

our  
*world*



08

ANNUAL REPORT 2008-2009

09

# The global *challenge*



TASMANIAN DEVIL  
*Sarcophilus harrisii*

**Endangered**

*Both Zoos are committed to providing a safeguard against the the threat of extinction for the Tasmanian Devil. The first breeding season resulted in 13 young being born across the two Zoos.*  
Photo: Tony Britt Lewis

The International Union for the Conservation of Nature (IUCN) has forecast that by 2050, 30% of the world's wildlife will disappear. Now more than ever, the role of zoos has never been more important in maintaining insurance populations against a complete collapse of a species in the wild, undertaking wildlife research, rehabilitation, conservation field work and community education.

*Cover Image:*  
PYGMY HIPPOPOTAMUS  
*Choeropsis liberiensis*

**Endangered**

*In November, Taronga Zoo celebrated the arrival of the first Pygmy Hippopotamus calf in 23 years. After a difficult breach birth, the Zoo's dedicated keepers decided to hand-raise the precious female named 'Monifa' until it thrived. Monifa has now moved on to Melbourne Zoo as part of the regional management of this endangered species. It is estimated that as few as 3000 individuals remain in the wild.*

Photo: Reg Grundy AC OBE PhD Hons

## Our role in International Conservation Programs

Taronga and Taronga Western Plains Zoos work cooperatively with conservation organisations across the globe to carry out in situ conservation programs.

One of these vital breeding programs aims to protect Tasmanian Devils which are facing a population collapse in the wild due to a deadly disease. Working with a group of zoos in Australia, the 2008 breeding program has produced 34 joeys so far.

# Conservation across the continents

WESTERN LOWLAND GORILLA  
*Gorilla Gorilla Gorilla*  
**Critically Endangered**

Photo: Rick Stevens



LEOPARD SEAL  
*Hydrurga leptonyx*  
**Least Concern**

Photo: Rick Stevens

GREATER ONE-HORNED  
RHINOCEROS  
*Rhinoceros unicornis*  
**Endangered**

Photo: Shallon McReaddie



1. Gorilla mother, 'Mouila', gave birth to a healthy little male named 'Mahale'. The TCSA joined in Year of the Gorilla activities encouraging Australians to recycle their mobile phones. Mining for minerals used in phones is devastating prime gorilla habitat.

2. Taronga is home to the only two Leopard Seals to be cared for by a zoo anywhere in the world. The male 'Casey' and female 'Sabine' were both rehabilitated by the Zoo's Wildlife Hospital and reside at the award-winning Great Southern Oceans mega-exhibit.

3. 'Dora' the male Greater One-horned Rhinoceros enjoys a swim during Dubbo's summer. Remaining wild populations are fragmented due to habitat destruction and poaching.

AFRICAN ELEPHANT  
*Loxodonta africana*

**Near Threatened**

Photo: Shallon McReaddie



SOUTHERN  
CORROBOREE FROG  
*Pseudophryne corroboree*

**Critically Endangered**

Photo: Rick Stevens

REGENT HONEYEATER  
*Xanthomyza phyrigia*

**Endangered**

Photo: Rob Dockerill



4. Taronga Western Plains Zoo's African Elephants enjoy exploring the savannah. 'Cuddles' and 'Yum Yum' are the only African Elephants being cared for by a zoo in Australia.

5. The TCSA is committed to amphibian conservation. It is estimated as few as 150 Corroboree Frogs remain in the wild due to the deadly Chytrid Fungus which is devastating world frog populations.

6. An estimated 1500 Regent Honey-eaters are left in the wild, making zoo breeding efforts vital for this species.

## Who we are

### Vision

Our vision is to inspire Australians and our visitors to discover, explore, delight in and protect our natural world.

### Mission

We will:

- Demonstrate a meaningful and urgent commitment to wildlife, our natural environment and the pursuit of excellence in our conservation, recreation and scientific endeavours;
- Through effective communication and example promote positive and measurable conservation outcomes that will inspire active and enjoyable learning experiences and be a catalyst in creating understanding and wonderment of our natural world;
- By encouragement and demonstration, lead individuals and communities in the wise and sustainable use of natural resources for the benefit of future generations, and
- Deliver visitor experiences that maximise the community, corporate and financial support necessary to sustain our conservation endeavours.

discover  
explore  
delight in  
protect



*With Gorillas under intense pressure from jungle clearance, the bush meat and pet trades, zoo breeding programs are vital to provide a safety net for this critically endangered species.*

Photo: Mandy McLellan

*The Zoos' Wildlife Hospitals treat hundreds of injured and orphaned native wildlife annually including birds, mammals, reptiles and amphibians, including a young echidna puggle which was hand-reared by TWPZ staff.*

Photo: Mandy Quayle

# Contents

## An Overview

The Taronga Conservation Society Australia (TCSA) operates Taronga Zoo (TZ) in Sydney and Taronga Western Plains Zoo (TWPZ) in Dubbo, attracting local, interstate and international visitors.

The TCSA is constituted under the *Zoological Parks Board Act, 1973*, as a statutory authority owned by the people of New South Wales and comes within the administration of the Minister for Climate Change and the Environment.

Amended legislation in 1992 defined the TCSA's responsibilities in education conservation, research, and recreation (see Appendix 1).

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Ten year old African Lion, Jasiri, is head of the pride of three at Taronga Western Plains Zoo. Jasiri and lionesses, Njeri and Shinyanga which are sisters have been at the Zoo since they were young. Photo: Rick Stevens

## Taronga Zoo

### Symbol

*Platypus Ornithorhynchus anatinus*

### Opened

October 1916. Site 28 hectares.

### Animals

From the Old Moore Park Zoo, founded by the Royal Zoological Society of New South Wales in 1881. The collection now includes approximately 4,002 animals from 349 species/sub-species.

### Contact

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

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

Hours: 9.00am to 5.00pm daily

Website: [www.taronga.org.au](http://www.taronga.org.au)

Number of animals: 4,002  
Species/sub-species: 349

## Taronga Western Plains Zoo

### Symbol

*Giraffe Giraffa camelopardalis*

### Opened

February 1977. Site 788 hectares.

### Animals

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

### Contact

Obley Road, Dubbo  
PO Box 831, Dubbo NSW 2830

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

Hours: 9.00am to 5.00pm daily

Website: [www.taronga.org.au](http://www.taronga.org.au)

Number of animals: 650  
Species/sub-species: 91

The Hon. John Cameron Robertson, MLC  
Minister for Climate Change and the Environment  
Parliament House  
Macquarie Street  
Sydney NSW 2001

Dear Minister

It is a great pleasure to present the 36th 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 2009 in accordance with Section 20 and 37 of the *Zoological Parks Board Act 1973* (as amended), and the *Annual Reports Statutory Bodies Act 1984* (as amended).

Yours sincerely



**Leonard F Bleasel AM**

Chairman,  
Taronga Conservation Society Australia



# Chairman's Report

## It is with much pride that I present the 36th Annual Report for the Taronga Conservation Society Australia.

Once again, the past 12 months has been a milestone year on behalf of wildlife. Taronga became the first zoo to breed the critically-endangered Booroolong Frog only a year after the breeding program began, to save the tiny amphibian. A total of 600 frogs and 13,000 eggs were released into the wild near Tumbarrumba, NSW. This was supported by an innovative schools' education program to encourage the community to help protect local wildlife.

The Australian community excitedly waited with us as we anticipated the arrival of the first Asian Elephant to be born in Australasia. Just four days after the reporting period closed for this Annual Report a male calf was born, heralding the on-going success of the TCSA's conservation breeding program for this endangered species. This birth will be covered extensively in next year's report.

Supporting the TCSA's commitment to primate conservation, the NSW Environment Minister at the time, the Hon Carmel Tebutt MP, joined with us to help launch activities for the "Year of the Gorilla". In this global zoo initiative, Sydneysiders and visitors are encouraged to recycle their mobile phones to reduce mining in gorilla habitat for coltan which is used in mobile phones. I would like to thank Minister Tebutt for her service and support during her time as our Minister.

Both Zoos are to be congratulated on their efforts to provide a safeguard against the very real threat of extinction for the Tasmanian Devil. The first breeding season resulted in 13 pouch young being born across the two Zoos. Our commitment to this national program continues with the construction of new breeding facilities at both Zoos and continued research into the marsupial carnivore's breeding habits at the TCSA's own Reproductive Laboratory at TWPZ. The Zoos' keepers and veterinary teams work tirelessly to pair devils for breeding and manage their care. There has also been an extraordinary public education and media campaign as well as fundraising efforts including the TCSA's first online fundraising initiative.

We are now 75% of the way through the Zoos' 12 Year Master Plan redevelopment program. In April the much-needed 680 space car park was opened at TZ. Works are now commencing to create a tree-lined Main Entrance plaza which will include extensive lawns, public amenities and a cafeteria which will be open to the local community and can be enjoyed by visitors before they enter the Zoo. The final stages of the Master Plan will focus on visitor facilities and a significant redevelopment of the entry precinct at TWPZ.

Prudent financial management off-set the effects the Global Economic Crisis and poor weather during peak visitation times. Visitation remained solid with the Zoos welcoming 1.59 million visitors whilst the Taronga Foundation continued to have a record year raising \$6 million, including \$250,000 at the Ivy Dinner for Tasmanian Devil conservation.

The 2009 year also heralds a changing of the guard, as Mr Guy Cooper's tenure as our Director comes to a close. During Mr Cooper's leadership we have seen notable changes including the commencement of the TCSA's \$225 million, 12 year Master Plan redevelopment program, and the establishment and resultant success of the Taronga Foundation, which has raised more than \$40 million to date. I would like to thank Mr Cooper for his passion and commitment to the TCSA. His personal drive, vitality, determination and belief in the two Zoos have accelerated the pace of change, helping to energise the Zoos and ensure they remain leaders in wildlife conservation.

As always, I would like to thank all the employees and volunteers of the Taronga for another stellar year of hard work and conservation triumphs. Their enthusiasm, level of expertise and achievements never cease to amaze and make the Board and myself exceptionally proud. These character traits will hold us in good stead for what is shaping up to be yet another busy, but exceptionally rewarding year ahead of us.



**Leonard F Bleasel AM**

Chairman,  
Taronga Conservation Society Australia



## Appointed Board



Mr Leonard Bleasel



Mr Richard Humphry



Ms Gae Raby



Councillor Allan Smith



Dr Anthony W English

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

### Mr Leonard Bleasel

AM, JP FAIM FAICD (6)

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

*(Term of appointment expires 30/6/10)*

### Mr Richard Humphry

AO, FCA FAICD AFIN MACS (5)

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

*(Term of appointment expires 30/6/11)*

### Ms Gae Raby (6)

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

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

*(Term of appointment expires 30/6/10)*

### Councillor Allan Smith (6)

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

*(Term of appointment expires 30/6/09)*

### Dr Anthony W English

AM RFD, BVSc (Hons.)

PhD FACVSc (6)

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

*(Term of appointment expires 30/06/09)*

### Mr Ian Cox

MACEL (6)

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

*(Term of appointment expires 30/06/09)*

### Mr Steven Crane (5)

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

*(Term of appointment expires 30/06/11)*

### Mr Martin Skipper (6)

Representing Mosman Council. Member of the Marketing and Audit Committees. Mr Skipper has been Chair of the Business and Marketing Advisory Group of Mosman Council since 1999 and has extensive experience in marketing and communications in both global manufacturing and the maritime industry. Previous Board member of Bounty



Mr Ian Cox



Mr Steven Crane



Mr Martin Skipper



Ms Catherine Strassberg



Mr Richard Morecroft

Voyages and Community Advisory Committee member of Sydney Harbour Federation Trust. Currently Ship's Master with Defence Maritime Services.

*(Term of appointment expires 30/06/09)*

### Ms Catherine Strassberg (6)

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

*(Term of appointment expires 30/6/11)*

### Mr Richard Morecroft (4)

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

*(Term of appointment expires 30/6/11)*

## Board Committees

### Finance Committee (6)

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

### Audit Committee (3)

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

### Marketing Committee (6)

Chairperson – 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)

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

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

### Ethics Committee (5)

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

The Committee held five meetings during 2008/2009 in July, September, November, January and March where it reviewed 13 new projects, all of which were approved. The Committee also reviewed and approved five on-going projects.

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

# Senior Management Team



**Guy Cooper**  
FAIM, LAAI  
Director and  
Chief Executive



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

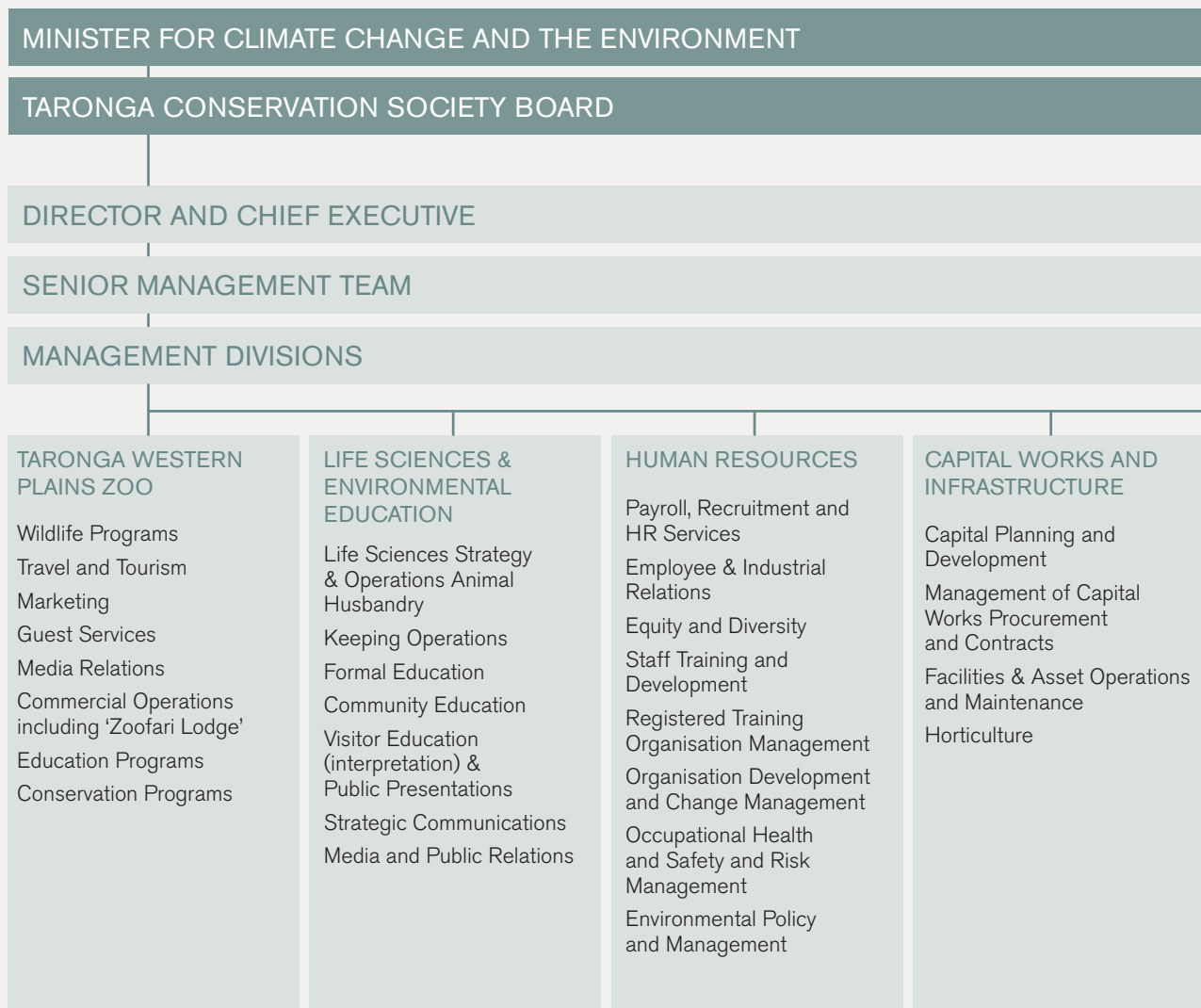


**William Meikle**  
BSc, MSc  
General Manager,  
Scientific Research and  
Wildlife Conservation



**Alex Halliburton**  
BLA (Hon)  
General Manager, Capital  
Works and Infrastructure

## Organisational Chart





**Hunter Rankin**

BCom  
General Manager,  
Corporate Services,  
Finance and Legal



**Paul Davies**

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

Commenced:  
21 July 2008



**Cameron Kerr**

BSc (Hon), M.Com  
General Manager,  
Life Sciences and  
Environmental Education



**Matthew Fuller**

General Manager,  
Taronga Western  
Plains Zoo

Photos by Rick Stevens:  
Guy Cooper, Bettina Sammut,  
William Meikle, Hunter Rankin,  
Paul Davies, Matthew Fuller  
Photos by James Alcock:  
Alex Halliburton, Cameron Kerr

**CORPORATE SERVICES**

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

**SCIENTIFIC RESEARCH & WILDLIFE CONSERVATION**

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

**MARKETING, GUEST AND COMMERCIAL OPERATIONS**

- Marketing and Product Development
- Commercial Operations
- Retail and Catering
- Guest Services & Admissions
- Tourism & Group Sales
- Fundraising/Taronga Foundation
- Design Studio
- Security Services
- Sky Safari
- Cleaning

# Director's Report

As I prepare my final Director's Report and reflect on an 18 year association with our Zoos I am deeply conscious of how fortunate I am to have witnessed so many conservation triumphs and wonderful wildlife moments and to have been at the helm as our Zoos embarked on a new direction as leaders in global wildlife conservation.

In these two decades, we have moved from being NSW-based zoos to worldwide conservation leaders in our own right.

In 1991 when I joined the then-Zoological Parks Board of NSW, we were on the brink of ground-breaking international projects embracing the re-introduction of the Przewalski's Horse to Mongolia and the establishment of a safety net breeding program for the critically endangered Black Rhinoceros.

By the time I became Director in 1998, this momentum was gathering steam to the point where now we have a web of conservation programs across Australia and the world – from the breeding of endangered Corroboree and Booroolong Frogs and the support of wild Asian Elephant herds in their range homelands, to the participation in the World Association Zoos and Aquariums 'Year of the Gorilla' project.

The commencement in 2000 of our 12 year, \$225 million Master Plan redevelopment has helped ensure a certain future for our Zoos. This investment is providing world class facilities for our animals, staff and visitors, as well as supporting the internationally renowned Australian Marine Mammal Research Centre, our Zoo Wildlife Hospitals, the Australasian Genetics Centre, The Taronga Foundation and our Zoo Education Centres which provide curriculum-based education to over 108,000 students each year.

The renaming of our organisation in 2008 to the Taronga Conservation Society Australia, clearly reinforced our achievements, our new direction and the multifaceted organisation we have become. The operation of NSW's two great Zoos is just one of the things we do, and I am proud that the wider community now has a much greater awareness of the all encompassing wildlife role we play.



Photo: Rick Stevens

We are no longer a place where people come simply to engage with animals and nature. Rather, our commitment to worldwide breeding, research and in-situ programs has won us recognition as one of the world's premier conservation agencies. Our staff are considered experts in their fields. They are often the keynote speakers at international wildlife conferences, they are called upon when there is an oil spill threatening the survival of marine animals, they travel to Antarctica to help develop animal medical protocols, they assist other government agencies and rescue groups when wildlife is stranded or injured and they are working round the clock to unlock the genetic mysteries of numerous wildlife diseases thanks to the Taronga-based Australian Pathology Registry and the Australian Wildlife Health Network.

