Equipment & Stores	650	803
Postage & Couriers	259	238
Printing & Stationery	577	544
Protective Clothing	233	212
Provision for Impairment of Trade Receivables	-	(160)
Staff Development & Training	225	234
Travelling Expenses	331	360
Vehicle Costs	348	259
Vehicle Leasing Expenses	185	313
Water & Sewerage	432	441
Sundry Expenses	1,831	1,324
<b>Total Other Expenses</b>	<b>16,892</b>	<b>16,729</b>

## 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 TCorp Hour-Glass facility, payables and borrowings and available for sale shares.

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

<b>Financial Assets</b>	<b>Category</b>	<b>2015</b>	<b>2014</b>
<b>Class:</b>		<b>\$'000</b>	<b>\$'000</b>
Cash and Cash Equivalents	N/A	63,368	51,965
Receivables (1)	Loans and receivables at amortised cost	2,563	2,604
Financial assets at fair value	Available-for-sale financial assets (at fair value)	1,747	2,176
<b>Financial Liabilities</b>			
<b>Class:</b>			
Payables (2)	Financial liabilities measured at amortised cost	19,517	19,216
Borrowings	Financial liabilities measured at amortised cost	15,947	16,646

(1) Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

(2) Excludes statutory payables and unearned revenue in (i.e. not within scope of AASB 7).

## a) Market Risk

### i. Price Risk

Taronga holds equities which are subject to price risk. This arises from a portfolio of shares that were bequeathed from donors to Taronga. These shares are classified on the balance sheet as available-for-sale. To manage its price risk Taronga seeks to sell shares in an orderly manner with independent expert advice from a professional broker.

### ii. Interest Rate Risk

#### Financial Instruments

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

<b>Fixed Rate Instruments</b>	<b>2015 \$'000</b>	<b>2014 \$'000</b>
Financial Assets	-	-
Financial Liabilities	15,947	16,646
<b>Variable Rate Instruments</b>		
Financial Assets	63,368	51,965

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

#### Summarised Sensitivity Analysis

	Carrying Amount	Interest Rate Risk				Other Price Risk			
		-1%		+1%		-10%		+10%	
		Profit	Equity	Profit	Equity	Profit	Equity	Profit	Equity
2015	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>									
Cash and cash equivalents	53,713	(537)	(537)	537	537	-	-	-	-
Receivables	2,563	-	-	-	-	-	-	-	-
Available-for-sale financial assets	1,747	-	-	-	-	-	(175)	-	175
<b>Financial liabilities</b>									
Payables	19,517	-	-	-	-	-	-	-	-

	Carrying Amount	Interest Rate Risk				Other Price Risk			
		-1%		+1%		-10%		+10%	
		Profit	Equity	Profit	Equity	Profit	Equity	Profit	Equity
2014	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>									
Cash and cash equivalents	40,554	(406)	(406)	406	406	-	-	-	-
Receivables	2,604	-	-	-	-	-	-	-	-
Available-for-sale financial assets	2,176	-	-	-	-	-	(218)	-	218
<b>Financial liabilities</b>									
Payables	19,216	-	-	-	-	-	-	-	-

## Other Price Risk – TCorp Hour-Glass Facilities

Exposure to 'other price risk' also arises through the investment in the TCorp Hour-Glass Investment Facilities, which are held for strategic rather than trading purposes. Taronga holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	Carrying Amount	
			2015 \$'000	2014 \$'000
Hour-Glass Investment – Cash Facility	Cash and money market instruments	Up to 1.5 years	9,655	11,410

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. TCorp has also leveraged off internal expertise to manage certain fixed income assets for the Hour-Glass facilities. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour-Glass facilities limits Taronga's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the Investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (i.e. 95% probability). The TCorp Hour-Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).

	Change in unit price	Impact on profit/loss	
		2015 \$'000	2014 \$'000
Hour-Glass Investment – Cash facility	+/-1%	97	114

## b) Credit Risk

Credit risk arises from the financial assets of Taronga which comprises cash and cash equivalents, trade and other receivables. The carrying amount of Taronga's financial assets represents the maximum credit exposure.

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

	2015 \$'000	2014 \$'000
Cash and Cash equivalents	63,368	51,965
Total Trade Receivables	2,563	2,604
	65,931	54,569

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

Trade Receivables Owing from NSW Government Entities	493	112
Trade Receivables Owing from Non-Government Educational Bodies	15	-
Trade Receivables Owing from Tourism Operators	851	776
Trade Receivables Owing from Other Entities	913	916
Trade Receivables Owing from Sponsors	62	596
Trade Receivables Owing from Catering Franchise Operator	230	204
Less: Allowance for Impairment	-	-
	<u>2,564</u>	<u>2,604</u>

Taronga does not hold any collateral as security over receivables.

### **Impairment as at 30 June 2014**

	<b>Gross 2015 \$'000</b>	<b>Impairment 2015 \$'000</b>	<b>Gross 2014 \$'000</b>	<b>Impairment 2014 \$'000</b>
Not Past Due	2,497	-	1,801	-
Past due 0-30 Days	67	-	730	-
Past due 31-90 days	-	-	73	-
Past due > 90 Days	-	-	-	-
	<u>2,564</u>	<u>-</u>	<u>2,604</u>	<u>-</u>

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

	<b>2015 \$'000</b>	<b>2014 \$'000</b>
Balance at 1 July	-	176
Impairment (Gain) Recognised	-	(176)
Balance at the end of period	<u>-</u>	<u>-</u>

### c) Liquidity Risk

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

			Maturity Dates				
30-Jun-2015	Carrying Amount	Contractual Cash flows	< 6 mnths	6-12 mnths	>1yr <2 yrs	2-5 yrs	>5 yrs
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-derivative Financial liabilities							
Trade and Other Payables	4,242	(4,242)	(4,242)	-	-	-	-
Borrowings -Fixed Interest Rate	15,947	(18,954)	(462)	(462)	(6,860)	(11,170)	-
30-Jun-2014	Carrying Amount	Contractual Cash flows	< 6 mnths	6-12 mnths	>1yr <2 yrs	2-5 yrs	>5 yrs
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-derivative Financial liabilities							
Trade and Other Payables	4,202	(4,202)	(4,202)	-	-	-	-
Borrowings -Fixed Interest Rate	16,646	(20,011)	(5,484)	(347)	(694)	(13,486)	-

The Borrowings are shown as maturing in the future periods above, including interest payable there-on. The Board can recommend to either repay the loans on maturity or to extend these loans for a further period.

### 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 Value		Fair Value	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>Financial Assets</b>				
Cash and Cash Equivalents	63,368	51,965	63,368	51,965
Receivables	2,563	2,604	2,563	2,604
Financial assets at fair value	1,747	2,176	1,747	2,176
	67,678	56,745	67,678	56,745
<b>Financial Liabilities</b>				
Payables	19,517	19,216	19,517	19,216
Borrowings	15,947	16,646	17,751	18,555
	35,464	35,862	37,268	37,771

### **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
<b>Financial Assets at Fair Value</b>				
Tcorp Hour-Glass Cash Facility	-	9,655	-	9,655
Shares	1,747	-	-	1,747
	1,747	9,655	-	11,402

## **10. Fair Value Measurement of Non-Financial Assets**

### **(a) Fair Value Hierarchy**

**2015**

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
<b>Property Plant and Equipment</b>				
Land and Buildings	-	64,750	284,662	349,412
Infrastructure	-	-	60,763	60,763
	-	64,750	345,425	410,175

**2014**

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
<b>Property Plant and Equipment</b>				
Land and Buildings	-	64,750	288,510	353,260
Infrastructure	-	-	62,490	62,490
	-	64,750	351,000	415,750

There were no transfers between Level 1 or 2 during the period.

### (b) Valuation Techniques, Inputs and Processes

The Fair value of land, buildings and infrastructure was determined by LPI. Taronga's land has been valued using the direct comparison approach and classified as level 2, under this valuation method transactions of land acquired for special uses and open space purposes are analysed and considered for comparison purposes.

Fair value of buildings is measured by its depreciated replacement costs, as the current market buying prices cannot be observed. Therefore buildings are classified as level 3. In determining the fair value of buildings and infrastructure current and historical costs were considered as these assets are highly specialised and unique.

### (c) Reconciliation of Recurring Level 3 Fair Value Measurements

2015

	Recurring Level 3 Fair value \$'000
<b>Fair Value as at 1 July 2014</b>	
Buildings and Infrastructure	351,000
Additions	13,030
Revaluation increments/(decrements) recognised in Net result	-
Revaluation increments/(decrements) recognised in other comprehensive income	-
Transfers from Level 2	-
Transfers to Level 2	-
Disposals	-
Depreciation	(18,605)
<b>Fair Value as at 30 June 2015</b>	<b>345,425</b>

**2014**

	<b>Recurring Level 3 Fair value \$'000</b>
<b>Fair Value as at 1 July 2013</b>	
Buildings and Infrastructure	302,872
Additions	13,712
Revaluation increments/(decrements) recognised in Net result	-
Revaluation increments/(decrements) recognised in other comprehensive income	52,215
Transfers from Level 2	-
Transfers to Level 2	-
Disposals	(325)
Depreciation	(17,474)
<b>Fair Value as at 30 June 2014</b>	<b>351,000</b>

**11. Trade and Other Receivables**

	<b>2015 \$'000</b>	<b>2014 \$'000</b>
Debtors	2,828	2,816
Less: Allowance for impairment	-	-
	2,828	2,816
Prepayments	369	194
<b>Total Trade and Other Receivables</b>	<b>3,197</b>	<b>3,010</b>

**12. Inventories**

	<b>2015 \$'000</b>	<b>2014 \$'000</b>
<b><u>Held for Distribution</u></b>		
Food for Animals	210	181
Stores and Spare Parts	188	244
	398	425
<b><u>Held for Resale</u></b>		
Catering	67	63
Souvenirs	769	799
	836	861
<b>Total Inventories</b>	<b>1,234</b>	<b>1,286</b>

### 13. Available for Sale Financial Assets

	2015 \$'000	2014 \$'000
Bequested Shares	1,747	2,176

### 14. Property, Plant and Equipment

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>At 1 July 2014 - fair value</b>					
Gross carrying amount	8,325	473,750	8,796	81,356	572,227
Accumulated Depreciation	-	(120,489)	(5,972)	(18,867)	(145,328)
Net carrying amount	8,325	353,260	2,824	62,490	426,900
<b>At 30 June 2015 - fair value</b>					
Gross carrying amount	5,871	482,808	10,119	83,082	581,880
Accumulated Depreciation	-	(133,395)	(6,441)	(22,319)	(162,156)
Net carrying amount	5,871	349,413	3,678	60,763	419,724

### Reconciliation

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

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>Period ended 30 June 2015</b>					
Net carrying amount at 1 July 2014	8,325	353,260	2,824	62,490	426,900
Additions	10,838	-	1,882	-	12,720
Transfers	(13,292)	11,306	115	1,725	(147)
Disposals	-	(2,247)	(673)	-	(2,920)
Depreciation expense	-	(15,153)	(1,024)	(3,452)	(19,630)
Depreciation on disposals	-	2,247	554	-	2,801
Net carrying amount at 30 June 2015	5,871	349,413	3,678	60,763	419,724

	Work in Progress	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At 1 July 2013 - fair value</b>					
Gross carrying amount	8,168	451,545	8,217	74,187	542,274
Accumulated Depreciation	-	(140,237)	(5,324)	(21,223)	(166,785)
Net carrying amount	8,168	311,308	2,893	52,963	375,332
<b>At 30 June 2014 - fair value</b>					
Gross carrying amount	8,325	473,750	8,796	81,356	572,227
Accumulated Depreciation	-	(120,489)	(5,972)	(18,867)	(145,328)
Net carrying amount	8,325	353,260	2,824	62,490	426,900

## 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	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Year ended 30 June 2014</b>					
Net carrying amount at 1 July 2013	8,168	311,308	2,893	52,963	375,332
Additions	12,899	1,258	593	20	14,769
Transfers	(12,742)	7,509	307	4,926	-
Disposals	-	(586)	(320)	-	(906)
Revaluation increment	-	47,861	-	7,705	55,565
Depreciation expense	-	(14,350)	(916)	(3,124)	(18,391)
Depreciation on disposals	-	261	268	-	530
Net carrying amount at 30 June 2014	8,325	353,260	2,824	62,490	426,900

## Land

### Mosman – Taronga Zoo (28.1 hectares)

Zoning: Special Activities 1 – Zoological Gardens under Mosman Local Environment Plan 2012.  
As per LPI valuation in March 2014, based on comparable values for open recreation land, \$62,000,000. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2015.

### Dubbo – Taronga Western Plains Zoo (758.3 hectares)

Zoning: SP3 Tourist under the Dubbo Local Environment Plan 2011.  
As per LPI valuation in March 2014, based on comparable zoning values \$2,750,000. Taronga has formed the opinion that there was no change to the valuation for the period to 30 June 2015.

## 15. Intangible Assets

	<b>Software Total \$'000</b>
<b>At 1 July 2014</b>	
Cost (gross carrying amount)	612
Accumulated Amortisation and Impairment	(451)
Net carrying amount	161
<b>At 30 June 2015</b>	
Cost (gross carrying amount)	759
Accumulated Amortisation and Impairment	(524)
Net carrying amount	235
<b>Year ended 30 June 2015</b>	
Net carrying amount at 1 July 2014	161
Additions (acquisitions)	-
Transfers	147
Disposals	-
Amortisation	(73)
Amortisation on disposals	-
Net carrying amount at 30 June 2015	235
<b>At 1 July 2013</b>	
Cost (gross carrying amount)	573
Accumulated Amortisation and Impairment	(392)
Net carrying amount	181
<b>At 30 June 2014</b>	
Cost (gross carrying amount)	612
Accumulated Amortisation and Impairment	(451)
Net carrying amount	161
<b>Year ended 30 June 2014</b>	
Net carrying amount at 1 July 2013	181
Additions (acquisitions)	38
Transfers	-
Disposals	-
Amortisation	(58)
Amortisation on disposals	-
Net carrying amount at 30 June 2014	161

**16. Trade and Other Payables**

	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
Operating Expense Creditors	2,421	1,910
Capital Creditors	487	834
Accruals and Other Creditors	1,334	1,458
Personnel Services	15,275	15,014
<b>Total Trade and Other Payables</b>	<b>19,517</b>	<b>19,216</b>

**(a) Personnel Services**

	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Liabilities</b>		
Salaries and Wages Payable	432	273
Annual Leave Provision	2,439	2,851
Long Service Leave Provision	6,245	6,229
Defined Benefit Superannuation	6,159	5,661
<b>Total Personnel Services</b>	<b>15,275</b>	<b>15,014</b>

**17. Other Liabilities**

	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
Unearned Income	2,444	1,597
<b>Total Other Liabilities</b>	<b>2,444</b>	<b>1,597</b>

**18. Borrowings**

	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
NSW Treasury Corporation	15,947	16,646
These loans are due to mature as follows:		
Not later than one year	-	4,998
Later than one year but not later than two years	5,867	-
Later than two years but not later than five years	10,080	11,648
Later than five years	-	-
	<b>15,947</b>	<b>16,646</b>

**Face Value and Capital Value of Loans**

	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
Face Value of Loans	15,899	17,057
Add Unamortised Premium	48	-
Less Discount	-	(411)
<b>Capital Value of Loans</b>	<b>15,947</b>	<b>16,646</b>

## 19. Superannuation

Taronga is liable for superannuation benefits of employees provided by OEH. 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.

### (a) Defined Benefit Plans

#### i. Nature of the benefits provided by the fund

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS)
- State Superannuation Scheme (SSS)
- Police Superannuation Scheme (PSS)
- State Authorities Non-contributory Superannuation Scheme (SANCS).

These schemes 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. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal.

All the Schemes are closed to new members.

#### ii. Description of the regulatory framework

The schemes in the Pooled Fund are established and governed by the following NSW legislation: Superannuation Act 1916, State Authorities Superannuation Act 1987, Police Regulation (Superannuation) Act 1906, State Authorities Non-Contributory Superannuation Act 1987, and their associated regulations.

The schemes in the Pooled Fund are exempt public sector superannuation schemes under the Commonwealth Superannuation Industry (Supervision) Act 1993 (SIS). The SIS Legislation treats exempt public sector superannuation funds as complying funds for concessional taxation and superannuation guarantee purposes.

Under a Heads of Government agreement, the New South Wales Government undertakes to ensure that the Pooled Fund will conform with the principles of the Commonwealth's retirement incomes policy relating to preservation, vesting and reporting to members and that members' benefits are adequately protected.

The New South Wales Government prudentially monitors and audits the Pooled Fund and the Trustee Board activities in a manner consistent with the prudential controls of the SIS legislation. These provisions are in addition to other legislative obligations on the Trustee Board and internal processes that monitor the Trustee Board's adherence to the principles of the Commonwealth's retirement incomes policy.

An actuarial investigation of the Pooled Fund is performed every three years. The last actuarial investigation was performed as at 30 June 2012. The next actuarial investigation is due as at 30 June 2015 and the report is expected to be released by the end of 2015.

### **iii. Description of other entities' responsibilities for the governance of the fund**

The Fund's Trustee is responsible for the governance of the Fund. The Trustee has a legal obligation to act solely in the best interests of fund beneficiaries. The Trustee has the following roles:

- Administration of the fund and payment to the beneficiaries from fund assets when required in accordance with the fund rules;
- Management and investment of the fund assets; and
- Compliance with other applicable regulations.

### **iv. Description of risks**

There are a number of risks to which the Fund exposes the Employer. The more significant risks relating to the defined benefits are:

- Investment risk - The risk that investment returns will be lower than assumed and the Employer will need to increase contributions to offset this shortfall.
- Longevity risk – The risk that pensioners live longer than assumed, increasing future pensions.
- Pension indexation risk – The risk that pensions will increase at a rate greater than assumed, increasing future pensions.
- Salary growth risk - The risk that wages or salaries (on which future benefit amounts for active members will be based) will rise more rapidly than assumed, increasing defined benefit amounts and thereby requiring additional employer contributions.
- Legislative risk - The risk is that legislative changes could be made which increase the cost of providing the defined benefits.

The defined benefit fund assets are invested with independent fund managers and have a diversified asset mix. The Fund has no significant concentration of investment risk or liquidity risk.

### **v. Description of significant events**

There were no fund amendments, curtailments or settlements during the year.

## Reconciliation of the Net Defined Benefit Liability/(Asset)

	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000	SASS Financial Year to 30 June 2014 A\$'000	SANCS Financial Year to 30 June 2014 A\$'000	SSS Financial Year to 30 June 2014 A\$'000
<b>Net Defined Benefit Liability/(Asset) at start of year</b>	<b>315</b>	<b>304</b>	<b>5,042</b>	<b>326</b>	<b>392</b>	<b>4,644</b>
Current service cost	210	38	38	205	42	45
Net Interest on the net defined benefit liability/(asset)	8	10	179	9	14	176
Past service cost	-	-	-	-	-	-
(Gains)/losses arising from settlements	-	-	-	-	-	-
Actual return on Fund assets less Interest income	(389)	(49)	(545)	(319)	(50)	(478)
Actuarial (gains)/losses arising from changes in demographic assumptions	(3)	()	1	-	-	-
Actuarial (gains)/losses arising from changes in financial assumptions	140	40	1,028	191	56	413
Actuarial (gains)/losses arising from liability experience	105	(22)	(67)	85	(114)	271
Adjustment for effect of asset ceiling	-	-	-	-	-	-
Employer contributions	(163)	(33)	(30)	(181)	(36)	(30)
<b>Net Defined Benefit Liability/(Asset) at end of year</b>	<b>223</b>	<b>288</b>	<b>5,648</b>	<b>315</b>	<b>304</b>	<b>5,042</b>

## Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000	SASS Financial Year to 30 June 2014 A\$'000	SANCS Financial Year to 30 June 2014 A\$'000	SSS Financial Year to 30 June 2014 A\$'000
<b>Fair value of Fund assets at beginning of the year</b>	<b>4,770</b>	<b>589</b>	<b>6,882</b>	<b>4,754</b>	<b>599</b>	<b>6,812</b>
Interest income	167	20	238	174	22	252
Actual return on Fund assets less Interest income	389	49	545	319	50	478
Employer contributions	163	33	30	181	36	30
Contributions by participants	87	-	19	95	-	43
Benefits paid	(346)	(37)	(436)	(725)	(112)	(761)
Taxes, premiums & expenses paid	(33)	8	52	(29)	(6)	28
Transfers in	-	-	-	-	-	-
Contributions to accumulation section	-	-	-	-	-	-
Settlements	-	-	-	-	-	-
Exchange rate changes	-	-	-	-	-	-
<b>Fair value of Fund assets at end of the year</b>	<b>5,197</b>	<b>662</b>	<b>7,329</b>	<b>4,770</b>	<b>589</b>	<b>6,882</b>

## Reconciliation of the Defined Benefit Obligation

	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000	SASS Financial Year to 30 June 2014 A\$'000	SANCS Financial Year to 30 June 2014 A\$'000	SSS Financial Year to 30 June 2014 A\$'000
<b>Present value of defined benefit obligations at beginning of the year</b>	<b>5,085</b>	<b>893</b>	<b>11,923</b>	<b>5,080</b>	<b>991</b>	<b>11,456</b>
Current service cost	210	38	38	205	42	45
Interest cost	175	31	417	183	36	428
Contributions by participants	87	-	19	95	-	43
Actuarial (gains)/losses arising from changes in demographic assumptions	(3)	()	1	-	-	-
Actuarial (gains)/losses arising from changes in financial assumptions	140	40	1,028	191	56	413
Actuarial (gains)/losses arising from liability experience	105	(22)	(67)	85	(114)	271
Benefits paid	(346)	(37)	(436)	(725)	(112)	(761)
Taxes, premiums & expenses paid	(33)	8	52	(29)	(6)	28
Transfers in	-	-	-	-	-	-
Contributions to accumulation section	-	-	-	-	-	-
Past service cost	-	-	-	-	-	-
Settlements	-	-	-	-	-	-
Exchange rate changes	-	-	-	-	-	-
<b>Present value of defined benefit obligations at end of the year</b>	<b>5,421</b>	<b>950</b>	<b>12,977</b>	<b>5,085</b>	<b>893</b>	<b>11,923</b>

## Reconciliation of the effect of the Asset Ceiling

	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000	SASS Financial Year to 30 June 2014 A\$'000	SANCS Financial Year to 30 June 2014 A\$'000	SSS Financial Year to 30 June 2014 A\$'000
<i>Adjustment for effect of asset ceiling at beginning of the year</i>	-	-	-	-	-	-
<i>Change in the effect of asset ceiling</i>	-	-	-	-	-	-
<i>Adjustment for effect of asset ceiling at end of the year</i>	-	-	-	-	-	-

## Fair value of Fund assets

All Pooled Fund assets are invested by STC at arm's length through independent fund managers, assets are not separately invested for each entity and it is not possible or appropriate to disaggregate and attribute fund assets to individual entities. **As such, the disclosures below relate to total assets of the Pooled Fund.**

### As at 30 June 2015

Asset category	Total (A\$'000)	Quoted prices in active markets for identical assets Level 1 (A\$'000)	Significant observable inputs Level 2 (A\$'000)	Unobservable inputs Level 3 (A\$'000)
Short Term Securities	2,641,516	95,603	2,545,913	-
Australian Fixed Interest	2,656,598	958	2,638,759	16,881
International Fixed Interest	1,003,849	(110)	1,003,959	-
Australian Equities	10,406,940	9,898,541	503,999	4,400
International Equities	13,111,481	9,963,287	2,585,150	563,044
Property	3,452,609	948,421	718,406	1,785,782
Alternatives	7,170,187	622,102	3,020,225	3,527,860
<b>Total*</b>	<b>40,443,180</b>	<b>21,528,802</b>	<b>13,016,411</b>	<b>5,897,967</b>

The percentage invested in each asset class at the reporting date is:

As at	30-Jun-15	30-Jun-14
Short Term Securities	6.5%	6.5%
Australian Fixed Interest	6.6%	6.2%
International Fixed Interest	2.5%	2.3%
Australian Equities	25.7%	30.9%
International Equities	32.4%	28.8%
Property	8.6%	8.6%
Alternatives	17.7%	16.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>

\*Additional to the assets disclosed above, at 30 June 2015 Pooled Fund has provisions for receivables/ (payables) estimated to be around \$1.74 billion, giving an estimated assets totalling around \$42.2 billion.

Level 1 - quoted prices in active markets for identical assets or liabilities. The assets in these levels are listed shares; listed unit trusts.

Level 2 - inputs other than quoted prices observable for the asset or liability either directly or indirectly. The assets in this level are cash; notes; government, semi-government and corporate bonds; unlisted trusts containing where quoted prices are available in active markets for identical assets or liabilities.

Level 3 - inputs for the asset or liability that are not based on observable market data. The assets in this level are unlisted property; unlisted shares; unlisted infrastructure; distressed debt; hedge funds.

Derivatives, including futures and options, can be used by investment managers. However, each manager's investment mandate clearly states that derivatives may only be used to facilitate efficient cash flow management or to hedge the portfolio against market movements and cannot be used for speculative purposes or gearing of the investment portfolio. As such managers make limited use of derivatives.

## Fair value of entity's own financial instruments

The fair value of the Pooled Fund assets includes as at 30 June 2015 of \$209.2 million in NSW government bonds.

## Significant Actuarial Assumptions at the Reporting Date

As at	30-Jun-15	30-Jun-14
Discount rate	3.03% pa	3.57% pa
Salary increase rate (excluding promotional increases)	2.50% 2015/2016 to 2018/2019; 3.50% 2019/2020; 3.00% pa 2021/2022 to 2024/2025; 3.50% pa thereafter	2.27% pa to 30 June 2015, then 2.5% pa to 30 June 2018, 3.0% pa from 1 July 2018 to 30 June 2023, and 3.5% pa thereafter
Rate of CPI increase	2.50% 2015/2016; 2.75% 2016/2017 & 2017/2018; 2.50% pa thereafter	2.5% pa
Pensioner mortality	The pensioner mortality assumptions are as per the 2012 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.	as per the 2012 Actuarial Investigation of the Pooled Fund

## Sensitivity Analysis

The entity's total defined benefit obligation as at 30 June 2015 under several scenarios is presented below.

Scenarios A to F relate to sensitivity of the total defined benefit obligation to economic assumptions, and scenarios G and H relate to sensitivity to demographic assumptions.

	Base Case	Scenario A -1.0% discount rate	Scenario B +1.0% discount rate
Discount rate	3.03%	2.03%	4.03%
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$'000)	19,347	21,898	17,248

	Base Case	Scenario C +0.5% rate of CPI increase	Scenario D -0.5% rate of CPI increase
Discount rate	as above	as above	as above
Rate of CPI increase	as above	plus 0.5% pa	less 0.5% pa
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$'000)	19,347	20,340	18,444

	Base Case	Scenario E +0.5% salary increase rate	Scenario F -0.5% salary increase rate
Discount rate	as above	as above	as above
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	plus 0.5% pa	less 0.5% pa
Defined benefit obligation (A\$'000)	19,347	19,571	19,135

	Base Case	Scenario G	Scenario H
		+5% pensioner mortality rates	-5% pensioner mortality rates
Defined benefit obligation (A\$'000)	19,347	19,172	19,532

The defined benefit obligation has been recalculated by changing the assumptions as outlined above, whilst retaining all other assumptions.

### Asset-Liability matching strategies

The Trustee monitors its asset-liability risk continuously in setting its investment strategy. It also monitors cash flows to manage liquidity requirements.

### Funding arrangements

Funding arrangements are reviewed at least every three years following the release of the triennial actuarial review and was last reviewed following completion of the triennial review as at 30 June 2012. Contribution rates are set after discussions between the employer, STC and NSW Treasury.

Funding positions are reviewed annually and funding arrangements may be adjusted as required after each annual review.

### Surplus/deficit

The following is a summary of the 30 June 2015 financial position of the Fund calculated in accordance with AAS 25 "Financial Reporting by Superannuation Plans":

	SASS 30-Jun-15 A\$'000	SANCS 30-Jun-15 A\$'000	SSS 30-Jun-15 A\$'000	SASS 30-Jun-14 A\$'000	SANCS 30-Jun-14 A\$'000	SSS 30-Jun-14 A\$'000
Accrued benefits	4,700	709	6,735	4,505	693	6,600
Net market value of Fund assets	(5,197)	(662)	(7,329)	(4,770)	(589)	(6,882)
<i>Net (surplus)/deficit</i>	(497)	47	(594)	(264)	105	(282)

### Contribution recommendations

Recommended contribution rates for the entity are:

	2015	2015	2015	2014	2014	2014
	SASS multiple of member contributions	SANCS % member salary	SSS multiple of member contributions	SASS multiple of member contributions	SANCS % member salary	SSS multiple of member contributions
	1.9	2.5	1.6	1.9	2.5	1.6

### Economic assumptions

The economic assumptions adopted for the 30 June 2012 actuarial investigation of the Pooled Fund are:

Weighted-Average Assumptions	
Expected rate of return on Fund assets backing current pension liabilities	8.3% pa
Expected rate of return on Fund assets backing other liabilities	7.3% pa
Expected salary increase rate (excluding promotional salary increases)	SASS, SANCS, SSS 2.7% pa (PSS 3.5% pa) to 30 June 2018, then 4.0% pa thereafter
Expected rate of CPI increase	2.5% pa

## Expected contributions

	SASS Financial Year to 30 June 2016 A\$'000	SANCS Financial Year to 30 June 2016 A\$'000	SSS Financial Year to 30 June 2016 A\$'000	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000
Expected employer contributions	166	33	30	181	39	69

## Maturity profile of defined benefit obligation

The weighted average duration of the defined benefit obligation is 12.4 years.

## Contribution Tax Provision

The accrued liability includes a contribution tax provision. This is calculated based on grossing up the deficit/(surplus) less the allowance for past service expenses and insurable death and disability liabilities at a contribution tax rate of 15%.