As in previous years, in 2009 the TCSA achieved significant milestones and outcomes for wildlife and our communities. These include our dedication to the endangered Tasmanian Devil through our strategic involvement in an insurance breeding program to protect this iconic Australian species against a complete collapse in the wild, providing a second chance to over 1,000 animals through treatment at the Zoo's Wildlife Hospitals, advancements in the Australasian Conservation Breeding Program for Asian Elephants with three out of four elephant cows at Taronga confirmed pregnant, the birth of an endangered Australian Sea-lion and our 44th Red Panda cub since the breeding program commenced in the 1970s. Also this year,

the renowned 'Roar and Snore' experience has been expanded and revitalised with more people able to enjoy this educational sleepover adventure poised on Sydney Harbour. In an uncertain year, The Taronga Foundation enjoyed a record fundraising year while millions of people across Australia tuned into the Channel Seven program, *The Zoo*, sharing our stories and gaining knowledge of our endeavours on behalf of the world's threatened fauna.

As I congratulate and hand over to a new Director and Chief Executive, I am confident that the TCSA has firmly established its reputation as a leader in wildlife conservation and education and will continue to accelerate its global participation.

I would like to underline my immense and lasting gratitude to our staff, volunteers and wider Zoo community for their generous help in enabling me to steer these two great conservation powerhouses. I am proud to have worked alongside them in the shadow of their love and dedication to wildlife and to have shared this inspiring journey with so many captivating and unique creatures of this world.

**Guy Cooper**

Director and Chief Executive

# Highlights

## Our Animals, Plants and Physical Assets

A 3rd female Asian Elephant 'Pak Boon' was confirmed pregnant.

TZ celebrated the birth of a male Red Panda, the 44th born into the Zoo's breeding program.

Great Southern Oceans won an ARAZPA exhibit award & Master Builders Industry award.

Two Cheetah cubs were successfully hand-reared at TWPZ.

TZ welcomed the first Francois Langur baby to be born within an Australian Zoo.

In what is thought to be a world first, a melanoma was successfully removed from the ear of an African Lion at TWPZ.

Yellow-bellied Glider twins were bred at TZ – more than one young is exceptionally rare.

A male Asian Elephant breeding facility was opened at TZ.

*Photo credits from left to right:*

*Red Panda: Bobby-Jo Vial, Little Penguin: Rick Stevens, African Lioness: Shallon McReaddie, Meerkat: Bobby-Jo Vial*

## Our Conservation, Research and Education

The Zoos bred 13 Tasmanian Devils contributing to the national insurance population of this endangered animal.

800 students participated in 'Project Penguin' to help conserve Little Penguin populations around Sydney's Northern Beaches.

NSW Minister for Environment, Carmel Tebbutt launched Year of the Gorilla encouraging Australian's to recycle mobile phones to reduce coltan ore mining which directly affects prime gorilla habitat.

The Zoos' Wildlife Hospitals gave over 1100 native animals a second chance at life by providing expert care and treatment.

An educational workshop focused on climate change was offered for the first time to primary school students at Great Southern Oceans.

TZ released 600 critically endangered Booroolong Frogs and 13,000 eggs into wild habitat.

## Our Business Enterprise

The Zoos welcomed their 100 millionth visitor in April 2009.

Taronga's sleepover program 'Roar and Snore' moved to a harbourside location with luxury tents and upgraded facilities.

12,900 pilgrims visited TZ during World Youth Day celebrations.

Channel Seven's *The Zoo*, filmed at both TCSA properties, was the 3rd most popular program on Australian TV at the end of 2008 ratings season.

Zoofari Lodge won the Inland Tourism Award for 'Unique Accommodation' for the 3rd consecutive year.

The retail team delivered a \$1 million contribution to TCSA operations for the first time.

## Our People

Over 200 students increased their knowledge in the animal care industry through the Taronga Training Institute.

TZ Senior Veterinarian, Larry Vogelnest, was awarded a NSW Public Service Medal for his commitment to veterinary science.

Zoo Friends fellowship grants totaling \$25,000 were awarded to 12 staff.

24 TCSA staff attended and presented papers at the ARAZPA conference held at Seaworld, Goldcoast.

Youth at the Zoo (YATZ) had record enrollments with 640 teenagers participating in the conservation program.

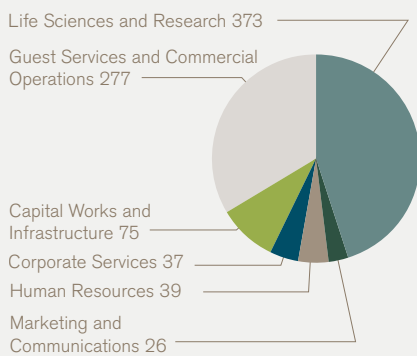
122 staff delivered educational lectures and public presentations.



# Year in Brief – Financials

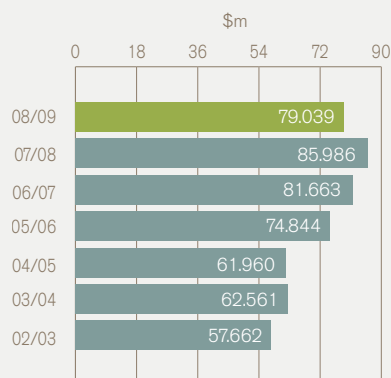
## Allocations of Staff by Board Program

TOTAL: 825



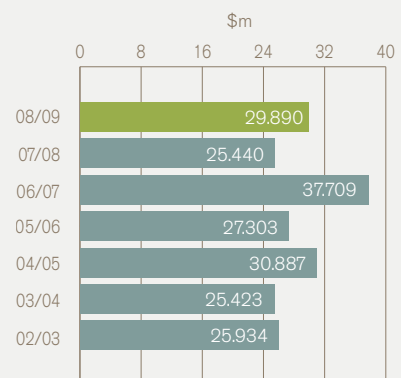
## Total Income

\$79.039 MILLION



## Expenditure on Capital Development and Maintenance

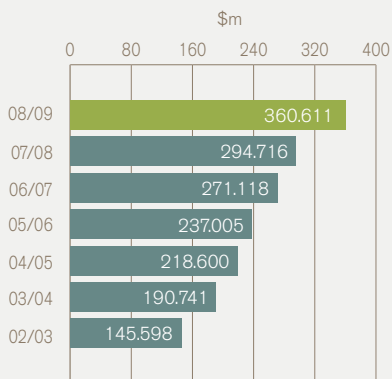
\$29.890 MILLION





## Total Assets

\$360.611 MILLION

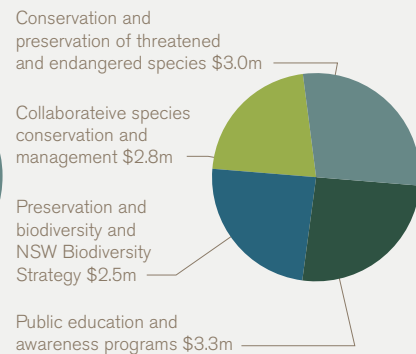
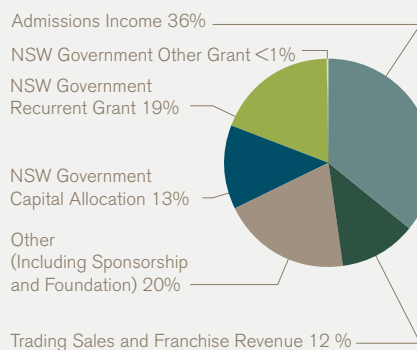


## Allocation of Recurrent Resources to Expense Types

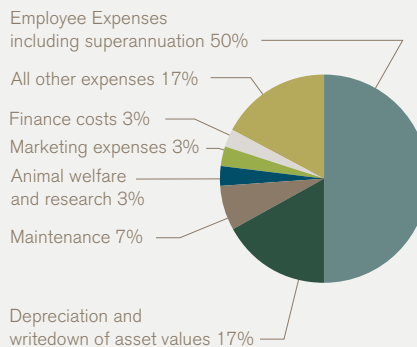
## Total Cost of Social Program Policy Activities

COMPLETE TOTAL OF SPP: \$11.6 MILLION

### Sources of Income for Board Programs



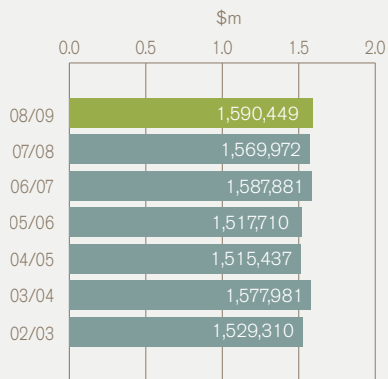
### Allocation of Recurrent Resources to Expense Types



# Year in Brief – Visitation

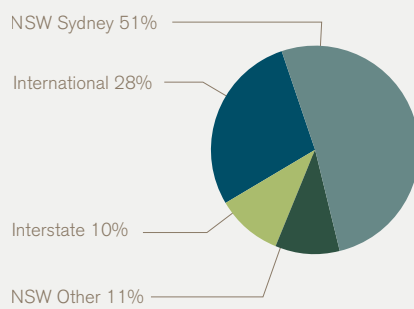
## Total Visitation Graph

08/09: 1,590,449

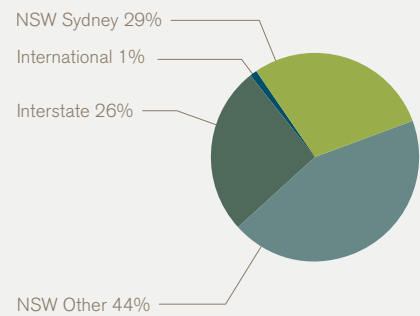


## Origin of visitors

TARONGA ZOO

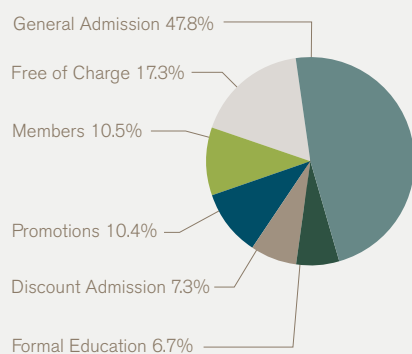


TARONGA WESTERN PLAINS ZOO ORIGIN OF VISITORS



## 2008/2009 Visitor Ticketing Mix

\$356.9 MILLION



## 2008/09 Visitor Attendance

	2008/09	2007/08	Variance	Variance %
<b>Consolidated result</b>				
Paid attendance	1,275,726	1,272,419	3,307	0.3%
Paid & FOC attendance	1,590,449	1,569,972	20,477	1.3%
<b>Taronga Zoo</b>				
Paid attendance <sup>1</sup>	1,085,207	1,078,865	6,342	0.6%
Paid & FOC attendance <sup>2</sup>	1,361,341	1,339,356	21,985	1.6%
<b>TWPZ</b>				
Paid attendance <sup>3</sup>	190,519	193,554	(3,035)	-1.6%
Paid & FOC attendance <sup>4</sup>	229,108	230,616	(1,508)	-0.7%

1 Paid attendance at Taronga includes Zoo Friends and Twilight Concerts.

2 Includes Function Guests.

3 Paid attendance at Taronga Western Plains includes Zoo Friends and Zoofari visitors.

4 Includes Function Guests.



## MEERKAT

*Suricata suricatta*

### **Least Concern**

*In February, Taronga Zoo celebrated the birth of two Meerkat pups, the first to be born at the Zoo in nine years. The two pups, named 'Zanzibar' and 'Nairobi', didn't take long to venture from their nestbox and explore the Zoo's African-themed Meerkat Desert.*

*Photo: Bobby-Jo Vial*



## Our Animals and Plants

PERFORMANCE INDICATORS	08	09
<b>Collection species which are classified as threatened</b>		
Taronga Zoo	26%	27%
Taronga Western Plains Zoo	41%	44%
<b>Threatened species in conservation programs</b>		
Taronga Zoo	46%	47%
Taronga Western Plains Zoo	60%	60%
<b>Collection in conservation programs</b>		
Taronga Zoo	11.8%	13%
Taronga Western Plains Zoo	24.3%	26%

### Objectives

#### ANIMAL COLLECTION

- To advance best practice in animal husbandry, breeding and welfare through sharing our knowledge and experience globally.
- To present the world's premier display of Australian native fauna.
- To display a stimulating and diverse representation of wildlife that is also used as a conservation resource.
- To apply the World Zoo Conservation Strategy and the TCSA's Mission Statement.
- To informatively and thoughtfully present the animals to visitors.
- To cooperate with other conservation, education and research organisations.

#### HORTICULTURE

- To provide a stimulating and diverse botanic experience in line with exhibits that showcase bio-geographic regions.
- To conserve and restore plant communities.
- To help provide dietary and enrichment browse for the animals.

### Principal Areas of Activity

- Collection Management and Display
- Veterinary Services
- Wildlife Rehabilitation
- Animal Husbandry and Life Sciences
- Animal Watch and Behavioural Enrichment
- Horticulture

### Goals

#### ANIMAL COLLECTION

To ensure that the Zoos' animals receive the very best care and are displayed to provide stimulating experiences that promote learning and support for wildlife and the environment.

#### HORTICULTURE

To develop the Zoos' landscapes and botanic displays, interpret natural relationships between plants and animals and contribute to the conservation and cultivation of plants.

# Our Animals and Plants

## Life Sciences Activities at Taronga Zoo

### Herpetofauna (Reptiles & Amphibians)

The Division consists of three very different units: the public displays at 'Reptile World', frog conservation and research activities and the Live Breeding Unit, known within the Zoo as 'the bug house'.

The Herpetofauna Division displays over 75 reptile and 10 frog species. Our aim is to display a cross-section of species that highlight the amazing diversity of this group and present to the public species that have a conservation or other educational story.

In early 2009, a new off-exhibit, refrigerated Corroboree Frog container was completed at TZ. It will be used for intensive zoo-based breeding of Corroboree Frogs to produce eggs for translocation to field ponds. The Zoo's breeding program for Corroboree Frogs is vitally important with the species listed as critically endangered with as few as 150 individuals remaining in the wild. In March 2008, the Herpetofauna Division hosted frog biologists Dr Phil Byrne (Monash University, Vic.) and Aimee Silla (University of Western Australia). Together they are developing protocols for hormonal

manipulation and synchronisation of both male and female Corroboree Frogs to increase future reproductive output in zoo-based animals.

Our daily Keeper Talks and our public displays continued to be our main interaction with Zoo visitors and the best conduit for raising public awareness about our often misunderstood herpetofauna.

### Australian Fauna

The Australian Fauna Precinct has continued to develop visitor education programs about birds and Australian mammals, whilst going through a significant amount of change. The Bird and Australian Mammals teams were formed into three new teams, which each look after a mixture of birds and mammals. This change enabled an audit of all the core functions and resources of this precinct resulting in operational improvements, increased staff knowledge across the division with keepers multi-skilled in relation to the husbandry of a variety of bird and mammal species.

Following last year's successful Regent Honeyeater release, 13 Regent Honeyeaters were bred this year and preparations are in place for a larger release in 2010.

*Further details can be found on page 28*

The Australian Fauna Precinct recently opened an innovative new Cassowary exhibit enabling visitors to get a sense of being close to these enormous, colourful birds. The site was chosen carefully to create an immersive rainforest atmosphere, utilising existing trees which include a mature Quandong tree, the fruit of which is a part of the Cassowary's natural diet.

Taronga's Wild Australia Experience tour continues to be a big success and new elements including an encounter with the world's smallest gliding mammal, a Feathertail Glider, help visitors gain an appreciation of our native nocturnal wildlife whilst emphasising sustainability messages.

Two aviaries in the Bush Birds section were renovated and now exhibit high-profile Australian species including the Kookaburra, Whipbird and Sacred Kingfisher. The South American birds were moved to the Helmore Aviary, and provide a very colourful and noisy experience. Carpet was laid in 'Australia's Nightlife' exhibit and this simple change has seen a big improvement in reducing noise and enhancing the "night-time" atmosphere.

We are continuing to participate in recovery programs. A group of four Brush-tailed Rock Wallabies were moved into the large natural space in the Platypus Pools exhibit to encourage breeding. Four Helmeted Honeyeaters



Taronga Zoo's Herpetofauna Division displays over 75 reptile and 10 frog species. Photo: Lorinda Taylor



Two of Australia's endangered Southern Cassowaries found a safe haven at a tropical rainforest habitat display at Taronga Zoo. Photo: Rick Stevens



The TCSA's keepers are often called upon to hand-raise native wildlife which have been orphaned, just like 'Matari'. Photo: Lorinda Taylor

were bred which will support the release program and an additional two female Tasmanian Devils were introduced to our devil collection, which now comprises three pairs.

This year there have been notable breeding successes including Yellow-bellied Gliders, Feathertail Gliders, Nicobar Pigeons, Turquoise Parrots, a Brazilian Agouti and several Koalas.

Sadly, in April, Taronga's last Chilean Flamingo was laid to rest. This iconic bird, which had been at the Zoo since 1948 had been experiencing various age-related problems in recent years and had become exceptionally frail, after supportive care, the decision was made to humanely euthanase the elderly bird. It is unlikely that the TCSA will be able to acquire more Chilean Flamingos due to the high level of national and international avian quarantine protocols.

### Exotic Fauna

The Exotic Fauna team has been very heavily focussed on planning for Australia's first Asian Elephant birth. This has been a very exciting and consuming project for the Elephant Unit and the Taronga Wildlife Hospital team.

Together with planning for the birth, the male elephant, "Gung", was moved into the new bull elephant facility in April, replicating the natural

movement of males out of the herd at maturity. The move went extremely well and "Gung" settled easily into his new facility. The females move between 'Wild Asia' and this facility for breeding and socialisation.

This year also saw the confirmed pregnancy of a third female elephant at TZ, achieved through a natural mating. Pre-natal training and care and regular ultra-sounds and have been a daily occurrence at the Elephant Unit.

A Pygmy Hippopotamus calf was born and successfully hand-reared with the keepers doing an excellent job in ensuring that this young animal is very well adjusted and is ready for the independent life which is typical of this species.

The successful breeding of the Binturong, Red Panda and Meerkat are of particular importance in supporting the sustainability of the animal collection. The newly-opened Red Panda exhibit will also help to facilitate future breeding of this endangered species. TZ is a world leader in Red Panda breeding, having welcomed 44 cubs since 1977.

2009 was declared the "International Year of the Gorilla". In partnership with the Jane Goodall Institute and the Aussie Recycling Program, TCSA joined other Australian zoos to launch a mobile phone recycling

campaign to reduce the impact of coltan ore mining which is destroying gorilla habitat in central Africa.

The planning to redevelop the Chimpanzee exhibit and temporarily relocate the Chimpanzee group to the Orang-utan exhibit during the construction period of up to 24 months has been complex and detailed. The end result, however, will be a greatly improved Chimpanzee exhibit that will enable better display and management of these much-loved animals.

### 'Backyard to Bush'

This exhibit continued to evolve the educational objectives of the Zoo and advance the community's knowledge on environmentally friendly living. The close encounters with native and domestic animals provide visitors with opportunities to learn how to be actively involved in conserving our planet.

The two sheep dogs, "Boy" and "Tully" make an impression at 'Backyard to Bush', educating visitors on responsible pet care as well as showing off their skills as sheep dogs during the sheep herding demonstrations.

The Invertebrate Breeding Facility opened in May to breed species such as phasmids and spiders. It will give staff the opportunity to create a more sustainable invertebrate collection as well as increasing our husbandry knowledge.

The Taronga Education Centre provided an opportunity for VIP and special guests to meet native wildlife in more intimate surroundings. A special addition to the collection was "Matari", an infant Common Wombat which was dropped off in a very poor condition at the TZ's main entrance by a member of the public. The youngster, estimated to be five months old, was nursed back to health by a keeper and now lives at TZ's Wombat Exhibit as an ambassador for its species inspiring visitors to care for native wildlife.



Taronga keepers hand-reared a critically endangered Francois Langur baby, 'Elke' after she was rejected by her mother, 'Saigon'.  
Photo: Mandy McLellan

In May, Taronga opened the Invertebrate Breeding facility. Over 95% of all animals on the earth are invertebrates.  
Photo: Mandy McLellan

# Our Animals and Plants

## Animal Presentation

### Bird Show

The QBE Bird Show is ever-evolving with some spectacular new birds providing visitors with amazing opportunities to learn about birds and conservation in general. "Nonami" the Wedge-tailed Eagle thrilled visitors with impressive high flying abilities and provided opportunities to admire this majestic bird up close.

The highlight of the show is the finale, featuring a flock of homing pigeons, three vibrant Eclectus Parrots, six Red-tailed Black and five Sulphur-crested Cockatoos, all flying together, creating a very emotional experience for visitors and staff alike.

"Minkar" the White-bellied Sea-eagle retired unexpectedly after 12 years of appearing in the Free Flight Bird Show. Taronga vets and a veterinary ophthalmologist examined her in late February after bird show staff noted changes in her behaviour and a loss of confidence when flying. Sadly, "Minkar" was found to be suffering partial blindness due to irreparable retina scarring. "Minkar" will be moved to Eagle Heritage Wildlife Centre in Western Australia where she will be looked after in close consultation with our keepers.

The donation boxes at the Bird Show enable visitors to take immediate action for conservation and have raised over \$70,000 to date for The Taronga Foundation Field Conservation Grants. Owl Encounters and Zoosnooz behind the scenes tours have raised over \$14,000 during the year.

Notably, the Bird Show team's expertise in educating and encouraging people to care for bird life was acknowledged with them winning the Best Practice Award from the Interpretation Australia Association.

### Marine Mammals

'Great Southern Oceans' is an outstanding exhibit with the Energy Australia Seal Show entertaining and educating Zoo visitors about unique marine wildlife and what individuals can do to contribute to conservation. "Troy", a Californian Sea-lion, arrived from Rotterdam Zoo in the Netherlands in October and has been a valuable addition to the collection.

Australian Sea-lion "Kira" delivered a female pup at the end of January. Showcasing the level of trust the animals have in their keepers, "Kira" was trained for ultrasound checks so veterinary staff could closely follow the development of the foetus during the gestation. With as few as 10,000 Australian Sea-lions remaining in

the wild and the species listed as endangered, this birth is particularly significant. The pup, named "Nala" as a result of a competition in the Daily Telegraph, was the first Australian Sea-lion to be born at the Zoo in seven years establishing three generations of Australian Sea-lions at TZ including, "Kira", the pup's mother and grandfather, "Orson".

The Fiordland Penguins, male, "Mr Munroe", and females, "Milford" and "Chalky", successfully produced fertile eggs last breeding season. Despite the fact they did not produce offspring, this was a remarkable achievement as these three Fiordlands are the only ones to be cared for by a zoo anywhere in the world and such developments look promising for future breeding success.

Keepers trained Leopard Seals, "Casey" and "Sabine", to accept voluntary blood sampling. This will greatly assist in future health management and research of these animals.

### Life Sciences Activities at Taronga Western Plains Zoo

The Life Sciences team has been particularly busy with new arrivals and animal movements. Significant achievements and highlights include:

- Success in the Zoo's first Tasmanian Devil breeding season with nine



Nonami thrilled visitors at the Free Flight Bird Show. The Wedge-tailed Eagle is Australia's largest bird of prey and one of the largest eagles in the world.  
Photo: Torsten Blackwood – Agence France Presse



Taronga Zoo celebrated the arrival of a female Sea-lion pup, 'Nala', the first to be born at the Zoo in seven years.  
Photo: Lorinda Taylor



joeys born, a very positive sign for the recovery program and the species;

- The birth of Cheetah cubs, the first born to the Zoo's breeding program for this species in four years. "Mtoto" (meaning little child) and "Ushindi" (triumphant) in Swahili, were born in August and had to be hand-raised after their mother "Malika" died. Round the clock care provided by dedicated keepers, veterinarians and veterinary nurses ensured a positive outcome for these two rare creatures;
- The importation by ship of two Giraffe from New Zealand and the transportation of two male Giraffe by road to Werribee Zoo and Australia Zoo;
- Sumatran Tiger siblings, "Isha" and "Satu", arrived in December from Melbourne Zoo and after 30 days in quarantine moved to the exhibit area. Both tigers have settled in and are now interacting with keepers and Zoo visitors through the Animal Encounters program;
- The conditioning and successful transportation of male Hippo "Mana", from the Zoo's 'Hippo, Beach' in June to the mixed African Savannah exhibit, which also houses Giraffe, Zebra, Eland and Dwarf Forest Buffalo;
- Black Rhinoceros breeding introductions conducted with recommended pairings. Female

Black Rhinoceros "Bakhita" has been conditioned for free-standing ultrasonography. Keepers have also successfully conditioned her to defecate on command prior to ultrasonography, which makes the process quicker and more comfortable for her;

- Conditioning of Persian Onager "Gobi" for hand-injection;
- The birth of a female Bongo calf via caesarean in September, the fourth calf born to the Zoo's Bongo breeding program since 2003;
- the birth of a female Bison calf in October;
- The birth of a female Przewalski's Horse foal in May;
- The arrival of a female African Wild Dog from Hamilton Zoo in New Zealand, subsequent introduction to the Zoo's breeding pack and the delivery of a litter of pups in May, the first born to the breeding program since 2003;

The Life Sciences team at TWPZ has had to adapt and pool resources in order to manage the unique responsibilities of the site and collection over the past year. The dedication of the team and assistance provided across the site from other areas, including the Maintenance staff, has been a highlight this year.

## Veterinary Services at Taronga Zoo

The Taronga Wildlife Hospital (TWH) team continues to play a vital role in maintaining the health and welfare of Taronga's animal collection. This year's activities were dominated by our involvement in a number of significant reproductive programs.

The elephant breeding program has been extremely successful. After being artificially inseminated, "Porntip's" pregnancy was confirmed and subsequently "Pak Boon" was also confirmed pregnant after being naturally mated by "Gung". Planning for "Thong Dee's" impending birth, due in July 2009, involved the development of a comprehensive pregnancy, birth and calf management plan.

Foetal development and health throughout pregnancy and particularly at the time of birth have been monitored using ultrasound. The pregnancies of the elephants, "Kira" an Australian Sealion, "Petre" a Pygmy Hippopotamus and numerous other animals, were confirmed by ultrasonography.

TCSA veterinary and support staff contributed to a new publication titled *Medicine of Australian Mammals* published by CSIRO Publishing. The text is the first of its kind ever published. It covers the medicine of all Australian mammal



TWPZ Keepers worked round the clock to hand-raise a pair of male Cheetah cubs born into the Zoo's breeding program for this critically endangered species. Photo: Rick Stevens



It was an eventful year for two Giraffe transported from New Zealand to Taronga Western Plains Zoo. Photo: Rick Stevens



Expectant Pygmy Hippo mother, 'Petre', was successfully trained by Zoo staff to accept ultrasound. Photo: James Alcock

# Our Animals and Plants

taxa and will be of great value to veterinarians, biologists, students and other wildlife professionals.

Taronga veterinarians are currently collaborating on a number of reproductive research projects particularly focusing on wallabies. The TWH team involvement in the Brush-tailed Rock-wallaby recovery program continues with the monitoring of the Jenolan Caves colony and the health screening of 23 wallabies prior to release from Waterfall Springs to Square Top Mountain in the Warrumbungle National Park.

Taronga veterinarians assisted with two research projects in Antarctica. Dr Vinette Herrin provided veterinary expertise for a project looking at the ecology of Southern Elephant Seals on Elephant Island. Dr Larry Vogelneust participated in an Australian Marine Mammals Research Centre (AMMRC) project looking at the ecology of Leopard Seals on the Western Antarctic Peninsula. Ahead of this, a workshop was held on Leopard Seal anaesthesia – a species notoriously difficult to anaesthetise. The workshop brought together Australia's leading pinniped veterinarians and anaesthetists. As a result of the workshop, anaesthetic protocols and resuscitation procedures for Leopard Seals were revised, and then trialled successfully during the 2008/2009 field season.

TWH staff assisted NSW Department of the Environment and Climate Change (NSW DECC) with assessment and subsequent euthanasia of a Humpback Whale calf. An attempt by National Parks officers to return it to the ocean failed. In consultation with representatives from NSW DECC, RSPCA, ORRCA and Sea World all options for the calf were very carefully considered. A decision was made that the most humane option was to euthanase the animal. A necropsy was conducted at Taronga Zoo, revealing that the animal was probably only a week to 10 days old.



*TWPZ veterinary and keeping staff are assisting the Zoo's five aging elephants through their twilight years.*  
Photo: Rick Stevens



*"As a veterinary nurse, I feel privileged to be able to work with such a range of exotic wildlife."* Jo Milgate – Veterinary Nurse, TWPZ. Photo: Mandy Quayle

## Veterinary Services at Taronga Western Plains Zoo

TWPZ veterinarians have an integral role to play in the Zoo's breeding programs. Early pregnancy diagnosis utilising laboratory hormone analysis, clinical examination and the application of imaging technologies facilitates planning for the management of new born animals. Highlights of veterinary reproductive management at TWPZ this year included the management of an aged female Bongo through her pregnancy and delivery of a healthy female calf by caesarean section.

Intensive veterinary input was also required for the successful management of a pair of orphaned Cheetah cubs through the high-risk perinatal period, and the successful hand-rearing of an orphaned Scimitar-horned Oryx.

Zoo veterinarians were presented with an interesting surgical case when an African Lioness was diagnosed with an aural melanoma – the first reported case of a melanoma in this species. Veterinarians opted to remove the melanoma and part of the ear flap and subsequent tests revealed the cancer had not spread.

The veterinary team also worked with a dental specialist to conduct procedures on two ageing Black Rhinoceros. The unique oral and dental anatomy of this species poses extra challenges in managing dental health.

The health of the Zoo's five geriatric elephants continued to be monitored closely. This involved the veterinary team collaborating regularly with keeping staff to optimise the efficacy of routine foot care, general husbandry and dietary management. To aid the monitoring process, thermal imaging was utilised as an additional diagnostic tool to screen the elephants for evidence of age-related inflammatory conditions.

## Taronga Western Plains Zoo Wildlife Rehabilitation

The TWPZ Wildlife Clinic fills an important local community need. The clinic offers an expert veterinary service to both wildlife carers and members of the public confronted with an injured or ill wild animal. This year the Wildlife Clinic saw over 400 animal patients including many macropods and raptors. Wildlife Hospital staff raised an orphaned echidna puggle and rehabilitated and released a number of Wedge-tailed Eagles, Barn Owls and echidnas.



*The Zoos' Wildlife Hospitals treat hundreds of injured and orphaned native wildlife annually including birds, mammals, reptiles and amphibians.*

Photos from left: Mandy McLellan and James Elsby – The Daily Telegraph

### Taronga Zoo Wildlife Rehabilitation

During the year the Taronga Wildlife Hospital admitted 712 animals (276 mammals, 336 birds, 94 reptiles and six amphibians). Wildlife rescue organisations and members of the community were involved in the release of successfully treated animals resulting in increased awareness and knowledge about native wildlife and their habitat needs.

Queensland Government Department of Environmental Protection requested the assistance of TCSA staff member Ms Elizabeth Hall to assist in an environmental emergency resulting from a damaged oil tanker causing an oil spill in Moreton Bay and subsequently other areas of the Queensland coastline. Ms Hall was responsible for establishing the treatment regimes, the washing protocol, the drying pens and rehabilitation pools including their design and construction and subsequent husbandry regimes. Thirteen pelicans and two terns were oiled and Ms Hall was responsible for establishing the treatment facility and rehabilitation centre and for washing the affected birds and for training staff.

### Behavioural Science Units (BSU)

TCSA behavioural scientists and volunteers monitor animal well-being and facilities and the implementation of an environmental enrichment program to maintain optimal animal welfare. Assistant Behavioural Biologist, Vera Nedved joined the unit in January.

Key projects included:

#### PLATYPUS BIOLOGY AND HUSBANDRY:

Platypus have now successfully bred three times at Taronga between 2002 and 2006 in the large outdoor 'Platypus Pools' exhibit resulting in the successful emergence of five young – three females and two males. In 2005, one of the 2003-bred Taronga females was transferred to Healesville Sanctuary in Victoria, where she was paired with one of their sanctuary-bred males. In March 2007 they became parents to the first F2 captive bred twins. These successes have allowed the detailed description of Platypus reproductive behaviour and management recommendations. In addition, an in depth comparative analysis has been completed with University of Sydney student Emily Drayton and collaborator, Richard Whittington to determine the key environmental factors in maintaining Platypus health, longevity and reproduction.

### ELEPHANT BEHAVIOUR:

The behavioural monitoring of the five Asian Elephants continued in 2008. Ten cameras recorded the elephants' behaviour to determine use of pools, mounds and wallows and 24 hour activity patterns. The behaviour of "Gung" during the transfer to his new facilities and his settling in time was also thoroughly monitored.

### Australasian Regional Association of Zoological Parks and Aquaria (ARAZPA) Accreditation

Taronga Western Plains Zoo received accreditation from ARAZPA this year acknowledging the Zoo as a world class facility committed to wildlife care and conservation. Taronga Zoo was accredited in 2007.

Accreditation is achieved through the complementary processes of self evaluation and independent review.

ARAZPA zoos strive for excellence in all areas of zoo operation, including animal and species management, conservation, education, research, veterinary care and visitor experience. Through the ARAZPA Accreditation Program, ARAZPA aims for recognition of member institutions as world class in the standards of zoo and aquarium operation. The ARAZPA Accreditation Program certifies that all animals held in ARAZPA zoos and aquariums are appropriately cared for and contribute to public understanding of, and empathy with, their natural state and that ARAZPA zoos and aquariums support species conservation through education, research or in situ support and provide quality visitor experience.



LEOPARD SEAL  
*Hydrurga leptonyx*

**Least concern**

*The Zoos conduct a huge range of conservation research, breeding and field projects from working in Antarctica to help develop anaesthetic protocols for wild Leopard Seals to the reintroduction of Zoo-bred Booroolong Frogs into their natural habitat in Australia.*  
Photo: Australian Marine Mammals Research Centre

## Our Conservation, Research and Education

PERFORMANCE INDICATORS	08	09
<b>Students visiting on a School Excursion</b>		
Taronga Zoo	91,109	94,885
Taronga Western Plains Zoo	13,810	13,175
<b>People participating in Public/ Outreach Education Programs</b>		
Taronga Zoo	32,164	31,755
<b>Publications in refereed journals</b>	12	33
<b>Conference and workshop proceedings delivered by staff (also including workshops convened)</b>	49	48
<b>Educational lectures and public presentations delivered by Staff</b>	146	122

### Principal Areas of Activity

- Conservation and Research Projects
- Species Management Programs
- Australian Shark Attack File
- Australian Marine Mammal Research Centre
- Australian Wildlife Health Network
- Australian Registry of Wildlife Health
- The Australasian Conservation Genetics Centre
- Public Education
- School Education

### Goals

#### CONSERVATION AND RESEARCH PROGRAMS

To advance understanding, appreciation, preservation, and protection of biodiversity through leadership, partnership and example.

#### EDUCATION PROGRAMS

To inspire and empower people to contribute to conservation by providing experiences that encourage understanding and respect for the environment through knowledge and appreciation of living things.

### Objectives

#### CONSERVATION AND RESEARCH PROGRAMS

- To contribute to the conservation and preservation of endangered Australian wildlife and conservation of selected endangered species of exotic wildlife.

#### EDUCATION PROGRAMS

- To develop awareness to inspire people to make a personal contribution to conservation.
- To extend the concept of our audience beyond the boundary of our Zoos.
- To adopt an integrated approach to Zoo education programs.

# Our Conservation, Research and Education

## Conservation and Research Programs

### Taronga Zoo Species Management and Research Projects

#### AUSTRALIAN SHARK ATTACK FILE (ASAF)

The Australian Shark Attack File (ASAF) coordinated by John West PSM, Manager, Life Sciences Operations was initiated in 1984. The ASAF cooperates with the International Shark Attack File. There were 17 new shark attack cases recorded this year, one more than last year. There were no fatalities this year.

Summary information from the ASAF can be accessed at the Zoo's website [www.taronga.org.au](http://www.taronga.org.au). This year there were over 400 requests from the media, university researchers, State and Federal Government Agencies and general public for information.

Mr West is a member of the International Shark Attack Committee and was invited by the NSW Minister for Primary Industries (DPI) onto a scientific panel of shark experts to review best practice in mitigating shark attack risks in NSW.

#### AUSTRALIAN MARINE MAMMAL RESEARCH CENTRE (AMMRC)

The Australian Marine Mammal Research Centre (AMMRC), based at Taronga Zoo's 'Great Southern Oceans' facility, began in 1996 as a collaborative venture with The University of Sydney Faculty of Veterinary Science. Under a new agreement with the University of New South Wales (UNSW) as the primary partner AMMRC has now supported post-graduate students from both universities.

AMMRC programs are directed by the Research Biologist, Dr David Slip and Dr Tracey Rogers of UNSW, with support from other members of the AMMRC Board: Prof Michael Bryden, Prof Rob Brookes, Prof Paul Canfield, A/Prof Douglas Cato, Dr Rebecca Spindler and Mr Guy Cooper, and the operations committee: Dr Carolyn Hogg and Mr Simon Duffy. The Centre conducts research programs in a number of areas:

#### Leopard Seal Nutrition Mapping Project

This project will examine the potential of using stable isotopes as an index of environmental change. By determining the isotope patterns in seal whiskers and the growth rates of the whiskers from Taronga's Leopard Seals a standard to determine the diet of wild seals can be developed. This is part of a larger ecologically-based program assessing top order predator diets over centuries using museum and university material from around the world.

#### The Effect of Visitor Numbers on Leopard Seal Behaviour (MSc student Paola Diaz)

A study of the effects of visitors on Leopard Seal social behaviour in the new 'Great Southern Oceans' exhibit revealed Leopard Seals interacted more with visitors as visitor numbers increased and more with each other when visitor density was low. No negative impacts of visitor numbers on the behavior of Leopard Seals were observed.

#### Diving Ecology in Leopard Seals (PhD student Nigel Edwards)

This project will explore how the Leopard Seal's unique diving ability and habits exploit its ecological niche through its highly specialised anatomical, physiological and behavioural adaptations.

#### Investigating the risk of human-borne Pathogens to Antarctic wildlife (PhD student Tiffany Nelson)

This project aims to investigate the impacts of human-introduced microbes on the Antarctic environment and how this potentially affects wildlife.

Dr David Slip also participates in collaborative research with Macquarie University into sea-lion populations of the coast of South Australia including studies relating to metapopulation structure and foraging ecology, mating systems and male mediated gene flow in sea-lions and vocal communication in sea-lions.

## Species Management and Research Projects at Taronga Zoo

### Tasmanian Devil

The TCSA has committed to 30 spaces for the breeding of an insurance population of Tasmanian Devils. The population on the mainland of Australia will significantly contribute to the preservation of the species. As a result of Devil Facial Tumour Disease (DFTD), scientists predict that at the current rate of decline the species could become extinct in its natural range within 25 years. The establishment of Tasmanian Devil breeding facilities in both TZ and TWPZ has enabled a total of 13 pouch young to be successfully reared in the past year. The breeding success here, and at other ARAZPA facilities around Australia, is an encouraging contribution to the efforts to safeguard this charismatic species from extinction.