## 20. 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 \$11,033,000 (\$9,514,000 in 2013/2014) have been included in Accumulated Funds as at 30 June 2015. The unexpended restricted funds are held separately from Taronga's unrestricted funds.

	Unexpended Amount	
	2015	2014
Taronga Foundation Program	\$'000	\$'000
Capital Redevelopment Fundraising	9,526	8,379
Taronga Foundation Recurrent Projects	1,507	1,135
Total	11,033	9,514

## 21. Remuneration of Auditors

The Audit Office fees for auditing Taronga's financial statements were \$99,000 (\$97,000 in 2013/2014). The auditors received no other benefits.

## 22. 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 \$206,241 (\$202,750 in 2013/2014) was paid. This amount included Honoraria of \$33,228 (\$33,228 in 2013/2014) paid to the Chairman of the Board and \$145,456 (\$142,764 in 2013/2014) paid to the other members of the Board. The rates of remuneration were fixed and approved by the Premier's Department.

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

	2015	2014
\$10,000 - \$19,999	8	8
\$20,000 - \$29,999	1	1
\$30,000 - \$39,999	1	1
Board Members	10	10

## 23. 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:

	2015 \$'000	2014 \$'000
Cash and Cash Equivalents	63,368	51,965
Total Cash	63,368	51,965

Included in the cash and cash equivalents amounts are restricted funds from Donations and Bequests and other cash commitments for Capital and Conservation programs totalling \$50.9 million.

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/(Deficit) to Net Cash from Operating Activities:

	2015 \$'000	2014 \$'000
Operating Surplus/(Deficit)	3,986	(2,794)
Depreciation and Amortisation	19,703	18,449
Non Cash Contribution (Capital)	-	(1,119)
(Gain)/Loss on Sale of Assets	74	27
Amounts capitalised in prior years transferred to profit and loss	-	363
<b>Change in Assets and Liabilities:</b>		
(Increase)/Decrease in GST Receivable	1	54
(Increase)/Decrease in Accounts Receivable	(13)	(237)
(Increase)/Decrease in Inventories	53	(56)
Increase/(Decrease) in Creditors and Accruals	377	57
(Increase)/Decrease in Prepayments	(175)	30
Increase/(Decrease) in Unearned Income	848	(190)
Increase/(Decrease) in Employee Entitlements	(228)	275
Increase/(Decrease) in Unfunded Superannuation	498	299
Movement in Unamortised (Premium)/Discount on Loans	(19)	111
Net Cash Provided From Operating Activities	25,105	15,270

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

### d) Financing Facilities

A Direct Payments facility of \$1.4m was available to Taronga and unused at 30 June 2015.

## 24. Reserves and Retained Surplus

	Accumulated Funds		Asset Revaluation Reserve		Available for Sale Investments Reserve		Total Equity	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Balance at the beginning of the financial year	199,380	202,173	249,143	193,577	(483)	(759)	448,039	394,992
Surplus/(Deficit) for the period	3,986	(2,794)	-	-	-	-	3,986	(2,794)
Net increase in asset revaluation reserve for:								
• land and buildings	-	-	-	47,861	-	-	-	47,861
• infrastructure	-	-	-	7,705	-	-	-	7,705
Available for sale investments revaluation gains/(losses)	-	-	-	-	(430)	233	(430)	233
Transfers on disposal	-	-	-	-	-	42	-	42
Total	3,986	(2,794)	-	55,565	(430)	275	3,556	53,047
Balance at the end of the financial period	203,366	199,380	249,143	249,143	(913)	(483)	451,596	448,039

## 25. Commitments for Expenditure

### a) Capital Expenditure Commitments

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$3,719,886 (\$6,677,635 in 2014) inclusive of GST of \$338,171. These commitments relate to expenditure that will be incurred within the following twelve months.

### b) Operating Lease Commitments

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

	2015 \$'000	2014 \$'000
Not later than one year	287	320
Later than one year and not later than five years	298	152
Later than five years	-	-
Total including GST	585	472

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

c) GST Input Tax Credit Claimable on Commitments Amounts to \$391,388 (\$650,004 in 2014).

## 26. Contingent Assets and Liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2015 (nil in 2013/2014).

## 27. Subsequent Events

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

## 28. Divisional Information

	2015 Taronga Foundation	2015 Taronga & Corporate Services	2015 Taronga Western Plains	2015 Total	2014 Taronga Foundation	2014 Taronga & Corporate Services	2014 Taronga Western Plains	2014 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
<b>Revenue</b>								
Admissions*	531	36,229	4,547	41,307	353	30,464	4,185	35,002
Trading and Franchise Revenue	-	8,500	3,510	12,010	-	8,196	3,546	11,743
Corporate Sponsorship	3,181	80	-	3,261	3,863	-	-	3,863
Government Grants	-	12,463	2,199	14,662	-	12,680	2,238	14,918
Investment Revenue	146	1,824	-	1,970	143	1,871	-	2,013
Donations and Bequests	5,531	-	-	5,531	4,084	-	-	4,084
Other Income	3,463	10,164	6,375	20,002	4,834	8,429	5,038	18,301
Gain/(Loss) on Sale of Assets	-	(72)	(2)	(74)	(21)	(6)	-	(27)
<b>Total Revenue**</b>	<b>12,853</b>	<b>69,188</b>	<b>16,628</b>	<b>98,669</b>	<b>13,255</b>	<b>61,634</b>	<b>15,007</b>	<b>89,896</b>
<b>Expenditure</b>								
Personnel Services	1,420	32,551	10,121	44,092	1,734	32,002	9,626	43,362
Trading Cost of Sales	-	1,944	1,387	3,331	-	1,931	1,463	3,394
Marketing Expenses	1,102	1,822	450	3,374	1,105	1,513	369	2,987
Depreciation	-	16,804	2,898	19,702	-	15,971	2,478	18,449
Insurance	-	369	80	449	-	379	84	463
Maintenance	282	4,662	960	5,904	283	5,133	811	6,226
Finance Costs	-	850	89	939	-	990	89	1,080
Other Expenses	2,309	11,823	2,760	16,892	3,845	10,010	2,874	16,729
<b>Total Expenditure</b>	<b>5,114</b>	<b>70,825</b>	<b>18,744</b>	<b>94,683</b>	<b>6,967</b>	<b>67,929</b>	<b>17,794</b>	<b>92,689</b>
<b>Surplus/(Deficit) for the Year</b>	<b>7,739</b>	<b>(1,637)</b>	<b>(2,116)</b>	<b>3,986</b>	<b>6,288</b>	<b>(6,295)</b>	<b>(2,787)</b>	<b>(2,794)</b>
<b>Total Assets</b>	<b>11,033</b>	<b>421,869</b>	<b>56,602</b>	<b>489,504</b>	<b>9,514</b>	<b>421,226</b>	<b>54,759</b>	<b>485,498</b>
<b>Total Liabilities</b>	<b>-</b>	<b>(33,951)</b>	<b>(3,957)</b>	<b>(37,908)</b>	<b>-</b>	<b>(33,508)</b>	<b>(3,951)</b>	<b>(37,459)</b>

\*2015 income includes a one off admissions adjustment of \$3.6m (nil in 2014).

\*\*The funds raised by the Foundation for the period ended 30 June 2015 amounted to \$12,853,000 (\$13,255,000 in 2013/2014). Total Foundation expenditure includes expenditure on conservation research and education projects of \$748,000 as of 30 June 2015 (\$2,229,000 in 2013/2014).

### End of Audited Financial Statements

## Operating budget performance

	Actual 14/15 \$'000	Budget 14/15 \$'000	Budget 15/16 \$'000
Admissions	41,307	35,135	38,217
Trading and franchise revenue	12,010	11,949	11,922
Corporate sponsorship	3,261	3,657	4,447
Government grants	14,662	14,662	14,402
Investment revenue	1,970	1,535	1,535
Donations and bequests	5,531	3,552	4,057
Other income	20,002	16,644	18,572
Profit on sale of assets	(74)	0	55
<b>Total Revenue</b>	<b>98,669</b>	<b>87,135</b>	<b>93,207</b>
Employee Benefits expense	44,092	45,918	47,694
Trading cost of sales	3,331	3,332	3,359
Marketing expenses	3,374	2,757	2,811
Depreciation and amortisation	19,702	17,803	20,078
Insurance	449	485	500
Maintenance	5,904	6,097	6,369
Finance costs	939	1,140	1,140
Other expenses	16,892	15,872	18,948
<b>Total Operating Expenditure</b>	<b>94,683</b>	<b>93,403</b>	<b>100,899</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>3,986</b>	<b>(6,269)</b>	<b>(7,692)</b>

## Payable analysis data

Aged payables analysis by quarter	Current	31-60	61-90	91+	Total
September quarter	1,421,494	44,607	83,238	(9,369)	1,539,969.89
December quarter	2,632,710	156,630	143,488	(62,603)	2,870,224.75
March quarter	1,524,694	55,415	17,674	(11,347)	1,586,436.13
June quarter	2,792,936	9,709	10,241	(22,250)	2,790,636.07

Accounts Paid on time by quarter	Target	Actual	Total paid	Paid on time
September quarter	100 %	89 %	26,346,268	24,148,715
December quarter	100 %	86 %	21,543,309	19,964,577
March quarter	100 %	80 %	34,829,408	32,772,767
June quarter	100 %	85 %	22,079,063	20,642,214

Average days taken to process accounts in September quarter	25
Average days taken to process accounts in December quarter	26
Average days taken to process accounts in March quarter	31
Average days taken to process accounts in June quarter	27
Average days taken to process accounts in 2015	27

No interest has been paid on overdue accounts in the 2014/15 year.

### Reasons for accounts not been 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

## Asset and capital

2014/15 Capital Expenditure	Taronga	TWPZ	Total
Capital expenditure	\$6,426,983	\$4,410,954	\$10,837,937
	\$6,426,983	\$4,410,954	\$10,837,937

Major Capital Projects 2014/15	Expenditure 2014/15	Costs to complete	Expected Completion date
<b>Taronga</b>			
Taronga Zoo Theatre Development	\$945,915	\$7,588,000	2016-17
Carnivore Precinct Redevelopment	\$661,926	\$16,180,000	2016-17
Taronga Zoo Ropes Course	\$1,737,127	\$0	Complete
<b>Taronga Western Plains</b>			
TWPZ Elephant Exhibit	\$2,773,635	\$0	Complete
TWPZ Savannah Cabins	\$622,054	\$0	Complete

2014/15 Maintenance Grant Expenditure	Taronga	TWPZ	Total
Total expenditure	\$3,220,834	\$693,707	\$3,914,541

Major Maintenance Projects 2014/15	Expenditure 2014/15	Costs to complete	Expected Completion date
<b>Taronga</b>			
Sky Safari maintenance	\$158,959	\$0	Complete
Environmental water control systems maintenance	\$82,598	\$40,000	2016-17
Multi storey car park maintenance	\$68,138	\$0	Complete
<b>Taronga Western Plains</b>			
Black Rhino exhibit maintenance	\$34,791	\$0	Complete
Perimeter road maintenance	\$21,952	\$0	Complete

# APPENDICES



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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:

- a) carrying out research and breeding programs for the preservation of endangered species;
- b) carrying out research programs for the conservation and management of other species;
- c) conducting public education and awareness programs about species conservation and management; and
- d) displaying animals for educational, cultural and recreational purposes.

**15(2)** The Board may also maintain and control:

- a) the zoological park established before the commencement of the Act on the land described in Schedules 3 and 4 under the name 'Taronga Zoological Park'; and
- b) Other zoological parks on land or premises vested in or held by the Board, whether or not those parks were established by the Board, for the purposes referred to in this section.

**15(3)** The Board:

- a) may cooperate with, and provide funds and other assistance to, such scientific and other institutions,

governments and other bodies and individuals as the Board may determine in connection with species conservation and management for other scientific and zoological purposes; and

b) may investigate and carry out research into:

- 1) the design of, and equipment and procedures in zoological parks; and
- 2) the care and well-being of animals kept in zoological parks are maintained and controlled by the Board; and

c) may provide educational services for the public (whether in the nature of lectures, broadcasts, films, publications or otherwise) about species conservation and management, zoological parks and the biology of animals and

d) may provide and charge for such services in connection with zoological parks maintained and controlled by the Board as the Board may determine; and

e) may make recommendations or reports to the Minister with respect to matters connected with the Board's power, authorities, duties, functions or the administration of this Act.

**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.

## APPENDIX 2

### Privacy Management

In accordance with section 33 of the Privacy and Personal Information Act 1988, Taronga has produced a Privacy Management Plan, a Security of Personal Information Policy and an Internet Privacy Policy. Taronga's Internet Privacy Policy can be viewed on our website, [www.taronga.org.au/about-us/privacy-policy](http://www.taronga.org.au/about-us/privacy-policy)

The Privacy Management Plan and Security of Personal Information Policy identify:

- 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 Privacy Management Plan and Security of Personal Information Policy, please contact:

**Administration Assistant**

**Corporate Services**

**Taronga Conservation Society Australia**

**PO Box 20 Mosman NSW 2088**

**T: 02 9978 4709**

## APPENDIX 3

### Conservation Programs and Population Management Programs

Species	Held at TZ	Held at TWPZ	Coordinator
Addax		X	J Gillespie*
African Lion	X	X	L Ginman*
African Wild Dog		X	D Noble
Asian Elephant	X	X	A Embury
Australian Little Penguin	X		N Boyle*
Black and White Ruffed Lemur		X	S Barlow
Black-handed Spider-monkey	X	X	L Grossfeldt*
Black-winged Stilt	X		V Wilson
Bongo	X	X	N Dunn*
Broad-headed Snake	X		D Gilbert
Brolga	X		L Veyret
Brush-tailed Bettong	X		V Wilson
Brush-tailed Rock Wallaby	X		P Andrew*
Cheetah		X	S Eyre
Chimpanzee	X		M Finnigan
Cook Strait Tuatara	X		S Eyre
Cotton-Top Tamarin	X		A Embury
Eastern Whipbird	X		M Tantini*
Eland		X	J Gillespie*
Fijian Crested Iguana	X		P Harlow*
Galapagos Tortoise		X	J Conaghan*
Ghost Bat	X		L Catt
Giraffe	X	X	L Jolly
Goodfellow's Tree-kangaroo	X		M Richardson
Greater Bilby	X		J Buchecker
Hippopotamus		X	T Joustra
Meerkat	X	X	S Eyre
Noisy Pitta	X		E Schmelitschek*
Orange-bellied Parrot	X		J Hockley
Plains Zebra	X	X	L Jolly
Przewalski's Horse		X	T Jenkinson
Pygmy Hippopotamus	X		R Moss*
Quokka	X	X	B Turner
Red Panda	X		C Hibbard
Regent Bowerbird	X		M Shiels*
Regent Honeyeater	X		J Gillespie*
Ring-tailed Lemur	X	X	M Tyler
Rose-crowned Fruit-dove	X		N Atchison
Scimitar Oryx		X	D Burgoyne
Siamang		X	L Laurenson
Small-clawed Otter	X	X	L Booth
Southern Cassowary	X		J Biggs
Squirrel Monkey	X		L Grossfeldt
Sumatran Tiger	X	X	C Hibbard
Sun Bear	X		K Bradfield