### Regent Honeyeater Insitu Conservation Project

The Regent Honeyeater population estimates range from 800–2000 individuals in the wild and is listed nationally as an endangered species. A Recovery Team comprised of TZ and wildlife agency staff was established in 1995. The culmination of a decade's captive expertise, trial releases and radio tracking came in the release of 27 birds at Chiltern Victoria in 2008. The species had not been seen for a number of years at Chiltern though there had been extensive habitat restoration and tree planting by local land care groups. A total of 28 entered pre-release quarantine at TZ, 23 from Taronga, four from Adelaide Zoo and one from the Australian Reptile Park. Due to veterinary concerns only 27 Regent Honeyeaters made the trip to Victorian Ironbark woodlands for release.

A certain 70% survival was recorded well after the 11 weeks formal radio tracking concluded; further, a number of breeding attempts were recorded with at least one successful clutch from zoo-bred birds. This demonstrates the potential of success for the reintroduction for this species.

### Year of the Frog (YOTF)

TZ coordinated the ARAZPA launch of YOTF in March. Throughout the reporting year, TZ staff successfully initiated a wide range of projects including funding and assisting a field trial raising the critically endangered Corroboree Frog in disease-free field ponds, a program to breed and reintroduce the critically endangered Booroolong Frog, followed by an Community Education program for the species. TZ staff members were instrumental in training staff from other zoos both in Australia and South-east Asia in amphibian conservation programs. Bush regeneration work supported our local frogs. TZ staff conducted amphibian captive conservation training courses for groups in Thailand, Malaysia and Queensland to raise awareness and garner support for frog conservation efforts.

In responding to rapid decline of Booroolong Frog populations in the wild, TZ worked with the NSW DECC to establish a zoo-based breeding program and bred Booroolong Frogs for the first time. This culminated in the release of 600 Booroolong Frogs and 13,000 eggs into wild habitat.

### The Ability of Native Bush Rats to Extirpate the Invasive Black Rats

Native small mammals such as Bush Rats, Antechinus and Pygmy Possums are largely extinct throughout Sydney Harbour National Park and have been replaced by introduced Black Rats. Black Rats have led to severe ecosystem dysfunction with significant flow-on effects for the Park's biodiversity. This project investigates the critical factors which influence pest success in displacing native biodiversity and actions to reverse these factors. Preliminary data indicates that Bush Rats were able to extirpate Black Rats under controlled conditions when habitat was restored to its natural state. This preliminary study will lead into a larger project to reintroduce Bush Rats to Sydney Harbour National Park as a first step to restoring biodiversity to the area. Two TCSA staff are studying the impact on native vegetation and wildlife species.

### Examination of the Relationship between Behavioral and Genetic Incompatibility

Mate selection by females of some species may be based on genetic diversity of genes that deal with self recognition and immune response through the major histocompatibility complex (MHC). Females may be able to detect MHC incompatibility through sensory cues, possibly forming the basis of behavioural incompatibility that can occur in captivity. The consequences of overriding incompatibility have not been studied in any species to date. Preliminary data in Tasmanian Devils indicates that reproductive failure is more common in pairs with similar genes than diverse pairings.

*Details of further research and conservation projects: See Appendix 5*



*Amphibian species are becoming extinct at a pace never seen before. The spread of chytrid fungus is one of the most critical threats.*

Photo: Mandy McLellan



*Taronga Zoo and partner agencies began a ground breaking trial to determine if a native species, the Bush Rat, could act as a biological control against an introduced pest, the Black Rat.*

Photo: Rick Stevens

# Our Conservation, Research and Education

## Conservation Field Grants

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

### Cuc Phuong Turtle Conservation Centre and Asian Turtle Conservation Network

IDENTIFICATION GUIDE TO TORTOISES AND FRESHWATER TURTLES OF VIETNAM

**\$9,000**

Conservation legislation is in place in South-east Asia so the most cost-effective in situ conservation is actually the enforcement of local wildlife laws. Cuc Phuong Turtle Conservation Centre will provide training for wildlife protection officers focused on introducing front-line officers to the critical threat to turtle survival resulting from the turtle trade in Vietnam.

### Cheetah Conservation Botswana (CCB)

AWARENESS RAISING MATERIALS FOR COMMUNITY OUTREACH AND EDUCATION

**\$5,500**

CCB has developed a conservation program focusing on reducing predator/livestock conflict and improving the attitudes of the farming community and their methods of predator control. CCB's community outreach and education programs are concerned with all predators and effective land management that can support ecosystem health and biodiversity. We work to improve the methods of livestock farming utilised and encourage the use of effective management and non-lethal methods of predator control.

## Asian Rhino Project

RAPID ACTION INITIATIVES TO STRENGTHEN ANTI-POACHING MEASURES IN AND AROUND RHINO-BEARING AREAS IN ASSAM

**\$10,000**

This project is aimed at strengthening anti-poaching activities and monitoring stray rhinoceros around Kaziranga National Park. Due to an increase in rhino population in Kaziranga, the incidence of rhino straying out of the national park has increased significantly resulting in an increase in poaching. A set of three groups of forest squads, comprising four to six persons in each group, will be specifically trained in procedures for the capture and return of the stray rhinoceros to the park.

## Taronga Western Plains Zoo

POST-RELEASE MONITORING OF CAPTIVE-BRED MALLEEFOWL

**\$6,000**

In partnership with Charles Sturt University, this project will develop and test GPS telemetry harness attachments for use on Malleefowl releases. Initial short-term monitoring of released captive-bred birds identified causes of decline (mainly fox predation) and informed the in-situ fox control program. Effective long-term tracking is a stipulation for future releases of captive-bred Malleefowl from TWPZ for the NSW DECC program.

## Biodiversity & Elephant Conservation Trust (BECT)

SCHOOLS' AWARENESS PROJECT IN SRI LANKA

**\$9,150**

In Sri Lanka, on average each year, 130 elephants and 65 humans are killed due to human-elephant conflict. BECT launched an interactive program, addressing the value of elephants, the causes of conflict, how to minimise it and the need for conservation. The sessions have already been successful in changing children's attitudes.

## Taronga Zoo

BUSH RATS BRING BIODIVERSITY BACK: COMBINING RESTORATION ECOLOGY AND REINTRODUCTION BIOLOGY TO PRESERVE BUSHLAND.

**\$10,000**

This project is the first step in returning Bush Rats to the Sydney Harbour area in an effort to eradicate the Black Rat and restore the habitat to a more natural state. We will determine whether Bush Rats will suppress Black Rat populations via competitive exclusion processes without the need for further management action and financial costs.

## National Parks Association

FAUNA SURVEYS IN RIVER RED GUM STATE FORESTS (RED GUM ICON PROJECT)

**\$7,000**

The purpose of the surveys is to improve understanding of the biodiversity values of Red Gum State Forests in NSW and improve decisions by the government agencies charged with mitigating the impact of Red Gum logging on threatened species.

## Nature Fiji

TRANSLOCATION OF THE CRITICALLY ENDANGERED FIJIAN CRESTED IGUANA

**\$9,650**

This project will carry out the 2008 International Union for Conservation of Nature Species Recovery Plan recommendation that the critically endangered Fijian Crested Iguana be translocated from the single secure population on the island of Yadua Taba to a second island.

## Way Kambas National Park

ABANDONED WELL CLOSURE PROJECT

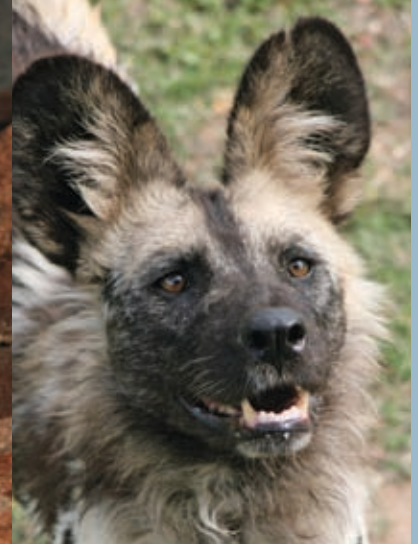
**\$ 10,553**

When Way Kambas National Park was established in 1984, communities were relocated out of the park, leaving behind wells, which have proven to





*The exploitation of turtles in Asia has brought many species to the brink of extinction. Taronga Zoo supports the Asian Turtle Conservation Network.*  
Photo: Michael McFadden



*TWPZ welcomed 'Zuri', one of the most genetically important African Wild Dogs in the Australasian Region.*  
Photo: Bobby-Jo Vial

be a deadly trap for the wild animals. Elephants, rhinoceros and tigers are the most common animals found trapped. These funds will assist with well location and closure.

### University of NSW

#### CHICK DEVELOPMENT AND FORAGING ECOLOGY OF THE PROVIDENCE PETREL

**\$1,700**

The study aims to monitor chick development of the Providence Petrel, a seabird that lives almost exclusively on Lord Howe Island. This will assist in setting criteria for the possible future translocation of the species to Norfolk Island, from where they were previously extirpated.

### Silvery Gibbon Project

#### REHABILITATION AND PREPARATION FOR RELEASE/ REINTRODUCTION OF SILVERY GIBBONS AT THE JAVAN GIBBON CENTRE

**\$2,700**

These funds will support the Javan Gibbon Centre to be able to rehabilitate ex-captive gibbons, victims of the illegal pet trade and reintroduce suitable gibbons into protected

areas of remaining gibbon habitat. Funding from the TCSA will allow the construction of a soft release enclosure in an identified trial release area.

### Taronga Western Plains Zoo Species Management and Research Projects

This year has been a busy one for the animal collection program at TWPZ with a continued focus on the Tasmanian Devil recovery program established in 2008, significant breeding activity and a busy schedule of animal transfers. A review of the animal collection plan was also undertaken following the deferment of a significant portion of the Zoo's Capital Program.

#### TASMANIAN DEVILS

One of the highlights of the year has been the Zoo's major contribution to the Tasmanian Devil Insurance Population, with nine joeys born to the program in the first breeding season. The 2009 breeding season is well under way, with all females paired at least once. The goal for the current season is to successfully breed with three females to three different males.

Construction of the Zoo's second Tasmanian Devil breeding facility is well advanced. When complete, this facility will more than double the number of breeding enclosures

at Taronga Western Plains Zoo enabling 24 Tasmanian Devils to be held within the ARAZPA insurance program for this endangered species.

#### AFRICAN WILD DOGS

Another achievement has been the importation of one of the most genetically valuable African Wild Dogs in the Australasian region. Female, "Zuri", arrived in July from Hamilton Zoo and after an initial quarantine period was introduced to two males to form a new breeding coalition. Preparation for the arrival of "Zuri" involved pack reformations, introductions and monitoring of pack cohesion – a significant management undertaking by the Zoo team. The reward for all that work paid off with "Zuri" delivering a litter of pups in May.

#### BLACK RHINOCEROS

This year the Zoo received new breeding recommendations for Black Rhinoceros and as a result a number of introductions took place. Zoo-born female "Bakhita", the only female Black Rhinoceros born at the Zoo, joined the breeding program for the first time and was mated with "Ibala" and "Bakhita" is now being monitored via ultrasonography.

# Our Conservation, Research and Education

## GALAPAGOS TORTOISE

This year saw a major development in the Galapagos Tortoise breeding program, in December four hatchlings were found in the nest site just below the substrate surface. Although none had survived it was the first fertile clutch at TWPZ. Breeding efforts are on-going and Zoo veterinarians continue to monitor egg development regularly via ultrasonography.

## TARONGA WESTERN PLAINS ZOO GRANT SUCCESS

TWPZ was awarded \$16,500 through the Central West Catchment Management Authority (CMA) grant program this year. The grant has successfully funded a project aimed to rehabilitate the riparian and floodplain zone on the western side of the Macquarie River. The scope of work included planting of 3000 native species, the provision of materials for noxious weed control over the five hectare area of land and 1.5kms of fencing materials for purpose of stock exclusion along the river to aid erosion control and vegetation rehabilitation. The long-term objective of the project aims to increase the biodiversity found along the river by promoting native vegetation linkages and enhancing the existing wildlife corridor. This project will augment the work that has previously been undertaken as part of the Dubbo City Council's Willow Removal Project and the Bundaberg Rum Bush Fund planting.

## Wildlife Reproductive Centre at Taronga Western Plains Zoo

Australia's only reproductive research centre that focuses on the reproductive health and management of wildlife has diverse research interests in the areas of reproductive function, adrenal activity and the use of reproduction as an index of individual and population health.

Key projects undertaken this year include:

### EXPLORING THE POSSIBILITY OF REPRODUCTIVE SUPPRESSION IN WHITE RHINOCEROS:

The primary aim of the project was to identify possible causes of sub-optimal reproductive success in captive Southern White Rhinos in the southern



*TWPZ recorded the first fertile clutch of Galapagos Tortoise.*  
Photo: Bobby-Jo Vial

hemisphere. Mechanisms of failed or reduced reproduction were examined by correlating social dynamics and environment with hormone patterns. At least one acyclic rhino, regained reproductive function (successfully produced a calf) during the study period after a change in diet and social conditions. This study is on-going and final results will be used to assist in the future management of both captive and free-ranging populations of this species.

### ASSISTED REPRODUCTIVE TECHNOLOGY FOR THE TASMANIAN DEVIL:

The wild population of Tasmanian devils is rapidly declining as a result of the fatal DFTD which is spread by the transfer of cells as a result of biting during mating and feeding. The development of a genome resource bank for this species will provide two avenues for future breeding and conservation of this species:

1) the ability to capture the genes of males even after infection with the disease through artificial insemination (where they would otherwise die and their genes subsequently lost to the population) and 2) transport of genes throughout the captive population, avoiding the need to transport animals for genetic management in a healthy population. There is an urgent need for such reproductive research to maximise the insurance strategy for the rapidly declining wild population.

### REPRODUCTIVE PARAMETERS OF SUBTROPICAL DUGONGS:

In collaboration with the University of Queensland and Sea World, Gold Coast, hormonal studies of the reproductive biology of Dugong are being used to characterise puberty and reproductive state in wild Dugongs and establishing population models that incorporate reliable life history parameters.

### Australian Wildlife Health Network (AWHN)

The AWHN is an initiative of the Australian government, managed under the Wildlife Exotic Disease Preparedness Program, with a corporate governance structure. It is hosted by TCSA and NSW Department of Primary Industries. The network facilitates and supports wildlife disease surveillance, identifying emerging diseases and trends in known diseases (spread, frequency, species affected) that may affect trade, human health or biodiversity. The AWHN also manages and provides information; data is collated, analysed and disseminated to support Australia's lead agencies.

The AWHN has continued to assist the National Avian Influenza Wild Bird Steering Group coordinate the national avian influenza surveillance plan. It managed a number of focus groups whose aim is to improve communication and coordination of various biosecurity-



*The TCSA is committed to the conservation and breeding of the world's threatened rhinoceros species.*

Photo: Rick Stevens

related activities nationally and provided input into development of biosecurity policy through the Beale Review into Australia's quarantine and biosecurity arrangements, the Australian Biosecurity Intelligence Network (ABIN), a new wildlife health and environment division within the Australian Government Department of Agriculture, Fisheries and Forestry, and the Australian Biosecurity Cooperative Research Centre for Emerging Infectious Diseases

### Australian Registry of Wildlife Health (ARWH)

The Australian Registry of Wildlife Health provides diagnostic work, disease investigation, disease surveillance, research and education. This resource containing information relating to healthy and diseased native fauna and zoo animals it is also a diagnostic centre investigating outbreaks of sudden death or disease. Reflecting the importance of an ecological approach to biosecurity protection and disease surveillance the ARWH supports the "One World – One Health" approach by facilitating the sharing of information and resources across human, livestock, plant, wildlife and environmental health to better protect collective health. Highlight activities this year include:

### OBTAINING A BETTER UNDERSTANDING OF THE POTENTIAL PRESENCE AND IMPACT OF NEW AMPHIBIAN DISEASES IN AUSTRALIA

Amphibian Decline Disease Investigations – a collaborative program involving Australian Animal Health Laboratories, James Cook University and the Cairns Frog Hospital to document and diagnose the causes of amphibian disease and decline in Australia's wet tropics. This project has led to the creation of an integrated wildlife disease investigation and health information management.

### WILDLIFE PATHOLOGY SYMPOSIUM – 2008

The ARWH organised a four-day Wildlife Pathology Short-Course in August. Four overseas wildlife pathologists and 14 local speakers delivered an intensive and extensive training program in comparative pathology never before available in Australia. Four scholarships for wildlife veterinarians working in developing countries and three Australian students working in the field of wildlife health were supported through external funding to attend the course. The course was supported by a variety of donors, namely, the Cybec Foundation and the Department of Agriculture, Forestry and Fisheries, Gibbles Veterinary Pathology, SeaWorld USA, and the CL Davis Foundation for Comparative Veterinary Pathology.

### AUSTRALIAN LEISHMANIA LIFECYCLE INVESTIGATION

The Registry co-ordinated the investigation into the first case of locally acquired leishmaniasis in Australia. This single-celled parasite was thought to be exotic to Australia until the Registry encountered protozoal dermatitis in Red Kangaroos in the Northern Territory.

### The Australasian Conservation Genetics Centre (ACGC)

Since 2004 Dr Karen Firestone has undertaken genetic research and academic supervision of post-graduate students with a focus on the biology and conservation of quoll species under a collaborative agreement between the TCSA and the UNSW. Several scientific publications have been produced as a result of this collaboration. Following the departure of Dr Firestone from the TCSA this year, the research program has ceased.

# Our Conservation, Research and Education

## Education Programs

### Visitor Education and Interpretation

The Visitor Education and Interpretation Division manages the concepts and content for visitor learning at both Zoos. This includes keeper presentations and shows, animal labels, graphics and interactive displays and immersive exhibits. These activities, installations and publications provide our visitors with opportunities for self-directed learning towards a keener awareness and appreciation of the environment. Importantly, our visitors can also develop the skills to take action themselves for conservation.

This year, major activities at Taronga Western Plains Zoo were:

- interpretive planning for the revitalised Obley Road entry at TWPZ, especially the Safari Park playground and other integrated elements;
- interpretation training with TWPZ keeping staff resulting in several new and revised keeper talks;
- on-going maintenance and improvement of existing interpretive devices and animal labels;
- contribution to the planning and development of wayfinding devices

throughout the Zoo, including a sign strategy, new devices and a new map;

- development of interpretive materials for visitors in relation to the birth of Cheetah cubs;
- consultation with community members to revise and improve interpretation for the scar trees and the Army Training Camp cairn, and
- development of interpretive panels at the new Tasmanian Devil breeding facility.

Major activities at Taronga Zoo were:

- development and dissemination of Take Action messages for Zoo staff and visitors;
- development, publication and distribution of a wallet-sized Sustainable Seafood Guide;
- participation in the roll out of the "They're Calling on You" mobile phone recycling campaign to help conserve gorillas in the wild;
- on-going development of a new seal show at 'Great Southern Oceans', including a provocative soundscape and conservation messages;
- participation in the development of a comprehensive program for 2008 NAIDOC including a NAIDOC Bird Show and a Bush Tucker Walk through 'Backyard to Bush';
- participation in the development and implementation of an interpretive elephant keeper talk at elephant playtime;
- on-going participation in the development of innovative interpretive visitor experiences, marketing promotions and programs and products for Zoo sponsors;
- planning, development and implementation of integrated interpretive content during exhibit refurbishments including Chimpanzee, Cassowary, Tasmanian Devil, Koala Encounters and 'Backyard to Bush';
- planning, development and implementation of integrated interpretive content for various Master Plan redevelopment precincts including Roar and Snore, Heart of the Zoo and the Main Entry plaza;
- on-going participation in staff induction and other training programs including interpretation techniques and keeper talk development and at the Taronga Training Institute;
- staff evaluation and feedback sessions for keeper presentations and shows;
- continuous improvement of interpretive content for the Zoo Guide and Map;



Keeper presentations help Zoo visitors learn about the remarkable animals in our care.

Photo: Rick Stevens



Education Officers Nadi Simpson and Rod Cheal are passionate about teaching students about Australia's unique wildlife.

Photo: Lorinda Taylor

- presenting on visitor education and interpretation issues at the International Zoo Educators (IZE) conference 2008 and the ARAZPA Conference 2009;
- developing a Visitor Education and Interpretation Strategy for the TCSA and continuing to implement the strategies outlined in the Zoological Parks Board Education Strategy.

### Public Education Programs

Public Education Programs offered by the Zoos' Education Centres included:

#### ZOO ADVENTURES

This program operates in the school holidays at both Zoos and caters for students aged five to 12 years. Students undertake a variety of animal and conservation activities to inspire them to become advocates of animals. Some of these activities include animal craft activities making behavioural enrichment toys for animals as well as participating in behind the scenes tours. TZ had 1,364 children participate in the program.

TWPZ ran the program this year for the first time and 521 participated. It is a fantastic source of encouragement for children to become Boral Youth at the Zoo (YATZ) members.

#### ROAR AND SNORE – TARONGA ZOO

2009 marked a new era for TZ Roar and Snore with the launch of its new purpose-built accommodation site overlooking Sydney Harbour. Seventeen semi-permanent "luxury" tents were constructed on the Zoo's Mosman Centenary Picnic Ground site along with a new amenities building and large meeting tent. Each tent comes complete with polished floor boards, double and single beds and power. The entire site has been developed in an environmentally-conscious way and will receive ECO Tourism accreditation in the coming months. Guest numbers for Roar and Snore continue to grow with the program hosting 6038 people this year. The launch of the new Roar and Snore enabled the program to service new markets and deliver the Zoo's conservation and education messages to a far wider range of people.

#### ROAR AND SNORE – TARONGA WESTERN PLAINS ZOO

TWPZ's Roar and Snore has also had an incredible year with over 2591 guests experiencing this program which is up from 2,279 last year. New tents were purchased and new encounter animals were introduced which greatly enhanced the program's appeal. Ticketek marketing and the hosts' excellent

customer service and education skills have been very successful elements in this program's growth.

#### BORAL YOUTH AT THE ZOO (YATZ)

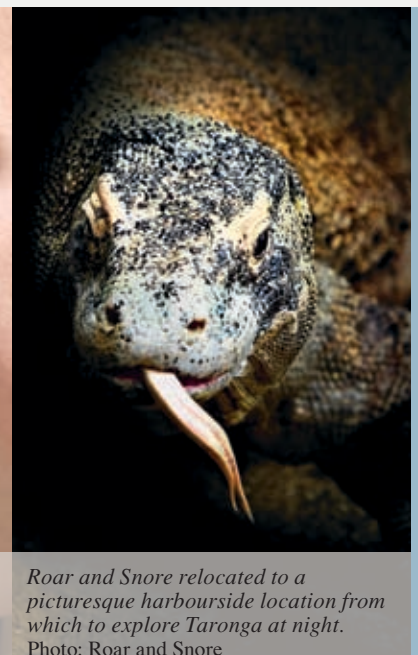
This program is aimed at the environmentally aware teenager. The program offers many diverse experiences to engage this important age bracket and encourage participants to contribute to their own learning journey. YATZ members also assist the TCSA to deliver tangible conservation outcomes. Members participate in activities including bush regeneration, animal handling, keeping duties, visitor and student education programs, Roar and Snore sleepovers and animal enrichment activities. This year membership has grown to 640 active members up from 453 last year.

#### ZOO BIRTHDAY PARTIES

This program gave 795 children the opportunity to have a memorable party at the Zoo Education Centre with 61 adults enjoying the occasion. Children play animal-related educational games and meet native wildlife. The program grew from 740 participants last year.



Taronga Zoo's school holiday program takes primary school children on thrilling zoo adventures.  
Photo: Rod Cheal



Roar and Snore relocated to a picturesque harbourside location from which to explore Taronga at night.  
Photo: Roar and Snore

# Our Conservation, Research and Education

## School Education

The TCSA caters for many different formal education groups ranging from preschool children to tertiary education groups. Formal education is conducted through a partnership with the Department of Education and Training (DET), the Sydney Metropolitan Catholic Education System and corporate sponsors including St George Bank and Boral.

The ultimate aim of school education programs is to deliver on the relevant curriculum outcomes for student learning and to deliver conservation outcomes to encourage students to live in balance with nature and wildlife. This year a total of 139,815 students participated in education programs at TZ and TWPZ which is an increase of 2,732 on last year's total.

## Taronga Zoo

Taronga has four individual education venues that cater for different student outcomes. Young students complete workshops at the hands-on 'Backyard to Bush', while primary schools students are encouraged to have workshops at 'Wild Asia' and 'Great Southern Oceans'. Secondary students complete workshops at the Education Centre. This allows the Zoo's education team to deliver relevant education messages, use different and

inspiring animals and more effectively meet the curriculum outcomes. It is also hoped that as students return to the Zoo on excursions throughout their school life the workshops are different, exciting and relevant and assist in developing an environmentally aware and engaged student.

This year 94,885 students visited TZ compared with 91,109 who visited last year. The number of students participating in workshops was 56,165, a significant increase to last year's number of 53,716.

## Taronga Zoo Education Venues

### Backyard to Bush'

At 'Backyard to Bush' 18,529 students participated in hands-on, interactive workshops, was a small decrease of 575 from last year. These workshops have a local perspective and relate to stages one and two student outcomes and are delivered by theatrical characters to engage the younger students whilst allowing them contact with wildlife.

### 'Wild Asia'

A total of 4,819 primary students participated in Rainforests and Endangered Species workshops at

the village school in 'Wild Asia'. This venue overlooks the Asian Elephants and immerses the students in Asian culture. This year's attendance was an increase on last year's number of 703 students on last year.

### 'Great Southern Oceans'

This year 1,200 students participated in a new workshop at 'Great Southern Oceans' that focused on climate change. This workshop, which will be offered to many more students in the future, was developed in consultation with the DET North Sydney Region Climate Change Community which TZ is leading.

## Taronga Zoo Education Centre

A total of 31,621 secondary students undertook workshops at this venue, compared with 30,506 the previous year. Most workshop topics cover classification and the role of the Zoo. Other popular topics include business studies, senior biology, water management and habitats.

## Taronga Western Plains Zoo Education Centre

The TWPZ Education Centre caters for a wide variety of students. It has expanded its educational animal



*Echidnas are just one of the animals that delight schools and community groups during a visit from the Zoomobile.*  
Photo: Mandy McLellan



*More than 18,000 students enjoyed educational lessons at Backyard to Bush.*  
Photo: Rod Cheal

collection to include a young Saltwater Crocodile. A total of 4,320 students participated in workshops at the centre with topics ranging from endangered species to classification. This number is down from the 6,255 students who attended last year. A number of partnership programs, working with the Australian Museum and the Royal Botanic Gardens, were also delivered.

The TWPZ Education Centre also organised numerous hands-on school and community events including bush regeneration and planting days.

### Outreach Education: Zoomobiles

The TCSA operates two outreach programs from TZ. These Zoomobiles enable students and community members who face challenges in visiting the Zoo to experience a memorable education animal experience. One Zoomobile is sponsored by the NSWDET which focuses mainly on schools and formal education groups, while St George Bank sponsors another Zoomobile which caters for preschools, nursing homes, vacation centres, community expos and local council events.

The Education staff who deliver the Zoomobile programs are highly trained in animal handling and husbandry to ensure animal welfare is of the highest standard. Some of the animals that visit the education and community venues include possums, snakes, crocodiles, echidnas, frogs and birds.

The NSWDET Zoomobile delivered workshops to 14,420 students all over NSW which is slightly fewer last year's total of 14,453. Of these, 4,533 students received an 'Animals of the Dreaming' workshop delivered by Zoo Indigenous Aboriginal Project Officer, Col Hardy, who is a highly respected elder from Brewarrina. The program blends Australian animals and Aboriginal culture to give students a unique insight into native wildlife. 2,300 students participated in the 'Evolution of Australian Biota' which was delivered in partnership with the Australian Museum and various Botanic Gardens and 1,890 students participated in the partnership Biodiversity Program with six DET Environmental Education Centres around NSW.

The St George Bank or community Zoomobile delivered animal presentations to 17,540 participants at over 200 different venues.

A new van with eye-catching graphics was introduced this year which greatly increased the program's visibility and recognition. New animal tanks and travelling containers were also added to ensure animal comfort and welfare.

## Other Zoo Education Programs

### Insitu Education

This year saw a large increase in the insitu education programs at TZ with 882 students participating in two programs. These eight week intensive programs are designed to inspire school students to be community leaders and drive the necessary changes for the targeted species to survive in their local area. The Education team selects animals that the TCSA plays an active role in protecting through either breed and release or research programs.

This year the team delivered a program to 82 Tumbarumba students to support the endangered Booroolong Frog and another 800 students from Sydney's Northern Beaches participated in Project Penguin. Both programs concluded with a student-led expo which showcased and highlighted their work.

### Burbangana Department of Community Services (DoCS) partnership program

In partnership with DoCS, this program enables children in the Department's care to undertake this specially designed leadership course. The course was initially designed for Indigenous children but has been expanded to include non-indigenous children. It is delivered by an Aboriginal Education Project Officer and to date nine children have undertaken this program with excellent results and feedback.

## Vocation Education

This year 265 students in Years 10 to 12 participated in work experience at TZ while another 35 completed the program at TWPZ.

Meet a Keeper career days were popular with 590 students at TZ and 157 students at TWPZ participating. This program was developed to give students an insight into animal management as a career and showcased the diverse roles in this area.

### Zoosnooz

This student sleepover program continued to expand and enables the Zoos' Education team to deliver conservation messages to students. At TZ the 'Backyard to Bush' house was utilised as a sleeping venue during peak periods. This year 3444 students at TZ and 1,472 students at TWPZ participated in the Zoosnooz program. This was an increase in numbers for both Zoos.

### Wildlife Workshops

This overseas student education program had a challenging year with over six large groups cancelling due to the Global Financial Crisis and international Swine Flu threat. As a result, participation in this program dropped from 842 last year to 425 this year.

### Professional Development

760 teachers and principals received Zoo and environmental education in-service training which focusses on how the Zoos can complement and enhance student learning.

### Science week

The Zoo received an \$11,000 grant from the Department of Innovation, Industry, Science and Research. This enabled 810 students to participate in hands-on climate change workshops at both Zoos. These workshops were conducted by student mentors who are part of the DET Climate Change Learning Community Initiative. A public hypothetical-styled forum was also conducted to enable the community to learn more about the potential effects of climate change.



## **Roar and Snore**

*Designed to meet Eco Tourism Australia standards and incorporating many 'green' initiatives, the new \$1.3 million Roar and Snore was launched at Taronga in February.*  
Photo: Roar and Snore



## 3

## Our Physical Assets

PERFORMANCE INDICATORS	08	09
<b>Water consumption (mega litres)</b>		
Domestic (TZ & TWPZ)	185	184
River (TWPZ)	220	328
Recycled (TZ)	41	74
Total	446	586
<b>Energy consumption</b>		
<b>Electricity (kWhrs)</b>		
Black	8,644,216	9,011,652
Green	549,824	571,453
<b>Gas</b>		
Natural Gas (MJ)	3,876,006	3,050,501
LPG (kg)	45,199	40,776
<b>Fuel (L)</b>		
Unleaded	53,375	44,946
Diesel	77,359	70,765
<b>Waste recycled at both zoos</b>		
<b>Tonnes</b>		
Public place recycling	39	198
Green waste	264	281
Animal waste	2,035	2,040
Paper/cardboard	220	168
Toner cartridges	0.11	0.08

### Principal Areas of Activity

- Asset Management
- Capital Works and Planning
- Contract Maintenance
- Information Technology
- Records Management
- Risk Management
- Environmental Policy and Management

### Goals

#### PHYSICAL ASSETS

To achieve the highest design, construction and maintenance standards in order to enhance visitor experiences and safeguard the wellbeing of the Zoos' animals, visitors and staff.

#### ORGANISATIONAL CAPACITY

To develop and implement superior systems that enable the Zoos to adapt to new market conditions and identify new opportunities created by change.

#### ENVIRONMENTAL PROGRAMS

To demonstrate leadership in environmental care and management practices that minimise our impact on the natural environment.

### Objectives

#### PHYSICAL ASSETS

- To achieve exhibit design excellence and world best-practice in animal presentation and welfare as well as visitor and staff amenities and safety.
- To ensure a holistic and consistent approach to overall site design, exhibits and logistics for visitors.
- To implement best practice in asset procurement, operation and maintenance.

#### ORGANISATIONAL CAPACITY

- To improve business effectiveness via simplification, speed and reduced costs.
- To improve communication processes.
- To develop systems to improve response capacity and effectively measure performance.

#### ENVIRONMENTAL PROGRAMS

- To sustainably and responsibly manage the TCSA's operational impacts on the environment.
- To demonstrate sound management of natural resources and sites of cultural significance.
- To demonstrate leadership in environmental management practices.
- To involve, motivate and educate the community on environmental issues.

# Our Physical Assets

## Capital Works and Infrastructure (CWI)

### Capital Works and Planning in Taronga Zoo

Following the announcement of the NSW Government Mini Budget in November, the Zoos' Capital Development Program incurred a reduction in funding through to 2012/13. At the end of the 2008/2009 financial year the TCSA will have invested over \$171 million in the Capital Development Program from a total revised program budget of \$219 million after the State's Mini Budget reductions.

This comprises \$158 million at TZ and \$13 million at TWPZ.

There are now a number of programs that have been deferred beyond the 2012/13 year.

Key projects completed under the Capital Development Program are:

#### MALE ELEPHANT BREEDING FACILITY

Construction of the Male Elephant Breeding Facility commenced in October 2007 and complies with standards set by the Australia Administrative Appeals Tribunal (AAT) on elephant importation. The project was completed for use in April and includes a single storey barn building up to 9.3m high, located adjacent to the existing heritage Elephant Temple. The exercise yard and paddock has pools, earth mounds and a mud wallow. To provide shade, a 30 metre diameter heritage fig tree (*Ficus rubiginosa*) was transplanted and repositioned approximately 70 metres from its original location within the site.

#### TARONGA ZOO VISITOR PRECINCTS MAIN ENTRY PLAZA, CAR PARK AND OUTER PLAZA

This Main Entry inner plaza is part of a \$52 million program of works for the TZ's visitor precinct redevelopment. It is divided into the outer plaza and car park and the Main Entry inner plaza. The car park was completed and handed over to TZ in March and was available to Zoo visitors from 3 April. The outstanding work under this contract comprises construction

of a new bus bay, pay station, ticketing system and rectification of defects, mostly related to signage and is scheduled for completion in July 2009.

During the construction of the Main Entry inner plaza, a temporary retail, ticketing entry plaza was developed. These works, essential to ensure business continuity, were largely completed by end of June and included pedestrian paths and temporary buildings as well as the construction of an alternative access between the Sky Safari upper terminal and the temporary retail and ticketing facility.

The inner plaza and Main Entry redevelopment, the third and final stage in the overall redevelopment of the Visitor Precinct Program of works, will commence in the 2009-10 financial year. It includes redevelopment of the current heritage-listed Main Entry building, the establishment of a new retail and food and beverage building, a new paid entry point within the Zoo including a new inner and outer plaza precinct. Construction is anticipated to take between 18 to 24 months. The Capital Works and Infrastructure Division has worked closely with design consultancies to develop documentation for tender. A contract for construction will be let in the second quarter of the 2009/10 financial year.

#### ROAR AND SNORE EDUCATION PRECINCT

This new \$1.3 million project, launched in February, is designed to meet the requirements for Eco Tourism Australia certification and to demonstrate the 'green' nature of the camping experience, while promoting educational conservation messages.

#### PLANNING FOR CHIMPANZEE EXHIBIT

The Chimpanzee exhibit concept and design planning commenced in July and includes the redevelopment of the Chimpanzee exhibit to include the night house refurbishment, significant visitor presentation improvements, interpretive elements, all weather viewing, significant redevelopment of the outdoor exhibit including an aviary-style exhibit component and substantial three dimensional climbing structure additions. Documentation will be commenced in June. A number

of animal moves were a necessity to ensure the on-going success of the group as well as mitigate risk and safety during construction. The project will be tendered and constructed over the 2009/10 financial years.

#### VARIOUS EXHIBITS

A number of new exhibits including Koala Encounters (KE3), Tasmanian Devils, Cassowary and the Red Panda Exhibit have been developed to support species management and the TCSA's commitment to conservation and breeding programs.

#### KOALA ENCOUNTERS EXHIBIT (KE3)

The Koala Encounters Stage 3 is part of the Main Entry plaza development. It is located at the former Koala and Echidna exhibit. This \$1.3 million development, completed in April, offers a range of modern facilities for presentation and encounters with Koalas.

#### TASMANIAN DEVIL EXHIBIT

The new exhibit is being constructed at the current Jungle Cats facility. Completion is expected by early 2010 as part of the TCSA's commitment to the Tasmanian Devil recovery program.

#### CASSOWARY EXHIBIT

The new Cassowary Exhibit is situated above TZ's old Seal Pools. It is densely vegetated with a range of shrubs, palms and mature trees which create the ideal habitat for the Cassowary. This exhibit was completed in March.

#### RED PANDA EXHIBIT

The new Red Panda exhibit at Taronga Zoo, completed in May, is situated adjacent to 'Great Southern Oceans'. The natural terrain and aspect make for an ideal habitat for Red Pandas.

#### HEART OF THE ZOO PRECINCT

The Heart of the Zoo Precinct is at the centre of TZ and will be a place where visitors can relax and rest. Concept and detail design has commenced on the sites of the demolished aviaries and old Seal Theatre. It is anticipated that the first stage of these works will be complete next financial year.

# 3

## SUPPORT AREAS, SERVICES AND UTILITIES UPGRADES

Under the Master Plan, upgrades have started for services including the electrical reticulation services, emergency power supply, the water services, the fire hydrant services and recycled water services.

The water treatment plant upgrades (under NSW Water Savings Fund) and stormwater works in the eastern catchment have been finalised, greatly improving the Zoo's ability to capture stormwater for treatment and re-use.

Design for a fire services booster and new connection to Sydney Water main in Bradley's Head Road has been prepared to allow construction in the 2009/10 financial year.

## Facilities and Infrastructure Maintenance

The Asset Maintenance Program was carried out by a team of trades and horticultural staff and external contractors working on the following:

### STRATEGIC MAINTENANCE

TCSA joined the NSW Government Agencies cluster for the Sustainability Advantage Program managed by

the DECC involving preparation of a diagnostic and an 18 month plan with priority actions to improve environmental performance at TZ.

### COMPUTERISED MAINTENANCE MANAGEMENT SYSTEM

This was the first full year of operation of the new 'Archibus' Computerised Maintenance Management System at TZ, providing staff with the capability to see scheduled routine maintenance tasks, to log requests for unanticipated urgent repairs and enabling the TCSA to track over 3,000 completed work requests with a further 250 in progress.

### ROUTINE MAINTENANCE SERVICE CONTRACTS

Period Service Contracts were continued for routine scheduled maintenance plus corrective maintenance of pumping systems, air conditioning, refrigeration, lifts, escalators, CCTV, perimeter fox-proof fencing and clearing of vegetation along the perimeter fences. A new five year service contract was let for the collection and management of waste at TZ with improvements to the delivery of services and green principles.

## VISITOR ENHANCEMENTS

The major maintenance project undertaken at TZ was the 22,500 hour grand maintenance of the Sky Safari. The final cost was \$800,000, \$150,000 under the approved budget. The grand maintenance included the supply and installation of a new main cable drive gearbox (two tonnes), refurbishment of nine tower assemblies of sheaves, pins, bearings and bushings and the refurbishment of the bull wheels and braking systems at the top and bottom stations.