Species	Held at TZ	Held at TWPZ	Coordinator
Tasmanian Devil	X	X	C Hogg
Waterbuck		X	P Skewes
Western Lowland Gorilla	X		E Walraven*/ L Grossfeldt*
White Rhinoceros		X	S Kudeweh
White-browed Woodswallow	X		V Wilson
White-cheeked Gibbon	X		H Thompson
Yellow-bellied Gilder	X		W Gleen*

\*TCSA Staff

## APPENDIX 4

### Animal transactions relating to Conservation Programs and Population Management Programs

*Animals transferred from Taronga Conservation Society Australia*

Gender convention	Species type	Name of place transferred to
3.3.0	Australian Little Penguin	National Zoo and Aquarium ACT
1.1.0	White-browed Woodswallow	Symbio Wildlife Park NSW
1.0.0	Yellow-bellied Glider	Healesville Sanctuary VIC
1.0.0	Red Panda	Melbourne Zoo VIC
0.3.0	White-browed Woodswallow	Wildlife Habitat QLD
0.1.0	Rose-crowned Fruit-dove	Adelaide Zoo SA
1.0.0	Regent Bowerbird	Adelaide Zoo SA
1.0.0	Noisy Pitta	Cairns Tropical Zoo QLD
1.1.0	Regent Bowerbird	Australian Reptile Park NSW
0.1.0	Australian Little Penguin	Sydney Aquarium NSW
1.0.0	White-browed Woodswallow	Symbio Wildlife Park NSW
1.0.0	Regent Bowerbird	Dreamworld QLD
0.1.0	Noisy Pitta	Darling Downs Zoo QLD
1.0.0	Regent Bowerbird	Darling Downs Zoo QLD
0.1.0	Goodfellow's Tree-kangaroo	Ballarat Zoo VIC
0.1.0	Rose-crowned Fruit-dove	Halls Gap Zoo VIC
1.0.0	Tasmanian Devil	TWPZ NSW
1.0.0	Black-handed Spider-monkey	TWPZ NSW
1.0.0	Yellow-bellied Glider	David Fleay Wildlife park QLD
1.0.0	Sumatran Tiger	Australia Zoo QLD
1.0.0	White-browed Woodswallow	Cleland Wildlife Park SA
0.1.0	Tasmanian Devil	Cleland Wildlife Park SA
0.1.0	Brush-tailed Rock-wallaby	Waterfall Springs NSW
2.0.0	Small-clawed Otter	Rockhampton Zoo QLD
1.0.0	Small-clawed Otter	Gorge Wildlife Park SA
1.1.0	Quokka	Currumbin Sanctuary QLD
1.0.0	Quokka	Perth Zoo WA
0.1.0	Quokka	Currumbin Sanctuary QLD
0.1.0	Quokka	Queensland QLD
1.0.0	Brush-tailed Rock-wallaby	Adelaide SA
1.0.0	Bongo	TWPZ NSW
15.9.0	Australian Little Penguin	Bronx Zoo USA
1.0.0	Sumatran Tiger	TWPZ NSW

Gender convention	Species type	Name of place transferred to
38.38.1	Regent Honeyeater	Wild, Chiltern VIC
2.2.0	Asian Elephant	TWPZ NSW
1.0.0	Black-handed Spider-monkey	Hunter Valley Zoo NSW
1.0.0	Eastern Whipbird	Symbio Wildlife Gardens NSW
1.0.0	Eastern Whipbird	Adelaide Zoo SA
1.0.0	Eastern Whipbird	Cairns Tropical Zoo QLD
3.0.0	Western Lowland Gorilla	Orana Wildlife Park NZ
0.1.0	Australian Little Penguin	Sydney Aquarium NSW
0.1.0	Eastern Whipbird	Moonlit Sanctuary VIC
0.1.0	African Lion	Mogo Zoo NSW
1.0.0	Przewalski's Horse	Halls Gap Zoo VIC
1.0.0	Przewalski's Horse	Monarto Zoo SA
1.0.0	Scimitar Oryx	Altina Wildlife Park NSW
1.0.0	Addax	Altina Wildlife Park NSW
1.1.0	Tasmanian Devil	Altina Wildlife Park NSW
1.0.0	Waterbuck	Monarto Zoo SA
0.1.0	Cheetah	Monarto Zoo SA
0.1.0	Giraffe	National Zoo and Aquarium ACT
2.0.0	Cheetah	Halls Gap Zoo VIC
1.0.0	Black-handed Spider-monkey	Melbourne Zoo VIC
2.0.0	Eland	Monarto Zoo SA

*Animals transferred to Taronga Conservation Society Australia*

Gender convention	Species type	Name of place transferred from
2.0.0	White-browed Woodswallow	Symbio Wildlife Park
1.0.0	White-browed Woodswallow	Australian Reptile Park NSW
1.0.0	Regent Bowerbird	Australian Reptile Park NSW
0.1.0	Regent Bowerbird	Dreamworld QLD
0.1.0	Red Panda	Bronx Zoo USA
1.0.0	Black-handed Spider-monkey	TWPZ NSW
0.1.0	Goodfellow's Tree-kangaroo	Singapore Zoo
2.0.0	Meerkat	Perth Zoo WA
1.0.0	Black-handed Spider-monkey	TWPZ NSW
1.0.0	Small-clawed Otter	Melbourne Zoo VIC
1.0.0	Small-clawed Otter	Perth Zoo WA
0.1.0	Small-clawed Otter	Gorge Wildlife Park SA
0.1.0	Eastern Whipbird	Melbourne Museum VIC
1.0.0	Western Lowland Gorilla	Mogo Zoo NSW
1.0.0	Przewalski's Horse	Monarto Zoo SA
0.3.0	African Wild Dog	Perth Zoo WA
1.0.0	Scimitar Oryx	Altina Wildlife Park NSW
2.0.0	Cheetah	Halls Gap Zoo VIC
1.0.0	Plains Zebra	National Zoo and Aquarium ACT
0.1.0	Cheetah	Monarto Zoo SA
1.0.0	White Rhinoceros	Australia Zoo QLD

## APPENDIX 5

### Research projects and conservation programs

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Assessment of the long-term impact of oil spill on seabird population health: Pelican and Ibis Health Studies	G Ross Dr K Rose Ms J Hall	NSW Office of Environment and Heritage	Taronga, OEH
	Disease Investigation - Eastern Grey Kangaroo Mass Mortality	Dr K Rose Ms J Hall A/Prof C Peacock Dr P Irwin	RSPCA, Hunter Health, NSW OEH, DPI, Australian Wildlife Health Network, State Coordinators, Murdoch, Western Australia and Sydney Universities, Elizabeth Macarthur Institute, NSW EPA, Local Land Services, PaLMS (Westmead Hospital)	Taronga, Hunter Health
	Contaminants in Marine Turtles	Dr D Hardesty M Puckeridge Dr K Rose Ms J Hall	CSIRO, Taronga	OEH, CSIRO
	Epizootics of sudden death in Tammar Wallabies ( <i>Macropus eugenii</i> ) associated with an orbivirus infection	Dr K Rose Dr P Kirkland Dr R Davis Dr D Coper Dr D Blumstein Dr L Pritchard Dr K Newberry Dr R Lunt	Taronga, CSIRO - Australian Animal Health Laboratory	Taronga
2011/054; 3b/04/13; 4c/10/13;	Marine predators, marine parks and marine hotspots	Dr D Slip Prof R. Harcourt	Taronga, Macquarie University, NSW Office of Environment and Heritage, NSW Marine Parks Authority, NSW National Parks and Wildlife Service	Australian Research Council (ARC) Linkage Grant, Macquarie University, Taronga Conservation Science Initiative
	Monitoring of the Jenolan Caves captive and remnant population of the Brush-tailed Rock-wallaby	Dr L Vogelnest	Taronga Wildlife Hospital, NSW Office of Environment and Heritage	Taronga
	Fur seals: habitat preferences and human interaction	Dr D Slip Prof R Harcourt	Taronga, Macquarie University, NSW Marine Parks Authority	Australian Marine Mammal Centre
4a/02/14	Satellite tracking of marine turtles released from Taronga Wildlife Hospital	Dr K Vinette Herrin L Hall G Ross	Taronga, NSW NPWS	Taronga, Woolworths, NSW OEH
	Long-nosed Potoroo Health Assessment and Translocation	Dr K Rose Ms J Hall Mr N Dexter	Taronga, Booderee National Park	Parks Australia
	Great Barrier Reef recovery initiative	Dr R Spindler Dr M Hagedorn Dr A Heyward Dr D MacFarlane Dr M van Oppen Dr R Hobbs	Taronga, Australian Institute of Marine Science, Smithsonian Institute, Monash University	Taronga, Great Barrier Reef Foundation, Smithsonian Institution, Roddenberry Foundation, Albert George and Nancy Caroline Youngman Trust, managed by Equity Trustees.
	Movement, migration and social networks of Port Jackson sharks	A/Prof C Brown Dr J Day  Dr N Knott	Macquarie University, Taronga, NSW Fisheries	Sea World Research and Rescue Foundation, Taronga, Macquarie University, ARC

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Is Disease Driving the Extinction of the Christmas Island Flying Fox (CIFF): Christmas Island Flying Fox Health, Ecology and Conservation	Dr K Rose Ms J Hall A/Prof D Phalen Mr M Misso Ms S Flakus Dr D Spratt Dr G Crameri Dr D Westcott Dr J Welbergen Dr J Martin	Taronga, Christmas Island National Park (Parks Australia), University of Sydney, CSIRO, University of Western Sydney, Royal Botanic Gardens Sydney	Taronga, Christmas Island National Park (Parks Australia), University of Western Sydney
4a/09/10	The role of major histocompatibility complex (MHC) in mate choice and breeding success of Tasmanian Devils	Dr R Spindler Dr K Belov	Taronga USYD	Morris Animal Foundation, Taronga USYD
4b/10/13	Investigation into the absorption and metabolism of xenobiotics by the Koala	Dr M Govendir and Dr L Vogelnest	USYD and Taronga	The Herman Slade Foundation, USYD
4c/12/12	Learning to sing: ensuring the survival of the endangered Regent Honeyeater by studying the communication	K Smith	Macquarie University	Macquarie University
	Validation of positive welfare indices in zoo animals	Dr V Melfi	Taronga	
	Selamatkan Yaki	Dr V Melfi	Taronga	
	Habitat preferences of fur seals from Jervis Bay	M Carr Dr D Slip Prof R. Harcourt	Taronga, Macquarie University	
	Australian wildlife papilloma Virus Investigation	Dr K Rose Ms J Hall Dr S Donahoe	Murdoch University, Taronga	Murdoch University, Taronga
3a/04/13	Numerical modelling of swimming techniques in seals	Dr G Doig Dr D Slip A/Prof T Rogers	Taronga, UNSW	
4b/10/12	Pattern recognition - evaluating the use of whisker patterns for individual identification in Australian Sea-lions	Dr R Robinson	Victoria University	Victoria University, Curtin University
3a/02/15	Opportunistic sample collection from live animals	Dr L Vogelnest	Taronga Wildlife Hospital	
3c/08/14	Condition of freshwater turtles at Taronga Zoo	Dr L Vogelnest Ms R Francis	Taronga Wildlife Hospital, UNSW	UNSW
4a/11/10	Radiography of Australian Mammals	Dr L Vogelnest Dr G Allan	Taronga Wildlife Hospital, Veterinary Imaging Associates	
	Chimp Wounding	Dr Vicky Melfi Prof G Hosey Dr S Hill	BSU, University of Bolton, Chester Zoo	
4a/02/13	Prevalence of Koala retrovirus diversity, including KoRVB, in Australian-based Koalas	Dr G Pye Dr K Vinette Herrin Dr L Vogelnest P Thompson	Taronga Wildlife Hospital, Sydney University, San Diego Zoo	
	Development and understanding of the Interferon gamma release assay for the diagnosis of Tuberculosis in Elephants	Dr L Vogelnest Dr D Begg P Thompson	Taronga Wildlife Hospital, University of Sydney	

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
3c/08/13	Whole-genome sequencing of Taronga platypuses	Prof P Donnelly Dr J Gongora Ms H Martin Dr E Batty Dr R Bowden Dr C Freeman Dr L Vogelnest	University of Oxford, University of Sydney, Taronga	University of Oxford
	Evaluating the effectiveness of wildlife corridors in the Gosford region	Ms L Ford Mr W Brown Dr J Day Mr L Melican	Taronga, Gosford City Council	Taronga, Gosford City Council
4d/12/12	Virtual elephant herds	Dr K Smith Dr J Day Mr R Brogran Dr K Fanson	Taronga, Macquarie University, Perth Zoo	Taronga, Macquarie University
	The effects of Spirochid infection on mortality of Green Turtles ( <i>Chelonia mydas</i> ) in NSW	Z Ezzy Dr T Leung Dr K Rose Ms J Hall	University of New England, Taronga	Taronga
R12B127	Characterization of renal disease in captive non-domestic felids in Australian zoo	Dr J Norris Dr R D'Arcy	Taronga Wildlife Hospital, University of Sydney	
4b/04/14	The rate of fibre passage through the gut of herbivorous Ursids	Dr P Stott	University of Adelaide	ZoosSA
	Opera House Yabbie Trapping Success	Dr V Melfi Dr R Spindler	Taronga, Australian Platypus Conservancy	
	Visibility+	Dr V Melfi	Taronga	Taronga
	Giraffe Behaviour and Nutrition	Dr V Melfi Dr Jess Meade Dr M Shaw	Taronga	
4a/12/13	Do Koala Retrovirus variants alter immune function in captive koalas?	Dr D Higgins Dr L Vogelnest	University of Sydney, Taronga	
	Study of Pathology in Brushtail Possums ( <i>Trichosurus vulpecula</i> ) in Urban Australian Settings	Dr C Sangster	Taronga Wildlife Hospital	
	Development of improved post mortem and ante mortem testing for avian mycobacteriosis	Dr C Sangster Dr K Vinette Herrin Dr M Krockenberger L Tong	Taronga Wildlife Hospital, University of Sydney	
3b/06/13	Dining with dasyurids: Using nutritional geometry to improve diets for captive breeding programs.	Dr S Wilder Prof D Raubenheimer Dr M Van Sluys Dr R Spindler Dr M Shaw Dr B McAllan	University of Sydney, Taronga	ARC, Taronga, University of Sydney
4b/12/13	Varanid Lizard Semen Collection and Cryopreservation	Dr R Hobbs Dr C McHenry Mr S Clulow	Taronga, Monash University, University of Newcastle	Taronga, Monash University, University of Newcastle