## ANIMAL WELFARE

Work undertaken included extensive calf-proofing of the elephant exhibit and the design and purchase of a truck to transport elephants. Work proceeded on exhibit upgrades to ensure that animal welfare was maintained and numerous movements of the collection were managed in-house.

## Heritage Asset Management

The TCSA's in-house heritage specialist, supplemented by private sector contractors, works closely with Assets Management and the Zoos' heritage register to account for our conservation management responsibilities.



*The Chimpanzee exhibit will soon be given a face lift to accommodate Taronga's world-renowned group.*  
Photo: Mandy McLellan



*"I am proud knowing the work I do contributes to important conservation messages."* Matthew Green, Project Officer. Photo: Lorinda Taylor

# Our Physical Assets

## INTERPRETATION

As the heritage items in the Master Plan have been restored we have taken the opportunity to increase public understanding and appreciation of the cultural heritage values of the individual items as well as a general background to the zoological evolution at TZ with custom-made signage.

## SECTION 170 REGISTER CHANGES

Following approval from the NSW Heritage Office, the heritage registered Australian Bushbirds and New Guinea bird aviaries were demolished due to their poor physical condition and keeper and bird presentation issues. These were removed following photographic archival recording. The perimeter wall of the New Guinea Bird Aviary has been retained and this area will be revitalised under the future Master Plan development for Heart of the Zoo.

## LANDSCAPE HERITAGE MAINTENANCE

The health of the site's trees identified as heritage items continue to be monitored and maintained according to arborists' advice.

## BUILT HERITAGE MAINTENANCE

On-going maintenance continues to be integrated into our routine maintenance program with catch-up works undertaken to the Harbourview Garden Court kiosk rotunda and new dry stone walls to match the original 1970s landscape scheme within the Australian precinct.

## Taronga Western Plains Zoo

As a result of the NSW Government Mini Budget in November, a number of programs were deferred beyond the current program. The most significant remaining program is the Obley Road entry precinct redevelopment. Prior to the Mini Budget review there were a number of projects that had been documented and could be tendered if funding becomes available in the future.

## Taronga Western Plains Zoo Entry Precinct Redevelopment

The TWPZ entry precinct project comprises the redevelopment of the existing Savannah Room building including extending and adding new retail and ticketing facilities within the building, redeveloping the lake foreshore seating area and establishing a new open access area outside the paid point of entry. Planning of these works was completed this year with construction commencing in the first quarter of the 2009/10 financial year.

## Taronga Western Plains Zoo Playground

TWPZ's Safari Playground project involves the construction of a new adventure playground which will include a rope bridge, animal sculptures, balancing beams, stepping poles, a jeep, a hut, rubber soft fall, sandpit, shade sail structure and landscaping. Completion is due by end of June. This will be a major attraction in the front entry redevelopment.

## MULTI-PURPOSE CONSERVATION BREEDING FACILITY

Construction of TWPZ's new Tasmanian Devil breeding facility commenced in January and completion, delayed because of inclement weather, is expected in July 2009. The new facility will provide an additional 16 yards bringing the total number of yards at the Zoo to 28. It will feature insulated night dens, individual ponds, landscaped pens with logs, plants and leaf mulch, mist irrigation to cool the animals in the summer heat and a sustainable water system with the use of rainwater to fill the ponds.

## GIRAFFE MANAGEMENT FACILITIES

Two Giraffe conditioning facilities were constructed at the African Savannah and Giraffe exhibits at TWPZ. The conditioning facilities, consisting of a number of manually operated gates, cushioned doors and panels, allow keepers and veterinary staff to access the Giraffes at all heights and will assist in managing these animals during veterinary procedures.

## ASSET MAINTENANCE AT TARONGA WESTERN PLAINS ZOO

The major maintenance works undertaken with assistance from external contractors included repairs to the Black Rhinoceros yards and shelters, new public area fencing at the lion exhibit, river pump and irrigation upgrade and the Midway Kiosk upgrade.

## Recognition for Capital Works and Infrastructure Work

'Great Southern Oceans' was recognised industry-wide, with a Master Builders Australia award for the category National Public Buildings – \$10 to \$50 million category. It also won the ARAZPA Exhibit Award (large scale) which recognises the excellence in the area of animal display and exhibit design by an ARAZPA institution for exhibits costing more than \$100,000.

## Organisational Capacity

### INFORMATION TECHNOLOGY (IT)

This year IT has been involved in planning and providing technical support for capital development projects which has included the Main Entry, new car park technologies, integration of Zoo Friends and new exhibits. Concurrently, IT focused on the technical delivery of three strategic business projects:

- Telephone System Upgrade (PABX). As part of a continuous maintenance improvement program, the upgrade of the PABX to a core TCP/IP based platform was commissioned. The key benefits are the ability to integrate and expand the platform to accommodate new exhibits and commercial buildings. This will also allow automated responses to public calls via an Interactive Voice Response (IVR).
- Electronic Office (ELO). The Zoo upgraded its record management system to ELO as a core platform for all digital record storage. This included new servers and storage capacity. The system will continue to be deployed in 2009–10 with more staff training provided.
- Closed Circuit Television Integration (CCTV). This year the Zoo took a major step in expanding and integrating its Security CCTV

Systems for animal monitoring systems. The result was a single unified system capable of being expanded to other exhibits and places of security interest, whilst making the footage accessible from most desktop computers.

Other highlights included:

- Video Conferencing Link between Dubbo and Mosman.
- New Exhibits Online: male elephant exhibit, Koala Encounters, car park.
- Elephant birth technology, CCTV monitoring and technology protocols.
- The emergency radio capability was updated with broadcasting tone alerts and a device capable of broadcasting across all channels at once.

On-going maintenance and support work included:

- Upgrading/replacement of approximately 150 computers and various peripheral devices.
- Venue Management System (VMS) with support from the vendor, Centaman, continued to be developed and upgraded.
- In support of the Capital Work programs many communications cabinets have been upgraded to better meet future demands.

Our Partners in Technology include:

3D Networks Australia, Austar Security, Clicks Technology Recruiters, Centaman Systems, Computer Associates, CRC Networks, Creative Digital Technology, D-Link, Data #3 & Fingerprint, Elam Communications,

Fuji Xerox, IBM, ICAD Consultants Pty Ltd, IQ Information Technology, Legend Memory, Macquarie Bank Ltd, Kings Security, Macquarie Telecom Pty Ltd, Lenovo, Message Labs Australia, Metro Communications Pty Ltd, Microsoft, Nexon Asia Pacific, Presence of IT, QQQ Systems Pty Ltd, SAP, Servantix, Tardis, The Adweb Agency, UPS Solutions.

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

### Records Management and Archive Office

The TCSA Records Office responded to over 30 requests from members of the public for historical information and also processed a number of internal requests.

The Zoo photo collection continues to grow and other collections of books and small pieces of Zoo history are being regularly added to.

A new archive facility was developed during the year enabling the relocation of many valuable Zoo artefacts to a more centralised location.

### Risk Management

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

The major risks relating to income generation and expenditure control include the weather, increases in

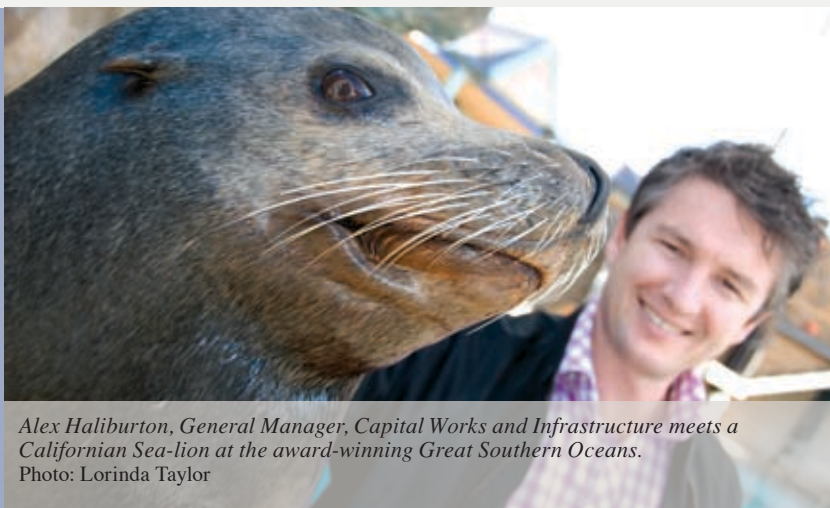
commercial competition, unplanned increases in labour costs, the Global Financial Crisis and the provision of funding from public and private sources. In recent times, global factors such as international conflicts and recession, medical emergencies, declining tourism, terrorism and domestic situations,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

The TCSA's Risk Management Plan includes a monthly review of income and expenditure levels and taking appropriate corrective action. It also includes market-testing different service providers to improve on cost and delivery, undertaking capital redevelopment programs at both Zoos and investigating potential new commercial product initiatives. The TCSA is also insured against loss in key areas of its operations and assets including public liability, property and fidelity guarantee.

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

### Waste Reduction and Purchasing Policy (WRAPP)

The TCSA has successfully achieved targets set by the NSW Government Sustainability Policy and WRAPP. The Zoo worked closely with its contract catering company to ensure the seafood purchased and sold in commercial outlets is from certified sustainable sources. An integrated waste management strategy was also implemented at TZ this year to streamline the Zoo's waste collection and disposal processes. A major focus of the strategy aims to increase the amount of material recovered for recycling, while rethinking and reusing resources including operational waste and office equipment. The most significant improvement measured since implementation of the strategy has been an increase in the average rate of diversion of general waste from landfill by up to 80%.



Alex Haliburton, General Manager, Capital Works and Infrastructure meets a Californian Sea-lion at the award-winning Great Southern Oceans.  
Photo: Lorinda Taylor



SHORT-BEAKED ECHIDNA

*Tachyglossus aculeatus*

**Least Concern**

*Taronga's unique Australian wildlife tours continued to be popular with Australian and international visitors.*

Photo: Roar and Snore

## 4

## Our Business Enterprise

PERFORMANCE INDICATORS	08	09
<b>Direct government support per visitor</b> (including contribution for capital development)		
Taronga Zoo	\$27.31	\$16.63
Taronga Western Plains Zoo	\$13.96	\$13.70
<b>Operating expenses per visitor</b> (Excluding Taronga Foundation)		
Taronga Zoo	\$34.61	\$37.81
Taronga Western Plains Zoo	\$53.00	\$60.30
<b>Capital expenditure per visitor</b>		
Taronga Zoo	\$12.79	\$16.95
Taronga Western Plains Zoo	\$3.67	\$10.00
<b>Satisfied visitors</b>		
Taronga Zoo	84%	82%
Taronga Western Plains Zoo	84%	81%
<b>Complaints per 1,000 visitors</b>		
Taronga Zoo	0.10	0.17
Taronga Western Plains Zoo	0.33	0.21
Zoofari Lodge	0.01	0.00

### Principal Areas of Activity

- Catering Services
- Community Citizenship
- Commercial Services
- Communications and Media Relations
- Corporate Relations
- Customer Services
- Marketing
- Market Research
- Retail Services
- The Taronga Foundation
- Tourism
- Visitor Information

### Goals

#### COMMERCE

To meet financial requirements by generating support and goodwill among our customers, supporters and stakeholders.

#### COMMUNITY

To ensure our Zoos play an active role in fostering community involvement by developing and participating in activities that create a sense of belonging and working towards common goals.

#### CUSTOMERS

To provide Zoo visitors with a wildlife experience that far exceeds their expectations and engages, inspires and motivates them to restore and preserve the natural heritage.

#### Objectives

#### COMMERCE

- To increase business volumes, market share and revenue through innovative and competitive commercial activities.

#### COMMUNITY

- To further develop our status as an important community asset and resource.
- To achieve a greater awareness of our programs and activities in ethnic communities.
- To achieve an increased sense of community pride and ownership of the Zoos.
- To take a leadership role in the community in conservation and environmental endeavours.

#### CUSTOMERS

- To maximise visitor satisfaction and enjoyment.
- To create a high level of awareness by staff and visitors of our mission and values.
- To empower employees to ensure that visitor expectations are exceeded.

# Our Business Enterprise

## Admissions – Taronga Zoo

TZ's total visitation (including Zoo Friends members and guests to the annual Twilight Concert series) increased by 1.6% over last financial year to a total of 1,361,341 visitors. This increase was achieved despite the difficulties from disruption due to the car park construction, poor weather in February and April and the impact of the economic climate on domestic spending and international tourism arrivals.

Attractions in Sydney had a challenging year with a 2.0% decline in the international tourism market further compounded by the global financial crisis and swine flu outbreak. The domestic market remained more buoyant with less overseas travel and more people remaining closer to home in these harder economic times. As a result there was heavy competitive activity and significant promotional offers and activities throughout the year. Sydney Wildlife World and Sydney Aquarium in Darling Harbour were particularly aggressive in advertising and promotional spend across both the domestic and international markets together with deep discounts and combined packages.

Within this competitive environment, TZ at 25.2% maintained the number one

market share amongst all paid Sydney attractions. Total visitation across all attractions remained static compared to the previous year. Within this, Taronga's market share has increased by 1.0%. No other attractions have increased market share significantly across the 12 month timeframe.

## Admissions – Taronga Western Plains Zoo

A total number of 229,108 people visited TWPZ this year which was 0.7% below last year.

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

## Our Customers

### Guarantee of Service

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

## Guest Services and Visitor Experience

The department's overarching strategies include delivery of the highest quality customer service and operational support to ensure an exceptional visitor experience, and covers admissions and customer service staff, Sky Safari cable car, security, and cleaning services.

Performance standards are measured through customer satisfaction survey results, and the annual results are outlined in detail on page 47. During the year there were significant increases in scores achieved for helpfulness of staff and cleanliness of the grounds. These scores were also achieved during a significant phase of building work across TZ including the construction of the new car park.

An organisational customer service charter was implemented during the year, with all customer-service staff given training. The charter aims to ensure a high-level of consistent customer service is provided to all our guests.

The popular Sky Safari cable car at TZ is operated by Guest Services in partnership with leading specialist operator SkyRail ITM. In August, the Sky Safari underwent a four week overhaul program as per standard



*In July, Taronga joined in World Youth Day celebrations making a special visit to the Papal residence whilst welcoming over 12,000 international pilgrims to the Zoo.  
Photo: Daily Telegraph*



## Visitor Customer Satisfaction levels – 12 month average:

Visitor Satisfaction Levels	Taronga Zoo 07/08	Taronga Zoo 08/09	Taronga Western Plains Zoo 07/08	Taronga Western Plains Zoo 08/09
Overall satisfaction with value for money	4.2	4.1	4.2	4.1
Educational Value	n/a	4.4	n/a	4.4
Seats/rest areas	4.0	4.2	4.5	4.5
Ease of finding way around	4.0	3.9	4.6	4.6
Ease of moving around	4.2	4.2	4.7	4.6
Visibility of animals	4.1	4.0	4.4	4.1
Welfare of animals	4.2	4.4	4.7	4.8
Variety of animals	4.8	4.7	4.4	4.4
Helpfulness of staff	4.4	4.3	4.5	4.4
Shows and keeper talks	4.5	4.6	4.5	4.6
Cleanliness of grounds /facilities	4.6	4.5	4.8	4.7

12 month average converted to an average out of 5

5 = very satisfied

1 = very dissatisfied

A movement of 0.25 is considered statistically significant.

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

operating recommendations from lift manufacturer POMA. With the exception of this overhaul period, there were only seven inoperable days in the year mainly due to poor weather conditions. Overall fault time was 0.2%, which was significantly within SkyRail ITM's performance targets.

### Commercial Operations

Customer facilities such as Animal Encounters, the car park and the Twilight Concert series provide both enhanced visitor experience and additional revenue to the TCSA to support the organisation's conservation endeavours.

TZ's new car park opened in April enhancing convenience for our visitors and providing significantly improved capacity to accommodate peak visitation periods. Revenue from the car park during this year was significantly lower than previous years because of the construction phase for the new parking facility.

The Twilight Concert Series held between January and March at TZ

continues to be a popular event. It is now in its 14th season, with many patrons returning year after year. This season consisted of 21 concerts with three additional concerts added due to sell-out crowds. Over 34,000 patrons attended the concert series, generating a record level of ticket revenue in excess of \$1.5m and 10% higher revenue rights to the TCSA through the partnership with organiser and promoter 4DI.

- The Animal Encounters program at TZ increased the number of opportunities this year due to the completion of 'Great Southern Oceans'. Along with Koala, Giraffe, Bird and Reptile Encounters, the Seal Encounter was re-launched to enable more patrons to meet seals in an intimate and hands-on format. In addition, a new Deer Encounter was launched in December to capitalise on the Christmas spirit and continues as part of the Animal Encounters program. These changes and additions have seen an increase of 9% over the previous year's revenue results.

## Customer Satisfaction Surveys

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

### Retail – Taronga Zoo

Taronga Zoo's Retail Team achieved record profits of \$1,152,497, an increase of 7.5% over last year. Average spend-per-visitor also increased from \$4.11 last year to \$4.19, resulting in a sales growth of 6.2%. This result reinforces the success of the Retail Team in providing exclusive branded mementoes for visitors and supporting the conservation programs of the Zoo.

A sales and customer service training program was delivered to all sales staff in December to emphasise the link between a sale and conservation.

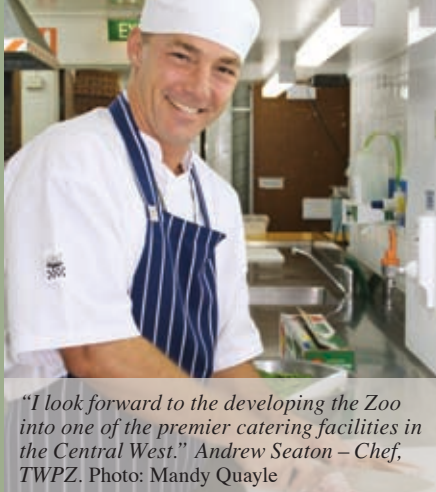
Organisational change strengthening the focus of the logistics side of the business meant that the functions of planning, analysis and automated ordering are now performed by the new role of Planning and Warehouse Supervisor. This is an assurance that the complexities in the building of our new top shop can be addressed prior to opening. Support was lent to the Taronga Foundation's Save the Tasmanian Devil Appeal with the creation of a specialised range, swing tags and point of sale material.

### Retail – Taronga Western Plains Zoo

Despite a decline in attendance figures, the retail sector has performed well against last year, holding its sales performance through targeted product promotions, strong education market, onsite events and stronger margins.

This year's operating revenue in retail was \$1,146,000. This represents an increase of 0.3% on last year. The sales per capita of \$5.43, a \$0.03 increase on last year, reflects the on-going efforts of the Retail Team to offset the downturn in visitation and economic uncertainty.

# Our Business Enterprise



*"I look forward to the developing the Zoo into one of the premier catering facilities in the Central West."* Andrew Seaton – Chef, TWPZ. Photo: Mandy Quayle



*Zoofari Lodge won the Inland Tourism Unique Accommodation Award for the third consecutive year.*  
Photo: Mark James

## Bicycle and Cart Hire – Taronga Western Plains Zoo

The Hire Centre performed well against results for last year, despite the downturn in visitation. Hire vouchers featured strongly in this year's online marketing campaigns driving both a stronger awareness and increased revenue. Total revenue of \$558,000 was an increase of 2% on the previous year, while the per capita figure \$2.65 was \$0.06 up on last year's figure.

## Catering and Functions – Taronga Zoo

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

In grounds revenue of \$1,501,556 was 13.9% above budget and 9.3% higher than last year, with the per cap spend of \$6.35 being 4.6% above budget and 10.2% higher than last year. Highlights for the year were the servicing of record levels of visitors during the summer holiday period with a proactive sales strategy and new mobile vending initiatives. The implementation of a new visitor satisfaction survey targeted more relevantly to Taronga's food and beverage will help identify further areas which can be enhanced.

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

corporate meetings and conferences. However, although function centre revenue did not reach budget, there was growth of 12.2% on last year boosted by solid wedding business, especially during the traditional off-peak winter months. Highlights of the year included the Taronga Centre being used successfully for the third year as a venue for Channel 10's *Australian Idol* program.

## Catering – Taronga Western Plains Zoo

While the downturn in visitation directly impacted all onsite catering outlets and subsequent revenue, strategies including mobile catering services, special events and packaging ensured the per capita result was only slightly behind that of 2007/08.

Total revenue was \$1,379,000, below budget by 17% and 9.6% down on last year's result. The per capita figure for in ground catering was \$5.00, marginally below the \$5.02 result of the previous year.

The announcement of the imminent reconstruction of the entry precinct including function facilities adversely impacted sales this year.

## ANZ Conservation Theatre

The ANZ Conservation Theatre operated in its normal capacity as a function centre and lecture hall until February at which time the

centre was closed in order for it to accommodate a number of offices and training rooms and to function as a temporary administrative centre during the redevelopment of the heritage building and top entry plaza over the next 18 months.

In its new configuration the lecture theatre will permanently accommodate Zoo Friends Volunteer Services, the Taronga Training Institute and future lecture theatre operations.

Over the course of the year until February, the Conservation Theatre accommodated a number of commercial workshops and evening functions as well as providing accommodation for school lectures.

## Zoofari Lodge

The multi-award winning Zoofari Lodge was inducted into the Inland Tourism Awards Hall of Fame in July, after winning the Unique Accommodation Award for three consecutive years. Zoofari continued to record growth and strong financial returns this year, despite the macro economic impacts and regional tourism decline.

A tariff review, which led to the introduction of seasonal rates, assisted an already successful yield model. Zoofari has become the most outstanding commercial operation within TWPZ and has achieved record income levels during the year. Total revenue for Zoofari Lodge was \$2,032,000 – 10.3% up on last year's result and up on budget by 4.2%.

## Marketing

### Marketing and Promotional activities

A compelling program of activities across the year was designed to attract a wider target market of visitors to both Zoos. Advertising campaigns during school holiday periods were focused on the opening of 'Great Southern Oceans' at TZ.

### World Youth Day

TZ partnered with World Youth Day in July resulting in over 12,900 international pilgrims visiting the Zoo. The partnership extended to an exclusive session with Pope Benedict where he was introduced to unique Australian animals by TZ keepers and the event gained unprecedented worldwide media coverage.

### 100 millionth visitor

A unique milestone of 100 million visitors to both Zoos was reached in April and this event was celebrated with a large promotion spanning both TZ and TWPZ, thanking both communities for their ongoing support for conservation and wildlife. The promotion enabled visitors to win an exclusive Zoo party for 100 people, with runner-up prizes of Zoo Friends memberships.

### Public transport campaign

A highly successful public transport campaign was executed during the construction phase of the Zoo's new car park. Visitors were encouraged to use public transport with an incentive of reduced entry price. Our transport partners across Sydney Ferries, City Rail and State Transit Authority were highly supportive with joint marketing and promotions.

### October children's concert series

During the October school holidays, a children's concert series was held on the concert lawns, sponsored by EnergyAustralia. 'Wild Aussies' performed two shows each day, with messages focused on conservation of Australian native animals. Attendance for the period was 40% above the target.

Other promotions included a Mother's Day promotion in May and in February, the Zoo helped launch the DVD for the highly popular BBC children's program *In the Night Garden*.

### Digital Marketing

The TCSA website was recreated in December to align with the new brand identity, providing easy to navigate content assisting visitors to plan their visit or become further engaged with all our endeavours. A full review of all activities across digital media was also completed in partnership with digital agency specialists Ogilvy One. This resulted in a clear strategy for our Zoos to maximise growing usage of websites, the internet and social media and will be implemented in 2009/10.

### Taronga Western Plains Zoo Marketing

TWPZ continued to advertise the Africa in Your Own Backyard campaign in the NRMA Open Road and across metropolitan and NSW regional newspapers depicting the magic experiences available at the Zoo.

TWPZ also advertised on television in regional markets in October/November aligned with the Channel 7 program, 'The Zoo'. This was supported further by a coordinated joint marketing campaign with Dubbo City Council across regional NSW to attract tourists to Dubbo over the Easter school holidays. The joint campaign featured television advertising, website activity and special offers with TWPZ being the core of all messaging.

A promotional campaign with Sydney radio station WSFM aired across two weeks in February with extensive coverage throughout the breakfast program, resulting in high interest from listeners.

This was followed by a campaign with News Limited in March where the Daily Telegraph featured a double page spread centring on TWPZ 'Map your journey to Africa.' The campaign incorporated a number of advertisements in the lead up to the promotion as well as special offers for readers. On the day of publication, a Zoo image and story was featured on the front page.

To encourage visitation from residents within a three hour radius from Dubbo, the Zoo initiated a half price one day entry offer for Central NSW residents which was promoted via print and radio campaigns.

A strong cross promotion was also run at TZ focussing on the birth of Cheetah cubs at TWPZ. The promotion was conducted during Taronga's busy summer school holiday period with a special TWPZ admissions offer circulated to visitors via take-home Cheetah cub masks.

### International Tourism

#### ROAR AND SNORE

The new Roar and Snore was launched across both the domestic and international markets with stunning imagery and extensive marketing material to entice visitors to this unique experience on Sydney Harbour.

#### INTERNATIONAL REPRESENTATION

The TCSA's external international sales consultants, Australian Attractions, continued to deepen relationships and sales by representing Taronga across the year in Korea, Japan, Malaysia, Singapore, Thailand, USA, Canada, India, New Zealand, China, Hong Kong and the United Kingdom.

### Communications and Media Relations

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

The Media Relations team generated record media coverage with an average of nine stories about our Zoos reaching the public every day or 2437 media items throughout the year. Based on the equivalent advertising spend, this represents a media value of \$88,600,363 or \$340,770 each day in media coverage.

The broadcast of the second and third series of the Channel Seven observational documentary series,

# Our Business Enterprise

## Media Coverage 2008/2009

### Overall Commercial Value Comparisons

Television Media	July 07 – June 08	July 08 – June 09
Taronga Zoo	\$ 8,559,450 368 items	\$6,429,900 448 items
Taronga Western Plains Zoo	\$1,272,800 88 items	\$1,160,050 100 items
<i>The Zoo</i> Channel Seven documentary featuring both Zoos	\$29,970,000 6 episodes	\$64,935,000 Series 2 and 3 13 episodes
<b>TOTAL</b>	<b>\$39,802,250</b> 462	<b>\$72,524,950</b> 561
<b>Total Increase 07/08 – 08/09</b>		<b>+ \$32,722,700</b> <b>+ 99 media items</b>
Print Media	July 07 – June 08	July 08 – June 09
Taronga Zoo	\$ 9,612,993 796 articles	\$9,729,064 899 items
Taronga Western Plains Zoo	\$ 2,739,581 474 items	\$5,327,164 443 items
<b>TOTAL</b>	<b>\$12,352,574</b> 1,270 items	<b>\$15,056,228</b> 1,342 items
<b>Total Increase 07/08 – 08/09</b>		<b>+\$2,703,654</b> <b>72 items</b>
Radio Media	July 07 – June 08	July 08 – June 09
Taronga Zoo	\$606,125 481 items	\$519,635 301 items
Taronga Western Plains Zoo	\$376,465 283 items	\$499,550 233 items
<b>TOTAL</b>	<b>\$982,590</b> 764 items	<b>\$1,019,185</b> 534 items
<b>Total Increase 07/08 – 08/09</b>		<b>+\$36,595</b> <b>-230 items</b>
07/08 Total Value		\$53,137,414
07/08 Total items/articles		2,496 articles/items
08/09 Total Value		\$88,600,363
08/09 Total items/articles		2,437 articles/items
<b>Total Increase/decrease 07/08 – 08/09</b>		<b>+ \$35,462,949</b> <b>59 articles /items</b>

*The Zoo* commenced in February for five weeks and again in May for eight weeks, and was a key achievement for the Media Relations team this year. The second series rated above 1.7 million viewers per episode, out-rating its competitors and easily winning its time slot. At the end of the 2008 television ratings season *The Zoo* was the third most popular program on Australian television for the year.

The series continues to be the single most powerful form of communication to reach the widest possible demographic nationally to educate and inform the public about the diverse roles of the Zoos. Stories included wildlife research, rehabilitation, breeding and conservation projects whilst showcasing the unwavering dedication of our keeping staff, veterinarians and volunteers.

This year the Media Relations team focused media attention on TCSA conservation programs including ARAZPA's 'Year of the Frog' and 'Year of the Gorilla' campaigns, the 'Save the Tasmanian Devil' campaign and The Taronga Foundation's inaugural Conservation Field Grants program. Unprecedented scientific advances in IVF for Black Rhinoceros and groundbreaking research to eradicate Sydney's vermin Black Rats by reintroducing the native Bush Rats into the local Mosman area also received wide coverage.

The media preview of the newly opened 'Roar and Snore', was another highlight generating widespread national and international coverage in both print and broadcast media with particular focus on the tourism sector.

Numerous other events were covered extensively by the media at both Zoos, including:

- Handraising of Cheetah cubs at TWPZ;
- The removal of a melanoma from an African Lion at TWPZ;
- The births of a Western Lowland Gorilla, Australian Sea-lion, Pygmy Hippo, Meerkats, Red Panda and critically endangered Francois Langur;
- The ocean voyage and road convoy of two Giraffe from Auckland Zoo to TWPZ;
- World Youth Day activities at TZ and visit to the Pope's Sydney



*In April, the Zoos celebrated a milestone, welcoming their 100th millionth visitor since 1916.*



*Taronga Zoo's advertising campaign encouraged visitors to explore the Zoo's new marine eco-system, Great Southern Oceans."*

- residence to provide the Pontiff with an Australian animal experience;
- Relocation of the male elephant to a specialised breeding facility;
- Announcement of the third confirmed pregnancy within Taronga's Asian Elephant herd, and
- Media support of Taronga Foundation events including the Zoofari and Ivy events and inaugural Artists in Residence Program.

The media team also actively expanded the Zoos' presence in online media, establishing the TCSA's first Twitter site and media calls to TZ are now attended on average by five online media outlets. An online video shot by Cumberland Newsgroup featuring the Zoo's Pygmy Hippo calf had an amazing 600,000 hits in just three days, before becoming the 30th most watched Youtube video globally that week. Media Relations staff have also begun to shoot, edit and post Zoo videos online, further educating the community about the diverse roles of the Zoos.

Negative media was extremely limited with just 13 stories of a negative nature recorded during the year. The majority of these related to the humane euthanasia of a sickly whale calf north of Sydney. In potentially contentious areas, an active approach to issues management has included hosting special media briefings for newsroom Chiefs of Staff and journalists on topics which could be misrepresented by animal activists

such as the movement of Taronga's bull Asian Elephant to a specialised breeding facility and the upcoming elephant births.

The Zoos use a joint system to assess the number of print, broadcast and telecast items, and their estimated value based on the cost of similar advertising space. An effective measure of the Zoo's extensive online coverage is not available yet. Targeting of high volume media, particularly in broadcast TV has seen a substantial increase in the value of coverage.

### Community Support

To ensure both Zoos play an active role and foster community involvement, events that create a sense of belonging and with common goals are held at the Zoos and support for a broad range of charity, community and special needs groups is provided by both Zoos in the forms of discount entry prices and complimentary passes. Some of these community organisations include Stewart House, The Make a Wish Foundation, Ronald McDonald House, Bear Cottage, Sydney City Mission, various refugee groups, Exodus Foundation and Randwick and Westmead Children's Hospital.

Media Relations' events and activities continued to raise awareness of the Zoos across the widest possibly cross-section of society including various ethnic community radio

stations and newspapers such as the Italian Herald, The Australian Chinese Weekly and the Spanish Herald.

Other activities included:

- Participation in Clean Up Australia Week facilitated the removal of rubbish from areas surrounding Taronga by Zoo staff and volunteers;
- Participation in an Aboriginal youth mentoring program hosted in conjunction with the Department of Community Services (DoCS).
- Presentation by Taronga Zoo staff of a combined 'Animals of the Dreaming' and Bird Show as well as supporting reconciliation by creating a 'Sea of Hands' to celebrate NAIDOC Week.
- Assistance with the coordination of the Active After-School Communities program at TWPZ for local primary schools encouraging healthy and active lifestyles.
- Participation in the Dubbo Gordon Centre disadvantaged youth program to provide children with the opportunity to gain experiences that they do not normally have access to.
- Participation by Zoo staff in various fundraising programs including 'Movember' to promote men's health, Australia's Biggest Morning Tea for the Cancer Council, Oxfam Walk Against Want and assistance for the Victorian Bushfire Appeal.

# Our Business Enterprise

## The Taronga Foundation

Now, in its ninth year, the Taronga Foundation's role is to inspire the community to actively support the TCSA wildlife and conservation efforts. The Foundation raises awareness of the philanthropic aspects of both Zoos through a wide variety of fundraising and stewardship endeavours.

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

## Taronga Foundation Governors and Patrons

Maurice L Newman AC (Chairman)  
Nigel Adams  
John Armati AM  
Frank Brennan  
Alyce Faye Cleese  
John Cleese  
Collette Dinnigan  
Bradley Trevor Greive  
Louis Hawke  
Justin Hemmes  
Lisa Ho  
Antonia Kidman  
Skye Leckie  
Justin Miller  
Richard Morecroft  
Don Olney  
Gretel Packer  
Rebel Penfold Russell OAM  
Anna Russell  
Deborah Thomas  
Peter Young AM

## The Taronga Foundation Chairman's Report

Despite the economic downturn, the Taronga Foundation achieved remarkable results, raising a total of \$6.0million, an increase over last year of \$5.2 million. The cumulative total raised by the Foundation is now \$40 million towards its overall target of \$56.6 million.

This year's efforts focused on two main areas: raising funds for the new home for male Asian Elephant, "Gung", essential to Taronga's Asian Elephant Conservation Breeding Program and increasing awareness and financial support for the Tasmanian Devil insurance population breeding program. In addition, the Taronga Foundation contributed \$81,253 towards *in situ* (field conservation) projects. The Foundation's ability to raise funds over and above the Master Plan target demonstrates a commitment to global wildlife conservation initiatives.

The Foundation continued its successful established events, Zoofari, New Year's Eve and the Ivy Dinner and introduced innovative new projects such as the Artists in Residence program aimed at increasing awareness for the Taronga Foundation as well as raising funds.

This year the Taronga Foundation welcomed new Patron Rebel Penfold Russell OAM, a long-term supporter and one who brings enormous energy, creativity and commitment to the role. I would like to thank all our Governors and Patrons, particularly Deb Thomas for again chairing our Zoofari fundraising committee; Justin Miller from Sotheby's for his support of the



Artists in Residence program and for achieving such great results from our fundraising auctions, and Justin Hemmes for again providing venue and support for our annual June fundraising dinner.

The Taronga Foundation would not be able to achieve such great results year after year without the on-going support of so many individuals and organisations: our Governors and Patrons, corporate partners, donors, and of course, the TCSA's CEO, Guy Cooper, the Chairman, Board members and dedicated staff at both Zoos. Thank you all for your, commitment, dedication and encouragement of our fundraising endeavours.

A handwritten signature in black ink, appearing to read "Maurice L Newman".

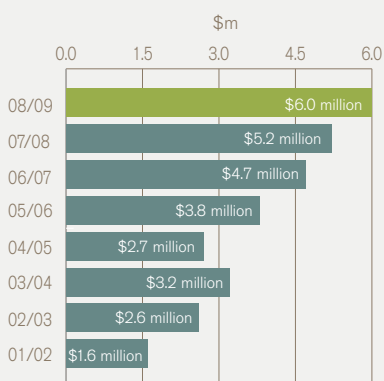
**Maurice L Newman AC**

Chairman  
The Taronga Foundation



Andrew O'Keefe and Erika Heynatz hosted the Zoo's Zoofari fundraiser dedicated to the TCSA's Asian Elephant program.  
Photo: The Taronga Foundation

## Taronga Foundation Net Income



## The Taronga Foundation Events

The Taronga Foundation events again exceeded its target raising a total of \$1,012,127, an increase of 12.5% on last year.

The *Temple of Siam Zoofari*, held in November attracted a record 400 guests in support of the Asian Elephant conservation program. The event was emceed by Andrew O'Keefe and Erika Heynatz with entertainment from Guy Sebastian and a presentation by elephant keeper, Katarina Theodore. A total of \$510,000 was raised on the night through ticket sales, live and silent auctions and lucky envelopes. A further \$50,000 was donated at the event bringing the overall total to \$560,000 making this year's event the most successful Zoofari the Zoo has held.

The Taronga Foundation's 9th annual *Ivy Dinner*, raised over \$256,000 for the TCSEA's Tasmanian Devil Insurance Breeding Program. Supported by Justin Hemmes, with Effie as MC, the event was held in the Ivy Room at Ivy where guests heard from Australian mammals keeper, Nicholas De Vos, on the intensive breeding to help save the Endangered Tasmanian Devil.

The Foundation also supported the keeper-initiated conservation lecture supporting 'Free the Bears'. Guests heard from internationally renowned

Sun Bear expert Gabriella Fredriksson and Free the Bears Fund CEO Matt Hunt about bear conservation in South East Asia. The event raised \$12,000 to support bear conservation and welfare work being carried out by international not-for-profit organisation, Free the Bears Fund Inc.

Once again, NYE@Taronga was sold out and the perfect evening offered a unique and memorable way for families to celebrate New Year's Eve. A total of \$252,000 was raised from the night.

For the first time, the Taronga Foundation entered a float in the annual Mardi Gras parade to celebrate the diversity of the Zoo's employees and the continual involvement of the Zoo as part of the Sydney community. More than 70 staff, including Director, Guy Cooper, keepers and Zoo Friends volunteers, danced along the parade route to Kylie Minogue's 'Better the Devil You Know' behind an enormous Tasmanian Devil made from recycled plastic. The project brought together all areas of the Zoo, from the Technical Services to the Design Studio, and resulted in excellent publicity and feedback. The Zoo's float was nominated for three Mardi Gras awards, including best design and best choreography.

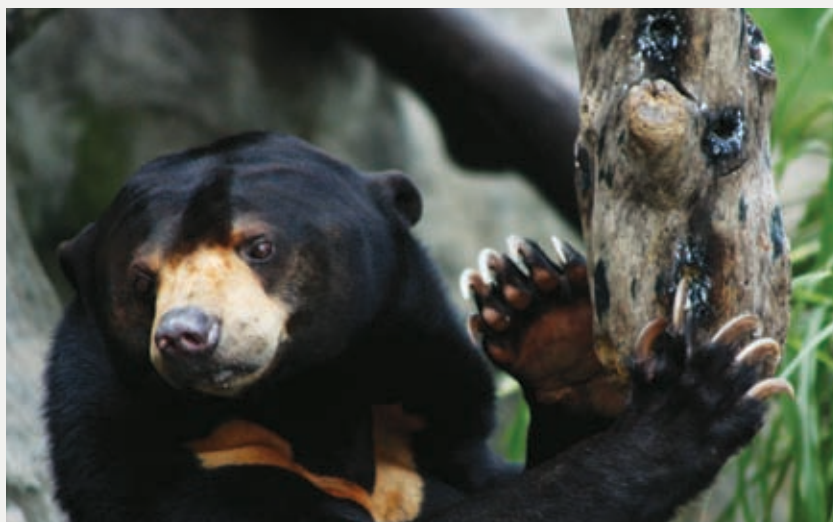
## Major Gifts and Bequests

Major Gifts and Bequests exceeded their targets, with a total of \$1.77 million received by 30 June. A key factor in this success was loyalty and maintaining strong relationships with key donors during these tougher economic times.