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
R10/LD96	Assessment of the exposure to and likely susceptibility of captive wild felids to a range of important infectious agents affecting members of Family Felidae.	Dr J Norris Dr R D'Arcy	Taronga Wildlife Hospital, University of Sydney	
3a/06/13	Validation of Animal-Based Measures of Welfare in Lions	Dr M Bashaw Dr R Hobbs Dr V Melfi Dr R Bathgate R Schildkraut	Taronga, University of Sydney	Australian Animal Welfare Strategy, Taronga
4a/04/14	Asian Elephant Semen Cryopreservation	Dr R Hobbs Dr R Bathgate Mr C Negus	Taronga, University of Sydney, Melbourne Zoo, Perth Zoo	Taronga, University of Sydney, Melbourne Zoo, Perth Zoo
	Human-animal bonds in zoos	Dr W Shaw Dr V Melfi	Taronga, University of NSW	
3d/06/13	Aerosol-mediated transmission of pathogenic bacteria from Asian Elephants ( <i>Elephas maximus</i> )	Dr L Vogelnest P Thompson Dr E Tovey S Burke	Taronga Wildlife Hospital, University of Sydney	
4a/12/14	Sensory cues emitted by aquatic mammals and humans	Dr N Hart Dr D Slip	University of Western Australia, Taronga	State Government of Western Australia
	Risso's dolphin mortality event investigation	Dr K Rose Ms J Hall K Carlyon	Murdoch University, Taronga, DPIPWE	Murdoch University, Taronga, DPIPWE, NSW OEH
	Georges Turtles epidemiology and disease investigation	Dr K Rose Ms J Hall	University of Western Sydney, University of Sydney, Taronga	NSW OEH, NSW DPI
	Toxoplasma in dolphins and bilbies	Dr K Rose Dr J Slapeta A/Prof D Phalen	University of Sydney, Taronga	
	Marsupiostrongylus in Brushtail Possums	Dr C Sangster	University of Sydney, Taronga	
	Comparative study of health and disease in big cats held at Taronga Zoo and other Australasian zoos	Dr J Norris Ms R D'Arcy Ms V Di Giglio	University of Sydney, TWH	
	Pathology associated with Visible Implantable Elastomers (VIEs)	Dr C Sangster	Taronga	Taronga
	Isolates of avian aspergillus	Ms J Talbot Mr P Thompson	University of Sydney, Taronga	
	Characterisation of milk and venom of the Long-beaked Echidna	Dr L Vogelnest	University of Sydney, University of Queensland, Taronga	
	Reproductive parameters of the Long-beaked Echidna	Dr L Vogelnest	Taronga	Taronga
	Trypanosome species in Regent Honeyeater	Dr L Vogelnest Mr P Thompson	Taronga	Taronga
	Borreliacidal activity of serum from Australian native and introduced fauna	Dr B Hudson Dr P Thompson	Royal North Shore Hospital, Taronga	Taronga
	Radiographic technique and the production of templates of the normal visceral and skeletal anatomy of Green Turtles ( <i>Chelonia mydas</i> ) to aid clinical interpretation of radiographs	Dr L Vogelnest	University of Sydney, Taronga	

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Ultrasonographic characterisation of the urogenital tracts of the Koala for standardised investigations of urogenital chlamydiosis	Dr M Krockenberger Dr L Vogelnest	University of Sydney, Taronga	
	Growth rate of feeder mice on two commercial rodent feeds.	Dr M Shaw	Taronga	Taronga
	Tetanus vaccine development for Asian Elephants	Dr L Vogelnest Mr P Thompson	University of Sydney, Taronga	
	Lumpy jaw vaccine development	Dr L Vogelnest Mr P Thompson	University of Sydney, Taronga	
	Investigation of protein binding and pharmacokinetics of cefovecin in marsupials	Dr M Govendir Dr L Vogelnest Mr P Thompson	University of Sydney, Taronga	
	Early diagnosis and clinical management of chronic degenerative musculoskeletal disorders in zoo felids	Ms Lucinda Barton Dr L Vogelnest	University of Sydney, Taronga	
	Epidemiology of molecular biotypes of <i>Cryptococcus neoformans</i> sp. complex	Dr M Krockenberger Mr P Thompson	University of Sydney, Taronga	
	Olfactory detection of LH in urine of Asian Elephants	Dr L Vogelnest Mr P Thompson Mr G Miller	Taronga	Taronga
	Developing body condition scoring guides for species in captivity	Dr M Shaw	Taronga	Taronga
	Feed intake and diet digestibility in a Short-beaked Echidna ( <i>Tachyglossus aculeatus</i> )	Dr M Shaw	Van Hall Institute, Taronga	
	Effect of diet change on levels of copper, zinc, and vitamins A, D and E in Short-beaked ( <i>Tachyglossus aculeatus</i> ) and Long-beaked Echidnas ( <i>Zaglossus bruijnii bartoni</i> )	Dr M Shaw	University of Sydney, Taronga	
	Effect of diet change on blood and urine parameters in Black-footed Tree Rats ( <i>Mesembriomys gouldi</i> ) and Greater Stick-nest Rats ( <i>Leporillus conditor</i> )	Dr M Shaw	Taronga	
	Haematologic and biochemical parameters of the Black-footed Tree-rat	Mr P Thompson	University of Western Sydney, Taronga	
	Effect of various interventions on behaviour in Black-footed Tree-rats ( <i>Mesembriomys gouldi</i> ), Plains Rats ( <i>Pseudomys australis</i> ), Spinifex Hopping Mice ( <i>Notomys alexis</i> ) and Greater Stick-nest Rats ( <i>Leporillus conditor</i> )	Dr M Shaw Dr V Melfi Dr J Meade	University of Western Sydney, Taronga	
	Effect of reduced sugar diets on behaviour of Chimpanzees ( <i>Pan troglodytes</i> )	Dr M Shaw Dr V Melfi Dr J Meade	University of Western Sydney, Taronga	
	Kangaroo stress and sociability pilot study	Dr R Hobbs Dr A Goldizen Ms Paloma Corvalan	University of Queensland, Taronga	University of Queensland
	Reference Ranges for the Australian pelican ( <i>Pelicanus conspicillatus</i> )	Ms K Ralph Ms J Hall Dr K Rose A/Prof D Phalen	Taronga, University of Sydney	Taronga, University of Sydney

## APPENDIX 6

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

Receiving organisation	Individual	Sample and purpose
University of Sydney	J Norris	Cheetah blood samples; blood typing, virology and haemoparasite research
University of Edinburgh	T Stephens	Kangaroo blood; carbohydrate metabolism
Australian Museum	R Johnson	Koala skin and blood for KoRV research
Australian Museum	R Johnson	Black Rhinoceros whole blood; rhinoceros genome project
University of Sydney	C Grueber	Tasmanian Devil whole blood; gene banking

## APPENDIX 7

### Scientific associates

Consultant	Institution	Consultancy
Dr J Smith	Eye Clinic for Animals	Veterinary Ophthalmology
Dr L Skerratt	James Cook University	Amphibian Disease Research
Dr L Berger	James Cook University	Amphibian Disease Research
Dr D Hunter	NSW Office of Environment and Heritage	Amphibian Conservation Biology
Dr P Byrne	University of Wollongong	Amphibian Reproductive Biology
Dr A Silla	University of Wollongong	Amphibian Reproductive Biology
Dr G Allan	Veterinary Imaging Associates	Diagnostic Imaging
A/Prof. V Barrs	University of Sydney, Faculty of Veterinary Science	Small Animal Medicine
Dr N Beijerink	University of Sydney, Faculty of Veterinary Science	Veterinary Cardiology
Dr K Belov	University of Sydney, Faculty of Veterinary Science	Genetics
Dr K Caruso	Eye Clinic For Animals	Veterinary Ophthalmology
Dr G Childs	Small Animal Specialist Hospital	Veterinary Neurology
Dr R D'Arcy	University of Sydney, University Veterinary Centre, Camden	Veterinary Microbiology
A/Prof. C Dart	University of Sydney, University Veterinary Centre, Camden	Veterinary Anaesthesiology
Dr S Davies	Veterinary Imaging Associates	Diagnostic Imaging
Dr N Fiani	Small Animal Specialist Hospital	Veterinary Dentist
Dr P Fowler	Royal North Shore Private Rooms	Obstetrics and Gynaecology
Dr I Fraser	University of Sydney	Obstetrics and Gynaecology
Mr F Fruin	Horseshoe Express	Farrier
Dr F Goeritz	Leibniz Institute for Zoo and Wildlife Research	Wildlife Reproduction
Dr R Hermes	Leibniz Institute for Zoo and Wildlife Research	Wildlife Reproduction
Dr T Hildebrandt	Leibniz Institute for Zoo and Wildlife Research	Wildlife Reproduction
Dr B Hudson	Royal North Shore Hospital	Human Infectious Diseases
Prof M Kluckow	Royal North Shore Hospital	Human Neonatology
A/Prof. G Marks	Woolcock Institute of Medical Research	Human Respiratory Physiology
Dr T Mogg	University of Sydney, University Veterinary Centre, Camden	Equine Medicine
Dr R Nicoll	Veterinary Imaging Associates	Diagnostic Imaging
A/Prof J Norris	University of Sydney, Faculty of Veterinary Science	Veterinary Microbiology
Dr P Ravens	Small Animal Specialist Hospital	Veterinary Dermatology
Dr K Seksel	Sydney Animal Behaviour Service	Animal Behaviour Science

Consultant	Institution	Consultancy
A/Prof J Slapeta	University of Sydney, Faculty of Veterinary Science	Veterinary Parasitology
Dr D Spratt	CSIRO Sustainable Ecosystems	Veterinary Parasitology
Dr L Vogelneust	Small Animal Specialist Hospital	Veterinary Dermatology
Dr C Whittaker	Eye Clinic For Animals	Veterinary Ophthalmology
	Sydney Water Police	Transport
Dr K Wilson	Office of Environment and Heritage	OEH Science Division
Mr G Howling	Office of Environment and Heritage	Conservation Management
Mr L Melican	Gosford City Council	Natural Resource Management
Prof L Hughes	Macquarie University	Climate Change Biology
Dr D Clarke	K9 Gums	Veterinary Dentistry
Dr J Everett	University of New South Wales	Oceanography
Dr B McAllan	University of Sydney	Physiology
Prof E Johnston	University of New South Wales	Marine Ecology
Dr N Hart	University of Western Australia	Comparative Neurobiology
Prof R Harcourt	Macquarie University	Marine Ecology
Prof C Brown	Macquarie University	Behavioural Ecology
Dr R Bathgate	University of Sydney	Animal Reproduction
Dr I Beveridge	University of Melbourne	Parasitology
Prof M Bryden	University of Queensland	Marine Ecology
Prof P Canfield	University of Sydney	Amphibian Disease Research
Prof C Dickman	University of Sydney	Ecology
Dr N Dorey	University of Florida	Behavioural Biology
Ms L Ford	Gosford City Council	Natural Resource Management
Mr K Frediani	Bicton College	Sustainable Land Practices
Mr J Lohrey		IT services
Dr M Hagedorn	Smithsonian Institution	Marine physiology
M T O'Gorman	Australian Himalayan Foundation	Conservation Management
Dr M Hawkins		Behavioural Biology
Dr M Herberstein	Macquarie University	Behavioural Ecology
Dr C Hogg	Zoo and Aquarium Association	Science and Policy
Prof G Hosey	University of Bolton	Animal Behaviour and Welfare
A/Prof C Peacock	University of Western Australia	Pathology
Dr I Jonsen	Macquarie University	Quantitative Ecology
Prof R Kingsford	University of New South Wales	Ecologist
A/Prof D Phalen	University of Sydney	Veterinary Science
Prof D Raubenheimer	University of Sydney	Nutritional ecology
A/Prof T Rogers	University of New South Wales	Ecology
Dr W Shaw	University of New South Wales	Human Geography
Prof W Sherwin	University of New South Wales	Conservation Genetics
Dr K Smith	Macquarie University	Behavioural biology
Dr M Van Oppen	Australian Institute of Marine Sciences	Coral biology
Dr C Sangster		Pathologist

## APPENDIX 8

### Paid consultancies undertaken by Taronga Conservation Society Australia

Report/Services	Receiving organisation
Diagnostic Services on Insurance Populations	NSW Office of Environment and Heritage
Testing efficacy of GNRH vaccine in an Asian Elephant	Perth Zoo
Testing efficacy of contraception in a Giraffe	Perth Zoo
Reproductive assessment in Asian Elephants	Perth Zoo
Reproductive assessment in Asian Elephants	Melbourne Zoo
Faecal glucocorticoids test to measure stress in Orang-utans	Melbourne Zoo
Testing efficacy of contraceptive implants in Eastern Grey Kangaroos	University of Sydney
Investigation of late "Bruce Effect" in mice	University of New South Wales

## APPENDIX 9

### Lectures and presentations by Taronga staff

Staff member	Subject	Receiving body
B Bryant	Managing the health of captive populations	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
B Bryant	Sumatran Rhinoceros conservation	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
B Bryant	Restraint of zoo animals	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
M Campbell	Zoo animal nutrition	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
M Campbell	Native wild bird mass mortality event due to fention toxicosis	Australian and New Zealand College of Veterinary Scientists - Zoo and Wildlife Medicine Chapter
J Day	Conservation Science Career	NSW Royal Zoological Society
M Fuller	Taronga Western Plains Zoo Unique Accommodation Development Case Study	No Vacancy Accommodation Conference
M Fuller	Taronga and Woolworths Corporate Partnership	Dubbo Chamber of Commerce
M Fuller	Update on Taronga Western Plains Zoo	Dubbo Male Probus Group
M Fuller	Update on Taronga Western Plains Zoo	Dubbo Female Probus Group
R Hobbs	Assisted Reproduction in wild animals	University of the Third Age
C Kerr	Supply chain integrity and sustainable biodiversity; navigating the turbulent waters of community education and supply chain integrity.	World Association of Zoos and Aquariums Annual Conference
V Melfi	Prioritising primate conservation, the principles of environmental education and ecotourism	German Primate Research Centre
J Milton	Hand-raising Short-beaked Echidnas	Veterinary Nurses Council of Australia - Zoo and Wildlife Nurses Forum
K Rose	Wildlife Health Investigations	University of Western Australia Student and Faculty Seminar
K Rose	Wildlife Pathology	Wildlife Disease Association
K Rose	Investigating the macropod mortality outbreak in Morisset	NSW Wildlife Rehabilitation Conference Council
K Rose	Outbreak Investigation	Charles Sturt University
K Rose and J Hall	Australian Registry of Wildlife Health	Charles Sturt University Faculty Seminar

K Rose and J Hall	Interesting Wildlife Cases from the Registry	Charles Sturt University
D Slip	Role of zoos in conservation	University of New South Wales
R Spindler	Taronga Conservation Programs	Linnaean Society NSW
R Spindler	Taronga Conservation and Science Programs	University of Sydney
R Spindler	Taronga Conservation Programs	Society for Conservation Biology, Oceania
R Spindler	Developing Collaborative Strategies Taronga Conservation Science Programs	University of Melbourne
R Spindler	Taronga Conservation	Sydney Women's College
R Spindler	Prioritisation (Taronga Conservation as illustrations)	Australia's Presidents Association
G Tonkins	"You can teach an old elephant new tricks" Behavioural changes brought about by mental and physical stimulation in a elderly elephant at TWPZ	TACTIC Training and Conditioning Workshop, Sydney
J Williams	Desensitising to promote trust and logic behaviour, "make some noise"	International Rhino Keepers Association Conference, Chester UK

## APPENDIX 10

### Publications

#### Book Chapters

**Melfi V.** (In press) *Outdoor Access*. In: International Encyclopaedia of Primatology (ed. Agustin Fuentes). Wiley.

Harcourt, R., Marsh, H., **Slip, D.**, Chilvers, L., Noad, M., & Dunlop, R. 2014. *Marine mammals, back from the brink? Contemporary conservation issues*. In *Austral Ark: The State of Wildlife in Australia and New Zealand*. (Ed A. Stow, N. Maclean & G. Holwell). Cambridge University Press, Cambridge UK, pp 322-353.

#### Peer Reviewed Literature

Donahoe S., **Rose K.**, Slapeta J. (2014) "Multisystemic toxoplasmosis associated with a type II-like *Toxoplasma gondii* strain in a New Zealand fur seal (*Arctocephalus forsteri*) from New South Wales, Australia". *Veterinary Parasitology*, Vol: 205 pp 347-353.

Hosey, G. & **Melfi V.** (2015) "Are we ignoring neutral and negative human-animal relationships in Zoos?" *Zoo Biology*, vol: 34 pp 1-8.

Carroll, G., **Slip, D.**, Jonsen, I., and Harcourt, R. (2014) "Supervised accelerometry analysis can identify prey capture by penguins at sea". *Journal of Experimental Biology*, vol: 217 pp 1-8.

Meade, J., Ciaglia, M.B., **Slip, D.J.**, Negrete, J., Márquez, M.E.I., Mennucci, J., and Rogers, T.L. (2015) "Spatial patterns in activity of leopard seals (*Hydrurga leptonyx*) in relation to sea-ice". *Marine Ecology Progressive Series*, vol: 521 pp 265-275.

Harcourt, R. Pirotta, V. Heller, G. Peddemors, V. **Slip, D.** 2014. "Whale alarms fail to deter migrating humpback whales: an empirical test." *Endangered Species Research* 25: 35-42.

**Rose K.** (2015) "In Memoriam: William "Bill" John Hartley, OAM, RCVS, FRCVS, MVSc, FRC Path., DSc, FACVSc, 1922-2014". *Veterinary Pathology*, vol: 52 pp428.

**Rose K.** (2015) "William "Bill" John Hartley OAM". *Australian Veterinary Journal*, vol 93 pp 30.

Donahoe S., Peacock C.S., Choo A.Y.L., Cook R.W., O'Donoghue P., Crameri S., **Vogelnest L.**, Gordon A.N., Scott J.L., **Rose K.** (2015) "Invited Review. A retrospective study of *Babesia macropus* associated with morbidity and mortality in eastern grey kangaroos (*Macropus giganteus*) and agile wallabies (*Macropus agilis*)". *International Journal for Parasitology: Parasites and Wildlife*, vol: 4 pp 268-276.

Vidgen M.E., de Jong C., **Rose K.**, **Hall J.**, Field H., Smith C.S. (2015) "Novel paramyxoviruses in Australian flying-fox populations support host-virus coevolution". *Journal of General Virology*. Doi: 10.1099/vir.0.000099.

**Jordan, N.R.**, Apps, P.J., Golabek, K.A., McNutt, J.W. (2014) "Top marks from top dogs: tandem marking and pair bond advertisement in African Wild Dogs", *Animal Behaviour*, vol: 88 pp 211-217.

Apps, P., Mmualefe, L., **Jordan, N.R.**, Golabek, K.A. & McNutt, J.W. (2014) "The "tomcat compound" 3-mercapto-3-methylbutanol occurs in the urine of free-ranging leopards but not in African lions or cheetahs". *Biochemical Systematics and Ecology* vol: 53 pp 17-19.

#### Grey Literature (non-peer reviewed)

Lohrey J., Faux N., **Rose K.**, and Killeen N. (2014) "Data Driving Innovation". *Asia Pacific Biotech News*, vol 18(9) pp 61-63.

**Melfi V.** & Hosey G. (In press) "Evidence-based zoo animal welfare: from principles to practice". In: *Animal Welfare Special Issue, WAZA magazine*, WAZA Executive Office, Switzerland.

### Thesis and Reports

McIntosh, R., Sutherland, D., Dann, P., Kirkwood, R., Thalman, S., Alderman, R., Arnould, J., Mitchell, A., Kirkman, S.P., Salton, M., **Slip, D.** (2014) "Pup estimates for Australian and New Zealand Fur-seals in Victoria, Tasmania and New South Wales between 2007 and 2013". Report to the Australian Government Department of the Environment.

Kathi Hermann (University of Plymouth, UK) Masters thesis "The Effects of Stockmanship on Rhinos".

Anne van den Oever (Wageningen University, Netherlands) Masters thesis "A comparison of Red-tailed Black Cockatoos behaviour".

**Melfi, V.** & Hosey, G. *Engaging Zoo Visitors*. In: (ed. Susan Hunt and Markus Gusset) WAZA Animal Welfare Strategy, Gland, Switzerland. In press.

**Melfi V.** & Hosey G. In press. *Engaging Visitors*. In: WAZA Animal Welfare Strategy. WAZA Executive Office, Switzerland.

### Conference and Workshop Proceedings

**Hall, J.** (July, 2014) "Assessment of reptile and mammal disease prevalence on Christmas Island". Society for Conservation Biology (Oceania Chapter) Annual Conference, Suva, Fiji.

**Hobbs R, Spindler R,** Hagedorn, M. (July, 2014) "Breaking Barriers - Reef Conservation". Society for Conservation Biology (Oceania Chapter) Annual Conference, Suva, Fiji.

**Rose, K.** (September, 2014) "Australian Registry of Wildlife Health Whole Slide Scanning", Whole Slide Scanning EIF Workshop, Sydney, NSW.

Loffeld, T., **Melfi, V.**, and Hilser, H. (August, 2014) "EARS: Education and Awareness Raising Strategy for the Critically Endangered *Macaca nigra*". 25th Congress of the International Primate Society, Hanoi, Vietnam.

Rogers, T., Ciaglia, M., Andrews, A., **Slip, D.**, O'Connell T. (August 2014) "Change in isotopic signatures suggest food web shift off the Western Antarctic Peninsula". 9th International Conference on the Applications of Stable Isotope Techniques to Ecological Studies (IsoEcol 9), Perth Western Australia.

Rogers, T., Ciaglia, M., Andrews, A., **Slip, D.**, Negrette, J., Marquez, J., Mennucci, J., O'Connell T. (August 2014) "Sliding down the food web: response to ecosystem change in the WAP." XXIII SCAR 2014 Open Science Conference, Auckland, New Zealand.

Ladds, M., Harcourt, R. and **Slip, D.** (July 2014) "Variation in metabolic rate in captive fur seals and sea lions." 60th Annual Meeting of the Australian Mammal Society, Melbourne.

Pirotta, V., Gulesserian, M., **Slip, D.**, Heller, G., Peddemors, V., Ross, G.,

Harcourt, R. (July 2014) "I can't hear you: humpback whale responses in an ever noisier world." Australian Marine Sciences Association 2014 Conference, Canberra.

**Melfi, V.** and Hill, S. "The principles of animal welfare science and evidence based animal management" Capacity building workshop for Chinese Zoo Association.

Crameri S., Homes C., **Rose K.**, Peacock C., Holz P., Scheelings F., Harper J., Bingham J. (November 2014) "Parasite characterisation by Electron Microscopy: *Babesia*, *Tetrahymena* and Microsporidian species". Presentation at the Australian Association of Veterinary Laboratory Diagnosticians Annual Conference, Adelaide, SA.

Donahoe S., **Rose K.**, Slapeta J. (July 2014). "Multisystemic toxoplasmosis associated with a type II-like *Toxoplasma gondii* strain in a New Zealand fur seal (*Arctocephalus forsteri*) from New South Wales, Australia". Presentation at the Australian Society for Parasitology 50th Anniversary Conference, Canberra, ACT.

**Spindler, R., Hobbs, R.**, van Oppen, M, Carter, V, Heyward, A, Hagedorn, M. A. (November 2014) "Living Bank for the Great Barrier Reef". IUCN World Parks Congress, Sydney.

Ford, L., and **Day, J.** (November 2014) "Evaluating the effectiveness of wildlife corridors in a peri-urban landscape". IUCN World Parks Congress, Sydney, NSW.

Vidgen M.E., de Jong C., **Rose K.**, **Hall J.**, Field H., Smith C.S. (March 2015) "Novel paramyxoviruses in Australian flying-fox populations support host-virus coevolution". International One Health Congress. Utrecht University, Netherlands.

**Jordan, N.R.**, Apps, P.J., Golabek, K.A. & McNutt, J.W. (September 2014). "Pair-specific scents in African wild dogs, *Lycaon pictus*, and an example of a potential method to identify signals within complex mixtures". International Society of Chemical Ecology Conference, Urbana-Champaign, Illinois, USA.

Abrahms, B., **Jordan, N.R.**, Golabek, K.A., McNutt, J.W., Wilson, A.M. & Brashares, J.S. (August 2014). "Road use by African wild dogs: impacts of tourism infrastructure on large carnivores in Botswana". 99th Ecological Society of America, 99th Annual Convention, Sacramento, California, USA.

**Jordan, N.R.**, Apps, P.J., Golabek, K.A. & McNutt, J.W. (March 2015). "Towards the bio-boundary: Pair-specific scents in African wild dogs, *Lycaon pictus*, and an example of a potential method to identify signals within complex mixtures". Botswana Symposium on Wetlands and Wildlife, Maun, Botswana.

## APPENDIX 11

### Staff representation on external committees

Name	Committee
B Bryant	Primary Veterinary Advisor, Zoo and Aquarium Association Ungulate Taxon Advisory Group
M Campbell	Primary Veterinary Advisor, Zoo and Aquarium Association Nutrition Group
M Campbell	Member, Zoo and Aquarium Association Reptile Vet Specialist Advisory Group
J Conaghan	International Liaison, International Rhino Keepers Association
C Dryburgh	General Committee Member, Australasian Society of Zoo Keeping
S Duffy	Member, Sydney Nagoya Sister City Committee
	Director, The Australian Rhino Project (ceased June 2015)
	Director, The Jane Goodall Institute Australia
	Member, Environmental Trust Saving Our Species Partnership Committee
M Fuller	Director and Chair of Finance, Audit and Risk Committee, Inland NSW Tourism
	Committee Member, Dubbo Economic Development Advisory Committee
	Director and Chair of Operations Committee, The Australian Rhino Project (appointed June 2015)
J Hall	Member, Wildlife Health Australia Universities Committee
R Hobbs	Steering Committee Member, Australian Frozen Zoo
C Kerr	Vice President, Zoo and Aquarium Association
	Chair, Zoo and Aquarium Association Asian Elephant Steering Committee
	Board Member, International Rhino Foundation
	Member, University of New South Wales Scientific Advisory Committee
	Member, TAFE NSW Sydney Institute Advisory Council
V Melfi	Member, International Union for Conservation Nature Captive Breeding Specialist Group
	Member, International Union for Conservation Nature Species Survival Commission
	Member, International Union for Conservation Nature Primate Specialist Group
	Member, International Union for Conservation Nature Section for Small Apes
	Founder, Selamatkan Yaki
	Chair, Shape of Enrichment Advisory Group and Member, Shape of Enrichment Committee
	Member, BMC Veterinary Research Editorial Board
P Metcalfe	Committee Member, NSW Exhibited Animals Advisory Committee
	Committee Member, NSW Non Indigenous Animals Committee
K Rose	Member, Chytrid Threat Abatement Plan Review Committee
	Steering Committee Member, Development of the National Environment and Community Biosecurity Research, Development and Education Strategy
	Australian Wildlife Health Network Universities Committee
	Australian Wildlife Health Network State and Territory Coordinators Committee
D Slip	Member, NSW Office of Environment and Heritage Marine Fauna Advisory Group
	Member, International Union for the Conservation of Nature / Species Survival Commission
	Boa and Python Specialist Group
R Spindler	Member, NSW Office of Environment and Heritage Science Senior Executive
	Member, University of New South Wales School of BEES Visiting Committee
	Board Member, Society for Conservation Biology - Oceania
	Member, International Union for the Conservation of Nature Conservation Breeding Specialist Group
H Wright	Director, Public Fundraising Regulatory Association

## APPENDIX 12

### Staff participation in international programs

Staff Member	Destination	Date of travel	Reason for Travel
Andrew, Paul*	Sydney-Wellington NZ-Sydney	29 September - 2 October 2014	To deliver a series of presentations on the ethical treatment of animals in human care to Wellington Zoo, Victoria University and Society for Prevention of Cruelty to Animals.
Andrew, Paul*	Sydney-Queenstown NZ-Sydney	27 - 31 July 2014	To attend the Australian and New Zealand Council for the Care of Animals in Research and Teaching (ANZCCART) Conference in Queenstown NZ - delivered workshops.
Bombonato, Elle	Sydney-New York-Sydney	8 - 22 April 2015	To accompany 24 specially selected Little Penguins to Bronx Zoo, New York, to strengthen inter-regional relationships within the zoo community.
Campbell, Michelle	Sydney-Perth-Johannesburg-Lusaka-Johannesburg-Perth-Sydney	13 June - 1 July 2015	To provide veterinary services to local wildlife with the South Luangwa Conservation Society.
Carter, Virginia	US-Brisbane-Townsville-Brisbane-US	8 - 18 November	Field work for the TCSA Reef Recovery Project at the Australian Institute of Marine Science, QLD.
Deane, Kirsty	Sydney-Perth-Johannesburg-Pointe Noir-Johannesburg-Perth-Sydney	25 May - 16 June 2015	To go to the Tchimpounga Chimpanzee Sanctuary in Pointe Noire, The Republic of Congo, to provide assistance with fundraising, marketing and tourism planning.
Day, Jo	Uganda	19 April - 1 May 2015	To provide support to the Sustainable Innovations with Rural Communities in the Uganda Field Conservation Project.
Dryburgh, Chris**	Sydney-Denpasar-Bandarlampung-Jakarta-Sydney	25 November - 6 December 2014	To deliver a workshop on wildlife identification and surveying methods to Way Kambas National Park staff to assist in protection of habitats and populations of herpetofauna in Sumatra.
Duffy, Simon	Sydney-Dallas Texas-Columbus Ohio-Houston Texas-Orlando Florida-Dallas-San Diego-Tokyo Japan-Taipei-Hong Kong-Bangkok-Sydney	11 - 31st October 2014	To attend the IRF Annual meeting in Ohio, visit various Zoo Partners in USA, attend the SEAZA Annual Conference in Taipei, Taiwan.
Duffy, Simon	Sydney-Jakarta-Bandar Lampung - Jakarta-Sydney	18 - 25 April 2015	To attend key stakeholder meetings at Ragunan Zoo, YABI, IRF and Way Kambas Elephant Sanctuary.
Gleen, Wendy**	Sydney-Beijing-Zhengzhou-Guilin-Beijing-Sydney	22 August - 5 September 2014	To attend and present research findings on Australian Bush Rats at ICRBM in Zhengzhou China.
Grossfeldt, Louise *	Sydney-Christchurch-Sydney	22 March - 6 April 2015	To inspect the gorilla facilities at Orana Wildlife Park in Christchurch NZ prior to the transfer of a bachelor group of Western Lowland Gorillas.
Hall, Jane**	Sydney-Nadi-Suva-Nadi-Sydney	7 - 12 July 2014	To attend and present at the Society for Conservation Biology Conference in Suva.
Henley, Emmett	Washington-Los Angeles-Brisbane-Townsville-Sydney-Honolulu-Washington	13 November - 21 December 2015	Field work for the TCSA Reef Recovery Project at the Australian Institute of Marine Science, QLD.
Hodgson, Sharon	Sydney-New York-Sydney	22 May - 9 June 2015	To participate in the 2015 American Association of Fundraising Professionals International Conference.
Jones, Laura	Sydney-Tokyo-Nagoya-Tokyo-Sydney	7 - 20 October 2014	To accompany a Koala being transferred to Nagoya Higashiyama Zoo in Nagoya, Japan.
Kerr, Cameron	Sydney-Singapore-Delhi-Assam-Delhi-Singapore-Sydney	31 October - 10 November 2014	To attend and present a paper at the 2014 WAZA Annual Conference in New Delhi, following attending the IUCN CBSG Annual Meeting. Mr Kerr also visited IRF field programs in Assam, India.

Staff Member	Destination	Date of travel	Reason for Travel
Kerr, Cameron*	Sydney-Singapore-Jakarta-Bandar-Jakarta-Singapore-London-New Jersey-Philadelphia-New York-San Francisco-Sydney	16 July - 11 August 2014	Meeting in Jakarta with Taronga stakeholders and visit sanctuary of IRF in Bogor, Indonesia. Mr Kerr also met with representatives from Philadelphia Zoo to gain insight into their recent tiger and primate capital developments.
McKenzie, Brad	Sydney-Perth-Johannesburg-Pointe Noir-Johannesburg-Perth-Sydney	25 May - 16 June 2015	To support the Jane Goodall Institute team by providing assistance to develop training programs for the chimps prior to their release into the wild.
Melfi, Vicki	Sydney-China-Germany-Vietnam-Sydney	9 August - 22 September 2014	To attend and present at the International Primate Congress; and to provide building workshops for the Chinese Zoo Association as well as Germany for the German Primate Research Centre.
Mercurio, Stefania	Sydney-Kuala Lumpur-Sydney	24 May - 7 June 2015	To provide graphic design expertise to implement key design collateral and branding for strategic marketing campaigns for TRAFFIC.
Nedved, Vera**	Sydney-Christchurch-Sydney	17 - 24 June 2015	To accompany three male gorillas to Orana Wildlife Park and to facilitate their introductions.
Pitkin, Lisa	Sydney-Hong Kong-Sydney	19 March - 2 April 2015	To participate in the 2015 Destination NSW/ Tourism Queensland annual Greater China Mission.
Pitkin, Lisa	Sydney-Dubai-Manchester-Munich-Dubai-Sydney	4 - 19 April 2015	To participate in the 2015 Destination NSW UK and Germany Trade Mission.
Pitkin, Lisa	Sydney-Los Angeles-Sydney	26 October - 15 November 2015	To attend the Destination NSW Trade Mission.
Pollard, Emma**	US (Self Funded)	20 January - 11 February 2015	To conduct research in the US while on personal leave, regarding Taronga Institute plans; attend site visits and meetings with reps from various zoos.
Romano, Widodo	Jakarta-Sydney-Jakarta	10 - 20 November 2015	To attend the IUCN Congress and World Parks Conference in Sydney.
Rose, Karrie *	Sydney-Christchurch-Sydney	15 - 16 December 2015	To demonstrate ARWH Systems as part of a tender process.
Rose, Karrie	Sydney-London-Sydney	12 - 17 May 2015	To participate in the Health and Disease in Translocated Wild Animals Symposium by the RZS of London.
Sanders, James	Sydney-Perth-Johannesburg-Windhoek-Johannesburg-Perth-Sydney	21 May - 25 June 2015	To deliver workshops to local communities, document the radio-collaring of Angolan giraffes and to build key partnerships within the Foundation.
Upchurch, Bruce	US-Hawaii-Sydney-Hawaii-US	16 October - 1 November	To present at the 7th annual training and conditioning workshop as a keynote speaker.
Vinette Herrin, Kimberly	Sydney-Los Angeles-Atlanta-Los Angeles-Sydney	16 October - 7 November	To attend the American Association of Zoo Veterinarians conference in Orlando, USA.
Walraven, Erna	Hungary (Self Funded)	23 - 30 September 2015	To attend the EAZA conference in Budapest.
Walraven, Erna	Sydney-Tokyo-Sydney	14 - 20 October 2015	To attend the 30th Anniversary celebrations at Nagoya Zoo, Japan.
Williams, Jake	Sydney-London-Sydney	11 - 25 June 2015	To attend the International Rhino Keepers Association Biennial Conference at Chester Zoo, England.

\* Travel costs funded by an external party

\*\* Travel costs partly funded by an external party

## APPENDIX 13

### Workplace Diversity

Aboriginal Education Scholarships	Taronga Training Institute Aboriginal Scholarship opportunities identified and provided.
Advertisement of vacant positions through multicultural networks	A range of Taronga's vacancies advertised in multicultural community networks/media, including an Indigenous Keeper Traineeship advertised broadly through Aboriginal Employment networks.
Workforce diversity celebrations	NAIDOC and Reconciliation Week were celebrated to promote greater understanding, including special presentations of Taronga's iconic 'QBE Free Flight Bird Show' incorporating Aboriginal Dreaming Stories.
Aboriginal Employment Strategy	Identified Aboriginal positions made available, supporting Taronga's workforce profile representation of Aboriginal people. Taronga currently employs three Aboriginal Education Officers and a number of other Aboriginal employees in various positions. The approval and creation of an Indigenous Keeper Traineeship in the Australian Fauna Precinct; this opportunity was advertised via relevant Aboriginal employment networks and profiled in Aboriginal media outlets.
Work placement program	In partnership with the Family and Community Services Department, work placements and development opportunities were provided through the Burbangana and Walanmarra Programs at both Taronga and Taronga Western Plains Zoo to highly disadvantaged students to promote skill development.
Action Plan for Women	<p>Taronga is committed to providing a fair and equitable workplace and is an Equal Employment Opportunity employer. Taronga supports the NSW Government's Action Plan for Women with major initiatives including:</p> <ul style="list-style-type: none"> <li>• Leadership and personal development opportunities, including financial support for professional interests, for women,</li> <li>• Access to school holiday child care via subsidized programs run by the Taronga Education Centre,</li> <li>• Opportunities to apply for flexible work arrangements, many of which support working mothers,</li> <li>• Paid lactation breaks and other support for lactating mothers as per our Award, and</li> <li>• Accessibility of trained Grievance Officers to enhance the avenues for women in the workplace to seek guidance and raise concerns.</li> </ul>

#### Key Workforce Diversity strategies proposed by Taronga for 2015/16 include:

Reconciliation Action Plan (RAP)	Working towards renewing Taronga's RAP plan with a view to creating a "Stretch" RAP with an end date of 2017 for all targets. Development of 'working groups' across the organisation to create better traction for Taronga's RAP targets in their relevant areas.
Aboriginal Employment Strategy	Reviewing the NSW Public Sector Aboriginal Employment Strategy 2014-2017 to ensure consistency with Taronga's Aboriginal Employment Strategy.
Employee Assistance Program (EAP)	Increasing opportunities to partner with an EAP provider to support employees, and their families, with professional and personal challenges. Promoting a Manager and Supervisor advice service as another avenue for leaders to access support to deal with challenging workplace issues.
Workforce Diversity Celebrations	Promoting and engaging in NAIDOC and Reconciliation Week, including providing additional opportunities for staff and visitors to connect with Aboriginal experiences.

#### Additional Human Resources Reporting Requirements:

- There were no exceptional movements in wages, salaries or allowances in 2014/15.
- There were no significant amendments to personnel policies and procedures in 2014/15.
- Industrial relations policies and practices were updated in 2014/15 following the Government Sector Employment Act 2013 replacing the Public Sector Employment and Management Act 2002 on 23 February 2014.

## APPENDIX 14

### Senior Executive Service

#### Number of Chief Executive Services (CES) / Senior Executive Services (SES) Positions and Average Remuneration

During 2014/15 Taronga was required to undertake a review of the Senior Executive Structure as part of the GSE Act. As such some positions have been transitioned to the new Senior Executive Classification band during the period. The remaining positions will transition in 2015/16.

Level	Total CES/SES end previous year*	Total CES/SES end current year*	Average Remuneration (package) end current year
Level 1			
Level 2	3	3	\$210,758
Level 3	2	2	\$242,780
Level 4			
Level 5	1	1 **	\$305,385
Level 6			
Level 7			
Level 8			
<b>Total</b>	<b>6</b>	<b>6</b>	<b>N/A</b>

\* In the current and previous year, one SES position was filled by a woman at Level 2.

1.72% of total employee-related expenditure in 2014/15 related to Senior Executives.

\*\*The role of Executive Director and Chief Executive was transitioned to a Senior Executive Band 2 role from a CES Level 5 role during the period. Additionally a Senior Executive Band 2 role was appointed temporarily during the transition which replaced a previous Senior Officer role.

## APPENDIX 15

### Senior Staff

#### Executive

Cameron Kerr – BSc(Hons), MCom – *Chief Executive and Director*  
 Emma Pollard, BAppFin BLB (Hons), MIEL – *Executive Officer* till Jan 2015  
 Stephanie Hedt, BAs – *Executive Officer*

#### Capital Works and Infrastructure

Alexander Halliburton, BLA (Hons) – *General Manager Capital Works and Infrastructure* till April 2015  
 Tim Bain, Bachelor Construction Management and Economics – *Manager Development and General Manager Capital Works, Infrastructure and Operations*  
 Stephen Bedford – *Manager Facilities*  
 John Inkratas, BE(Civil) – *Manager Asset Maintenance*  
 Brian Vanden Hogen, BSc – *Manager, TZ Operations* till March 2015  
 Emma Bombonato, BEnvSc – *Manager Environmental Sustainability*

#### Corporate Services, Finance and Legal

Hunter Rankin, BCom, FCPA – *General Manager Corporate Services, Finance and Legal* (LSL from March 2015)  
 Lisha Mulqueeny – *Director Corporate Services and Governance* (Temporary from 2 March to 30 June 2015)  
 Emma Roberts, BA FCCA – *Manager Finance*  
 Marianne Richards – *Budget and Reporting Manager*  
 Richard Norburn, BSc(Hons) – *Manager Information Technology*  
 Pamela Burgoyne, Exec Cert Records Management – *Records Manager*

#### Life Sciences, Research and Conservation

Simon Duffy, BEd BTeach – *General Manager, Life Sciences and Research Conservation*

John West, PSM Dip Aqua – *Manager Operations Life Sciences*  
 Erna Walraven, BAppSc, DipParkMgmt – *Senior Curator*  
 Rebecca Spindler, BSc (Hons), PhD – *Manager Research and Conservation*  
 Larry Vogelnest, BVSc, MVS, MACVSc – *Senior Veterinarian TZ*  
 Benn Bryant, BVSc, MVS – *Senior Veterinarian TWPZ*

#### Marketing, Fundraising and Commercial Services

Paul Davies, MBA, MA Econ – *General Manager, Marketing Fundraising and Commercial Services* till Dec 2014  
 Libby Hodgson, BA (Hons) – *Manager Marketing and Fundraising and General Manager Marketing Fundraising and Commercial Services*  
 Lisa Keen - BA(Hons), GradDip ProfComms – *Communications Manager*  
 Helen Wright, Dip IDM – *Manager Fundraising and Development*  
 Kevin Milhomme – *Corporate Partnerships Manager*  
 Marion Joyce – *Commercial Services Manager*  
 Susan Baker – *Manager, Guest and Commercial Services*

#### People and Learning

Bettina Sammut, BA, Cert (PR), Grad Cert (HRM)  
 Grad Cert (Change Mgt) – *General Manager People and Learning*  
 Paul Maguire, BEd (PE and Sci) – *Manager Visitor Experience and Learning*  
 Valerie Moushigian, Dip WHS, Dip Mgmt – *WHS Manager*  
 Rebecca Edwards, BBA, BA Psych – *Human Resources Manager*

#### Taronga Western Plains Zoo

Matthew Fuller – *General Manager, Western Plains Zoo*  
 Damien West – *Manager, Facilities and Asset Operations* till May 2015  
 Zac Jones – *Commercial Operations Manager*

## APPENDIX 16

### Employees by category

Program Area	Permanent			Temp			Casual			Total		
	2013	2014	2015	2013	2014	2015	2013	2014	2015	2013	2014	2015
Executive	7	7	6	0	0	1	0	0	0	7	7	7
Clerical	67	78	78	59	94	87	82	87	76	208	259	241
General	22	22	21	2	4	5	0	0	0	24	26	26
Professional	12	14	11	10	11	10	12	15	12	34	40	33
Services	37	48	35	25	41	24	231	337	358	293	426	417
Technical	5	5	6	2	2	2	0	0	0	7	7	8
Trades	166	179	166	32	59	43	287	376	313	485	614	522
<b>TOTAL</b>	<b>316</b>	<b>353</b>	<b>323</b>	<b>130</b>	<b>211</b>	<b>172</b>	<b>612</b>	<b>815</b>	<b>759</b>	<b>1058</b>	<b>1379</b>	<b>1254</b>

## APPENDIX 17

### Government Information Public Access (GIPA) (formerly Freedom of Information)

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

Taronga 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.

TCSA received three applications under the provisions of the GIPA Act during the 2014-2015 year.

GIPA Request for Information	Quantity	Categories
New	3	1 – Member of Public (other) 1 – Media 1 – Not for Profit Organisation
Brought forward (last year)	0	
<b>Total to be processed</b>	<b>2</b>	
Completed	2	0
Transferred out	0	
Withdrawn	1	1 – Media
<b>Total processed</b>	<b>2</b>	1 – Member of Public (other) 1 – Not for Profit Organisation
Unfinished (carried on to next year)	0	
Request: granted in full	2	1 – Member of Public (other) 1 – Not for Profit Organisation
granted in part	0	
refused	0	
deferred	0	

## APPENDIX 18

### Public interest disclosures

Taronga Conservation Society Australia had no public interest disclosures in the period 1 July 2014 to 30 June 2015. The following report has been provided to the NSW Ombudsman in accordance with the *Public Interest Disclosures Act 1994* (NSW) and *Public Interest Disclosures Regulations 2011* (NSW) for this reporting period.

Number of public officials who made public interest disclosures to your public authority	0
Number of public interest disclosures received by your public authority	0
Of public interest disclosures received, how many were primarily about:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
Number of public interest disclosures (received since 1 July 2013) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes

## APPENDIX 19

### Consultants fees

#### Consultants Fees Incurred in 2014/15

##### Consultants equal to or more than \$50,000

Finance and accounting/tax

Ernst & Young – \$59,440

GST specialist advice

Management Services

Root Projects – \$107,000

Taronga Institute Feasibility Study

Allen Consulting Group - \$118,183

Taronga Institute Economic Analysis

Asset Technologies Pacific - \$54,537

Taronga Zoo and Taronga Western Plains Zoo Asset Management Plan

Studio – Hanson Roberts - \$70,000

Taronga Western Plains Zoo Master Plan Development

Total Consultancies equal to or more than \$50,000 = \$409,160

##### Consultants less than \$50,000

During the year twenty-eight other consultancies were engaged in the following areas:

Management Services - \$289,274

Scientific - \$27,500

Environmental - \$2,620

**Total Consultancies less than \$50,000 = \$319,394**

**Total Consultancies = \$728,554**

## APPENDIX 20

### VIP visits to Taronga and Taronga Western Plains Zoo

#### July 2014

Thai Ambassador to Jakarta  
Grant Show and Ana Ortiz (US television stars)  
Phantogram (band)  
Ásgeir (Icelandic singer)  
Cast of Dance Moms (TV show)

#### August 2014

Beau Dunn (actress and model)  
Ken Hughes (Canadian politician)  
Peter Capaldi (Dr Who actor)  
Juventus Football Club  
TWPZ: Kate Miller-Heidke (singer)  
Gabrielle Alpin (singer)

#### September 2014

Tina Arena (singer)  
Lauren Potter (Glee actor)  
Alessandra Ambrosio (Victoria's Secret model)

#### October 2014

Zhu (musician)  
Sepultura (band)  
Jean Paul Gaultier (fashion designer)

#### November 2014

Brad Hazzard (NSW Attorney General)  
Sean Paul's band  
Botswana Environment Minister  
First Lady of Madagascar  
Ryan Kwanten (actor)  
Brian Lara (cricketer)  
Charlotte Dujardin (dressage champion)  
Bars and Melody (UK singing duo)

#### December 2014

Ron Moss (actor)  
CASH CASH (band)  
Calvin Harris (Scottish DJ)  
Alesso (Swedish DJ)  
Reece Mastin (singer/songwriter)  
Steve Aoki (DJ)  
Red Jumpsuit Apparatus (band)  
Wife of President of the Ukraine, escorted by  
Australian PM's wife, Margie Abbott

#### January 2015

Nathaniel Buzolic (actor)  
Glass Animals (band)  
The Vamps (UK band)  
ODESZA (band)  
Heidi Klum (supermodel)

#### February 2015

Bernard Fanning (musician)  
Belle and Sebastian (band)  
Paul Kelly (musician)  
Future Islands (band)  
V8 Supercars drivers  
Tony Hawk (pro skater)

#### March 2015

The Hon. Mike Baird (NSW Premier)  
The Hon. Rob Stokes (NSW Minister  
for the Environment)  
Wet (band)

#### April 2015

Kirin Kosarin & Jack Griffo (Nickelodeon stars)  
Miroslava Duma (fashion influencer)  
Cody Walker (actor)  
Australian Prime Minister, Tony Abbott

#### May 2015

Earl and Countess of Bathurst  
Alice Cooper's band  
Vince Neil (Mötley Crüe frontman)  
Guy Sebastian (singer)

#### June 2015

Chelsea Football Club  
NHL hockey stars

## APPENDIX 21

### Multicultural Policies and Services Program 2014/15

OBJECTIVE	STRATEGIES	ACHIEVEMENTS – 2014 /15	PROGRAM FOR 2015/16
<b>Integrate ethnic affairs initiatives into all Taronga business activities</b>	Ensure all relationships with key countries are strong and supportive of long-term outcomes.	Participation of Indonesian and Thai Consulates in conservation partnerships.	Ongoing
		Provided opportunities for 19 employees to work in-situ and support local communities internationally through the Zoo Friend Conservation Fellowships.	Ongoing
		Attended ATE 2015 in Melbourne and attended DNSW event in March 2015 in China, DNSW Europe in April 2015 and DNSW USA November 2014.	
		Attended ATEC Meeting place trade show December 2014.	
		In February 2015 attended 'Focus on India' a two day Indian tourism initiative with a focus on the inbound Indian tourism market.	Ongoing
<b>Increase the multicultural service capacity of both zoos</b>	Continue staff training in customer service with a particular focus on cultural appreciation.	Development and implementation of the 'Taronga Experience' Program ensuring the highest standards of customer service are delivered to customers of all cultural backgrounds to ensure enhanced cultural awareness in communications and visitor experiences.	'Taronga Experience' Program moved to online learning platform to form part of Taronga's induction program for both staff and volunteers.
		Accredited customer service training delivered to 251 frontline employees at Taronga and Taronga Western Plains Zoo.	
		Visitor surveys conducted at both zoos.	Ongoing
	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.	Ongoing
		NESB and ESL schools targeted by the Department of Education Zoomobile 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.	Ongoing
		Continued community and Aboriginal Programs at both Taronga and Taronga Western Plains Zoo and working closely with FACS to support and provide an educational program for disadvantaged children.	Ongoing
		Zoomobile visited approximately 17,260 students, many of whom were from disadvantaged schools, where students, for various reasons, are unable to experience a visit to Taronga Zoo.	Ongoing
		The DEC Zoomobile delivered the Aboriginal "Animals of the Dreaming" outreach program.	Ongoing
		Ensuring support is accessible to ESL students of Taronga Training Institute.	Ongoing
		Continued the use of these and expanded the language range of translated maps of Taronga, distributed at the Zoo's information desk.	Ongoing
	Provide visitor information through foreign language interpretation guides (currently provided in Japanese, Chinese, Korean, Spanish, Vietnamese, German, Italian, and French).	Continued with and updated Taronga's Mandarin speaking audio tour app.	Ongoing
		Continued upgrade of directional signage, and maintenance of interpretive signage. Installation of visual communications devices (e.g. Coloured trails throughout zoo marked with ground dots).	Ongoing
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature.	Increased signage in Korean and Mandarin, particularly in the Australian Fauna Precinct.	Ongoing

OBJECTIVE	STRATEGIES	ACHIEVEMENTS – 2014 /15	PROGRAM FOR 2015/16
<b>Promote the zoos and the services of Taronga within ethnic communities</b>	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.	Ongoing
		Taronga undertook advertising in a variety of pre and post arrival publications in foreign languages, with greater focus on Asian countries such as China.	
		Taronga Zoo Tourism targets groups and independent travellers from all overseas countries via sales missions to in-market tour operators, advertising, and promotions.	Ongoing
		Zoo Education targets in-bound student travel organisations including JTB, Kintestu, Jalpak, and foreign language schools.	Ongoing
		Quarterly PR media mail-out included ethnic/community press and broadcast media.	On-going program will continue in accordance with requests received.
<b>Promote respect and accommodate cultural difference amongst Taronga staff</b>	Continue to provide opportunities through Taronga's work experience program particularly for people from non-English speaking backgrounds.	PR department at both zoos hosted various media teams from foreign countries.	Ongoing
		School student work experience program continues to deliver opportunities to significant numbers of non-English speaking background students.	Ongoing
		Religious Duty Policy reviewed and updated.	Updated annually
<b>Continuing development of Taronga's internal communications</b>	Providing policies in accordance with the <i>Multiculturalism Act 2000</i> e.g. Holy Days Religious Duty Policy.	International volunteer keeper program allowing foreign students and Keepers to work in Australia.	Ongoing
		Keeper exchange program continued with four international exchanges during the period (including zoos from Indonesia and Europe).	Ongoing
<b>Ensure Taronga's recruitment activities support MPSP</b>	Provide and disseminate information to all employees regardless of cultural and language background.	Review of Taronga's internal communication strategy.	Implementation of an internal communications strategy.
		Review of Taronga's MPSP and assessment against NSW Government policies and requirements.	
		Continue to support identified positions across various areas within the zoo.	Continue to support ethnic specific positions in key service delivery roles.
<b>Promote understanding of multicultural communities</b>	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.	Continued the provision of an indigenous tour program staffed by indigenous employees.	
		Creation of an Indigenous Keeper Traineeship in the Australian Fauna Precinct.	Successfully appoint Indigenous Trainee and work towards 16/17 Traineeship program.
		A range of Zoo vacancies directly advertised with several multicultural organisations.	Ongoing
<b>Promote understanding of multicultural communities</b>	Ensure a range of vacant positions at both zoos are made known to a selection of organisations with multi-cultural community reach.	A selection of Zoo vacancies created and appointed as indigenous roles at both Zoos.	Ongoing
		Continued focus on the challenges faced by multicultural communities in the home countries of environmental and wildlife conservation (eg. Illegal wildlife trade, coltan mining in great ape habitat; sustainable seafood; use of habitat rainforest timber).	Ongoing
<b>Promote understanding of multicultural communities</b>	Provide opportunities to increase understanding of and experience multicultural communities.	Taronga is a "Champion" of the TA-led Indigenous Tourism Champions Program (ITCP).	Ongoing

## APPENDIX 22

### Internal Audit and Risk Management Attestation for the 2014-15 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
<b>Core Requirement 3</b> 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.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Board members by virtue of their duties are aware of the operating activities and inherent risks of the organisation.</li> <li>• Significant savings in time and costs (no additional remuneration) in having members of the Audit and Risk Committee.</li> <li>• The ASX Corporate governance principles (March 2014) recommend that the Audit Committee consist only of non-executive directors.</li> </ul>

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 Susan Doyle
- Independent Member 1 – Ms Nancy Fox
- Independent Member 2 – Clr Roy Bendall

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 23

### Credit Card Certification

Taronga has approved credit cards for the payment of expenses. The use of credit cards during 2014/15 was in accordance with the Premier's Memoranda and Treasurer's direction.

## APPENDIX 24

### Annual Report external production costs

No external production costs were incurred in the preparation of the Taronga Conservation Society 2014/15 Annual Report.

## APPENDIX 25

### Funds granted to non-government community organisations

Name of recipient organisation	Amount of Grant	Program Area
<b>Managing Bilby populations in predator-free sanctuaries:</b> <b>Scotia Wildlife Sanctuary, NSW</b> Recipient: Australian Wildlife Conservancy Maintaining feral predator-free area at Scotia Sanctuary; monitoring for feral animal incursions; implementing feral fox and cat control outside the fenced area to reduce the risk of invasion, and maintaining the fence and associated infrastructure.	\$10,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Support to Wildlife Protection Unit (WPU) at Bukit Tigapuluh, Indonesia</b> Recipient: The Australian Orangutan Project WPUs have been recruited, trained and equipped to address illegal logging and poaching by community enforcement in the biologically valuable Bukit Tigapuluh landscape.	\$27,500	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Protecting the Carnaby's Black Cockatoo in Western Australia</b> Recipient: BirdLife Australia The project aims to change landholder behaviour by working with farmers to identify a key natural resource asset that they possess – nesting sites and feeding habitats for Carnaby's Cockatoos – and then to determine appropriate actions to conserve that asset.	\$10,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Komodo Dragon population monitoring program</b> Recipient: Komodo Survival Program (KSP) KSP work to protect and conserve the Komodo Dragon, its habitat and the food web upon which it relies as well as training local staff to conduct monitoring and research to protect the dragon.	\$3,750	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>International Rhino Foundation</b> Recipient: International Rhino Foundation Taronga is a founding member of the International Rhino Foundation (IRF) and continues to support many of its activities today in both Asia and Africa.	\$27,512	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Tchimpounga Chimpanzee Rehabilitation Centre</b> Recipient: Jane Goodall Institute Taronga supports veterinary services, medical expenses, establishment and renovation to the release site, release program operational costs and other operational and administration costs to operate Tchimpounga.	\$30,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Biliqo Bulesa Conservancy – support to wildlife rangers</b> Recipient: Northern Rangelands Trust Improve the security of wildlife by creating a safer ground for their movement and to improve the rangeland health through sound environmental practices to support both wildlife and livestock. Another key component of the partnership is to support community needs by diversification of their revenue through tourism and bead work.	\$20,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Community-based conservation of Madagascar's spiny forests</b> Recipient: Omaha's Henry Doorly Zoo and Aquarium, Madagascar Biodiversity Partnership and Conservation Fusion Education Promoting Reforestation Project (EPRP) that uses the seed dispersing ability of the Ring-tailed Lemur, Lemur catta, to restore and establish the natural habitat in Lavavolo, Madagascar.	\$14,733	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>TRAFFIC – the wildlife trade monitoring network</b> Recipient: TRAFFIC South-East Asia (through Zoo and Aquarium Association) This partnership aims at creating a wildlife crime analyst capability within the TRAFFIC South-East Asia office who will be responsible for collating, managing, analysing and reporting on all wildlife trade related crime records in the region.	\$70,000	\$20,000 from Taronga Foundation, managed by the Life Sciences, Research and Conservation team. \$50,000 from Woolworths partnership.

Name of recipient organisation	Amount of Grant	Program Area
<b>Cross River Gorilla, Nigeria</b> Recipient: Wildlife Conservation Society <p>Improve conservation of the Cross River Gorilla and other wildlife at Afi Mountains Wildlife Sanctuary (AMWS) through reduction of hunting and other illegal activities by continuing to provide support for the existing Cyber Tracker-based law enforcement monitoring system to improve ranger patrols and enhance protection efforts for great apes in the sanctuary; and strengthen basic understanding of and support for conservation focusing on 16 villages and 27 schools surrounding AMWS with a special emphasis on the Cross River Gorilla.</p>	\$15,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Breaking the Brand</b> Recipient: Breaking the Brand <p>This project aims to design a high impact campaign for changing the brand perception and consumption patterns of rhino horn in Vietnam. Through Taronga support, a series of advertisements were developed and featured in different communication outlets focussed on stopping growing demand for rhino horns.</p>	\$4,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Conserve the Francois' Langur as a flagship species of karst ecosystems for its long term survival</b> Recipient: Fauna and Flora International <p>Halt the declining trend of Francois' Langur with threats reduced and strong local, national and international constituencies built across its range in Guangxi, China.</p>	\$2,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Improving sanitation for captive Sumatran Elephants at Way Kambas National Park Elephant Conservation Centre</b> Recipient: Save Indonesian Endangered Species Fund (SIES) <p>Improve sanitation and hygiene management to help ensure the survival of 65 Sumatran Elephants at WKNP ECC by 1) grading and raising 65 elephant moorings to improve drainage; and 2) grading and graveling the access track which winds around the elephant moorings to improve truck access for feeding and removal of elephant faeces.</p>	\$20,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
<b>Population monitoring of threatened Australian Sea-lion in South Australia</b> Recipient: South Australia Research and Development Institute (SARDI) <p>Monitoring of Australian Sea-lion pup production at key monitoring sites (Olive and Jones Islands) off the western Eyre Peninsula that form important performance indicators for the success of fisheries bycatch mitigation measures and the species recovery plan.</p>	\$14,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team



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For more information go to [taronga.org.au](http://taronga.org.au)

Taronga is a not-for-profit organisation dedicated to wildlife conservation and community education.

[taronga.org.au](http://taronga.org.au)

Editor: Lisa Keen  
Designer: Lorinda Taylor  
Coordinator: Pam Burgoyne

Front Cover: Western Lowland Gorilla by Gemma Ortlipp

Back Cover: Green Sea-turtle released after rehabilitation, by Toby Zerna, The Daily Telegraph

Original 'For the Wild' campaign concept created by Whybin/TBWA.