Several generous bequests, including one from a Zoo Parent of more than 20 years standing, resulted in a total of \$991,000 received in legacies. The team continues to implement a bequest acquisition strategy to ensure the Taronga Foundation maximises the benefits of bequests for the long-term future of the Zoos.

The Friends of the Future bequest club held another successful Christmas lunch in the Zoo's Harbour View Garden Court. This year, the guest list was expanded to include those who have been Zoo Parents of 10 years or more duration.

The Artists in Residence program was a highlight of the year. The program involved 20 leading Australian artists working in Taronga Zoo over a 10 week period, each of whom donated an artwork for auction at the end of the residency. Apart from its success in raising money, the participating artists acted as excellent ambassadors for the Zoo, and the event attracted great interest from media and the broader



*The Foundation supported a keeper-initiated event raising funds for bear conservation in Asia.*  
Photo: Bobby-Jo Vial

# Our Business Enterprise



*Taronga's remarkable animals became the subject matter for 20 of Australia's leading artists.*  
Photo: The Taronga Foundation

community. The program featured as a dedicated segment on the ABC TV's national 7.30 Report which covered the program from start to completion.

Other stewardship events during the year included the OCEANS 100 thank you cocktail party, the launch of 'Medicine of Australian Mammals' by Larry Vogelnest and Rupert Woods, and the Australian launch of the runaway bestseller, 'A Lion Called Christian' by Ace Bourke and John Rendall at the Taronga Centre.

The Foundation also supported the International Year of the Frog through Taronga Frog Ambassador, Bryce Courtney. In Courtney's latest novel, "Fishing for Stars" he supported the TCSA and our work with Corroboree Frogs. Artist, John Olson, also donated a frog painting in support. The Foundation donated \$10,700 towards local frog projects through ARAZPA.

Wilson HTM generously supported the Corroboree and Booroolong conservation programs and the Clitheroe Foundation supported the Little Penguin Ambassador Program.

## Public Appeals

Public Appeals were down by 1.05% on last year reflecting the general charity industry trends impacted by the economic environment and the huge national donor support for the 2009 Victorian Bushfires. This saw the average donation decrease by over 32% for the Christmas campaign.

The Christmas campaign featured our baby animal arrivals at TZ and TWPZ and raised over \$85,500 in donations.

The end of financial year campaign focused on the Tasmanian Devil and raised over \$180,000 in donations which is the most successful appeal The Foundation has ever conducted. The appeal also generated new acquisitions which was a massive 48% (usual rates are between 20–30%). The rate of response was also the fastest of any appeal and the average donation also increased to over \$95 for this appeal. The appeal also produced orders and requests for information on Zoo Parent, Corporate Sponsorship and Bequests as well as promoting one donor to a major gifter.

The Tasmanian Devil Appeal interactive website also continued to raise funds but from January 1, 2009 this was for Taronga and TWPZ. Since January the website has raised over \$50,000. The national campaign, which ran in 2008, raised over \$56,000 of which just over \$16,000 was given to the TCSA.

The appeal has been supported by Tasmanian Devil Ambassador, Liev Schreiber, during the filming of Wolverine. The campaign was also supported by Warner Bros through Tasmanian-born actor Simon Baker who produced a Community Service Announcement for broadcast throughout Australia and the USA.

## Zoo Parent

The Zoo Parent animal sponsorship program raised \$373,732 and saw an increase in its renewal rate to 50.7% this year. The overall growth of Zoo Parents increased from 81.07% to 110.07%, an overall increase of 29%. This meant that for the first time since 2005 Zoo Parents has not declined in numbers but actually increased. This has been achieved through a large variety of promotions which have been run for the first time this year.

Two new products have also been introduced; a purely online sponsorship product "Edopt" which was launched in March and has had an excellent response rate although limited promotion. It is now the third most successful level of sponsorship, raising over \$10,000 in revenue in five months.

## Corporate Partnerships

The Taronga Foundation is grateful to the numerous corporations who help support the Zoos through sponsorship activities. A summary of all our corporate partners is provided on the following page.

There was positive growth in the revenue from corporate partnerships over the past year, which was particularly noteworthy in contrast to the sponsorship industry trend for the period which was significantly hit by the negative economic climate. This result was achieved thanks to the on-going and increased support of loyal partners coupled with new corporate donors.

Cash sponsorships of \$3.01 million were secured this year, an increase of 14% on the previous year. In addition, the essential contra and in-kind support reached a total of \$1.79 million in contributions towards operations of the TCSA and the Taronga Foundation.

In response to the economic environment, a range of strategies were implemented to deliver greater value for existing and future partners over the coming years.

Highlights for the year include:

- EnergyAustralia extending their partnership of 'Great Southern Oceans' into their retail business to deliver mutual value to both organisations;
- ANZ and News Ltd producing calendars with engaging wildlife imagery and conservation messages for consumers;
- News Ltd supporting the national Tasmanian Devil appeal;
- Boral's continued support of the YATZ program;
- New partners SITA Environmental Solutions are improving our environmental footprint and Toshiba is enabling the TCSA to deliver a superior visitor experience through new technologies;
- Coca-Cola Amatil, Fosters, and Streets also worked with the TCSA to support the redevelopment of the new visitor precincts at both Zoos.





## Taronga and Taronga Western Plains Zoos' Partners in Conservation

SPONSORSHIP SUPPORTS THE TARONGA FOUNDATION'S CONTRIBUTION TO CONSERVATION

### Principal Sponsors



### Crown Sponsors



### Presidential Sponsors



### Primary Sponsors

Centaman Systems	Ogilvy Interactive	Toshiba
Foster's Australia	Qantas	The Productive Edge

### Champion Sponsors

Australian Securities Exchange	Ernst & Young	SC Johnson
Compass Group	Integrated Group	SITA Environmental Solutions
Creative Digital Technology	Rova Media	Sunrice

### Supporters

Advanced Press	Elam Communications	Norbrook Laboratories Australia	Thermal Imaging Systems
Ant-Eater Environmental Services	Flying Fish Restaurant	Orica	Troy Laboratories
Aspen Pharmacare	Forests NSW	Pest Control Technologies International	Tourism and Transport Forum
Australian Air Express International	Forty Two International	Pfizer Animal Health	Ticketek
Bayer Australia	Fujifilm Australia	Powerhouse Logistics	VIP Packing
Burwood Press	Hanrob	Radio 2DU	Virbac
Carnival Cruises	Harris & Co Solicitors	Quintessentially	Visy Beverage
Clearwater Filter Systems	Henry Davis York	Signwave	Weston Animal Nutrition
Daikin	IPS Worldwide	Smith & Nephew	Weston Cereal
Dubbo Base Hospital – Orana Pathology	Kelato Animal Health	Stihl	Wet & Forget
	Minter Ellison	Stuart Alexander, Mentos	Wilson parking
	Nexon Asia Pacific		



PYGMY HIPPOPOTAMUS

*Choeropsis liberiensis*

**Endangered**

*One of the many wild experiences TCSA employees encounter. The TCSA employs a diverse range of people including animal keepers, teachers and tradespeople.*

Photo: Lorinda Taylor

## Our People

PERFORMANCE INDICATORS	08	09
<b>Severity rate</b>		
Lost time injury frequency/workplace accidents for both Zoos	27.1	44
<b>Staff turnover</b>		
Taronga Zoo	7.9%	5.3%
Taronga Western Plains Zoo	6.0%	3.2%

### Principal Areas of Activity

- Human Resource Management
- Payroll, Recruitment and HR Services
- Occupational Health and Safety and Risk Management
- Employee and Industrial Relations
- Equity and Diversity
- Employee Training and Development
- Organisation Development and Change Management
- Zoo Friends and Volunteers
- Taronga Training Institute

### Goals

#### PEOPLE

To provide a stimulating and rewarding environment that encourages our people to invest their skills and talents in the future of our Zoos.

### Objectives

#### COMMERCE

To continue to:

- provide a workplace which protects the health and safety of employees and visitors;
- maintain a fair workplace with transparent and consistent human resource management practices;
- attract and retain superior staff as an employer renowned for team spirit;
- enhance organisational capacity through targeted training and development;
- promote the values of equity and diversity in the workplace, and
- develop mechanisms for setting standards, providing performance feedback and rewarding employees.

# Our People

## Human Resources (HR)

A freeze on recruitment and advertising was implemented under the NSW Government's Mini Budget in November, resulting in the TCSA being unable to fill vacant 'non-frontline' positions based on these directives. Keeping within the boundaries of these restrictions the Zoos appointed 38 permanent staff, including Corporate Partnerships Manager, Purchasing Manager, Veterinary Officer and various Keeper positions, plus casual Retail, Guest Services and Discovery Officers across both sites.

## Volunteers

The Volunteer Keeper program saw 120 new participants inducted at a recruitment day in November. A review of all TCSA and Zoo Friends volunteer programs and benefits was conducted in anticipation of the amalgamation with Zoo Friends with the view of expanding and improving the volunteer services we provide to the Zoo through community participation.

## Training and Development

The TCSA continues to develop its employees through both internal and external training and development initiatives including an enhanced induction program for all new staff. Twenty four employees from both Zoos were supported by Zoo Friends to attend and present papers at the 2009 ARAZPA Conference which was hosted by Sea World, Gold Coast.

A Customer Service Charter was developed with employees being provided associated training to demonstrate the TCSA's on-going commitment to excellent customer service

In addition, 12 Zoo staff were awarded Zoo Friends Fellowships totalling \$25,000 for a mix of local and international research projects.

## Taronga Training Institute

The Taronga Training Institute (TTI) continues to excel as the TCSA's registered training organisation offering Certificate III in Captive Animals and Certificate II in Animal Studies.

The TCSA is now supporting over 200 students to develop their skills and knowledge in the animal care industry and make a difference to the conservation of wildlife.

This year HSC students were also provided the opportunity to gain a Certificate II in Animal Studies as part of their Higher School Certificate.

## Staff Recognition

Dr Larry Vogelneest PSM, Senior Veterinarian, Taronga Zoo, was recognised for his commitment to Zoo veterinary science and the TCSA as a recipient of a Public Service Medal in the 2009 Queens Birthday Honors.

The annual 'Silver Shovels' awards, held in October, recognise outstanding achievements in categories including animal management, breeding success, exhibit design, innovation and conservation and environment initiatives. The Zoo's Media Relations Team received the Director's Group Award for their efforts in coordinating TV cameras and crews resulting in the production of the Channel 7 TV series *The Zoo*. Taronga Zoo's Senior Veterinarian, Dr Larry Vogelneest, was the recipient of the Director's Award for Outstanding Individual Achievement.

In November, 33 long serving employees were honored at ceremonies held at TZ and TWPZ. A further 12 inductees, all of whom commenced employment in 1988, were welcomed into the Zoos' prestigious '20 Year Club'.

## Equal Employment Opportunity (EEO)

Following the signing of the NSW Government's *Dignity and Respect in the Workplace Charter*, the TCSA and the Public Service Association (PSA) of NSW partnered to deliver Dignity and Respect in the Workplace.

The TCSA continued to strengthen its support of the Indigenous community, through the TTI offering two Indigenous

scholarships for its Certificate II in Animal Studies vocational education course.

EEO initiatives undertaken this year include:

- Participation in International Harmony Day and Women's Day celebrations;
- In partnership with the Department of Corrective Services and Department of Juvenile Justice, the facilitation of Community Service Order Scheme, Periodic Detention Program and Juvenile Justice community services opportunities. Over 50 participants worked alongside staff on projects including tree planting, mechanical works, carpentry repairs and plumbing duties;
- Continued advertising of vacant positions through multicultural community networks.

*For details of the TCSA's commitment to equal opportunity, see Appendix 13 (EEO Target Groups), Appendix 23 (Ethnic Affairs Priority Statement) AND Appendix 24 (Action Plan for Women).*

## Occupational Health, Safety and Environment (OHSE)

### Injury Management Strategy

The focus of this year's Injury Management Strategy centred on minimising the length of time an employee was considered unfit for work due to a workplace injury as well as minimising incidents. This was undertaken by increasing the opportunity for an employee to reintegrate into the workplace on suitable duties. The OHSE team met with primary medical service providers to educate nominated treating doctors about the varied range of duties available for Taronga employees to perform as they progressively recover from an injury.

The analysis of injury and claims for the year has seen a decrease in manual handling injuries to 19%, however this type of injury remains one of the significant category of injury and time lost in the workplace. Other major injuries making up the largest proportion of claims were slips, trips, falls (28%) and journey injuries (19%).

# 5



*"Working with invertebrates has proved that there is no such thing as a boring animal, just tedious people."*  
Joe Haddock, Senior Keeper.



*"Having chosen a career in Finance I never thought I would be lucky enough to work for such a wonderful and unique organization as the TCSA. Combining my passion for wildlife with my working environment is fantastic and very rewarding."*  
Emma Roberts – Financial Accounting Manager, Taronga Zoo.



*"Helping to raise the profile of native Australian mammals through visitor experiences inspires me to come to work each day."* Vanessa Stebbings, Unit Supervisor, Australian Fauna  
*"I have a passion for displaying animals so I can tell a story. It is a childhood passion which has become my life's ambition."* Paul Davies, Senior Keeper, Australian Fauna



*"I love my job because I know I am actively contributing to the conservation of Australian fauna."*  
Amy Wagner, Keeper, Australian Fauna.



*"It is inspiring to see the excitement on people's faces as they have contact with a possum or even a crocodile!"* Debra Haesler – Senior Education Officer, TWPZ.



*"It's great to be a part of an organisation whose vision and goals reflect my own."* Pippa Williams (pictured left) – Executive Assistant, Human Resources.  
*"I am inspired daily."* Heather Turner (pictured right) – Manager Employee and Organisation Development.

Staff photos taken by Lorinda Taylor & Mandy Quayle.

# Our People

## Employee Health

The Taronga Conservation Society Australia introduced several initiatives to promote healthy lifestyles including the introduction of:

- Smoke-Free Environment
- Wellbeing Walking Club
- Weight Watchers at Work Program
- Discounted influenza vaccination program

The Smoke-Free Environment program was introduced in February to visitors and staff using an integrated approach of signage, visitor pamphlets, public address announcements and staff training. Smoke-Free Workplace Training Guidelines were developed to provide guidance in approaching and communicating the policy to visitors. A Quit Smoking Program was also offered to support staff who choose to stop smoking which included a free Quit Smoking Seminar, a 'starter pack' and reimbursement of the costs of nicotine patches.

## Staff Environmental Sustainability Expo

In April, an afternoon dedicated to environmental sustainability was hosted by TZ's Environment Committee for its employees. Over 200 employees attended the event participating in activities to inform them about major environmental issues such as the purchase of sustainable seafood, carbon foot-printing, sustainable energy use, improving waste management practices and the launch of a book and CD swap club which is an on-going program.

## Association of Zoo Friends (NSW) Inc

### President

Diana Mingaye (to Dec 08)  
Leonie Saville (from Dec 08)

### Vice-President

Leonie Saville (to Dec 08)

### Council Members

Mary O'Dwyer (Taronga Volunteer Chairman)  
Tony Wall (Taronga Western Plains Zoo Volunteer Chairman)  
Guy Cooper (Director and CEO)  
Matthew Fuller (General Manager, Taronga Western Plains Zoo)  
Emma Roberts (Zoo staff member to June 08)  
Hunter Rankin (Zoo staff member from July 08)  
Peter Harlow (Zoo staff Member)  
Cathy Segal (elected member)  
Di Sturrock (elected member)  
Kath Mavromatis (elected member)  
Sharon Portelli (elected member from November 08)  
Cameron Kerr (Zoo staff member from September 08)

## Representatives on the Taronga Conservation Society Australia Board

Catherine Strassberg (Taronga Zoo)  
Ian Cox (Taronga Western Plains Zoo)

## Staff Members

**Acting General Manager**  
Pat Durkin

**Assistant Office Manager**  
Meaghan Howard

**Membership Officers**  
Virginia Hill  
Pat Phillips

**Manager Education and Volunteers and Managing Editor, ZooNooz**  
Judy Gibson

**Assistant Education and Volunteers**  
Leanne Hayter

**Editor, ZooNooz**  
Steve McAuley

## Conservation Grants, Fellowships and Levies

This year has proved to be a time of change with the decision to integrate the membership and volunteer program under the umbrella of the TCSA from July 2009 and the decision of the members to cancel the incorporation of the Association.

In 2008 with the assistance of Ernst & Young the TCSA undertook a six month review to examine the relationship and administrative arrangements between the Association of Zoo Friends and the TCSA. Following this review the two organisations agreed to amalgamate operations in order to achieve greater operational efficiencies, increase revenue and community support. As a result of the new arrangement, the Zoo Friends Membership and Volunteer programs will be managed directly by the TCSA from 1 July 2009.

Key elements of the integration include:

- Creating one team to develop a world-class membership program to maximise community participation, financial and volunteer support.
- The expertise of the current Zoo Friends staff will be brought in as part of one new team combining the TCSA and Zoo Friends teams to manage the programs. As such, existing Zoo Friends staff – Judy Gibson, Meaghan Howard and Virginia Hill will become TCSA employees. Leanne Hayter and Pat Durkin will be leaving to embark on new ventures.
- Continued representation for members and volunteers across both Zoos through an elected members Council and volunteer sub-committees as well as Board representation.
- Development of a broader volunteer program across both Zoos that offers a greater variety of roles, access to high quality training and improved lines of communication.

This year, Zoo Friends provided over \$1,200,000 directly to the TCSA in the form of levies and over \$300,000 directly to the Taronga Foundation. It also provided \$400,000 towards the construction of a new Koala exhibit at TZ and \$450,000 was committed towards the construction of a children's playground at TWPZ.

# 5



*"I love waking up each morning knowing that I have one of the best jobs in the world, working alongside amazing animals and people." Bobby-Jo Vial, Keeper, Exotic fauna.*



*"I enjoy meeting visitors and giving them an insight into the animals' characteristics, habitat, behaviour and conservation status." Alice Walton – Keeper, TWPZ.*



*"I enjoy the Zoofari guests' excitement when showing them our animals." John Brett – Zoofari Guide, TWPZ.*



*"I can say 'I love my job', getting to work with some amazing birds and some very talented keepers." Erin Stone – Taronga Free Flight Bird Show.*



*"I work with a great team and the TCSA is always interesting and challenging." Tina Watkins, Operations Manager, Cleaning.*



*"I'm fortunate to work in an IT job in such a unique environment where no day is the same, always learning new and wonderful things. Not only do I get to experience all aspects of Zoo life, but also the added bonus of regular visits to TWPZ as part of my role." Tristan Isaacs – Technical Support & Telecommunications Officer.*



*"I am about to celebrate 21 years working at the Zoo and I am very proud to be part of the team." Suzie Cusack – Finance Officer, TWPZ.*

Staff photos taken by Lorinda Taylor & Mandy Quayle.

## Our People



*"The past 10 years at the Zoo have been the best in my working life."*  
Terry Priestly - Carpenter, TWPZ.  
Photo: Mandy Quayle



*The dedicated Zoo Friends Volunteers assist with numerous jobs around the Zoos including looking after tour groups, animal encounters and administration.*  
Photo: Mandy McLellan

A further \$22,500 was granted to fund staff from both Zoos to attend the annual ARAZPA conference and \$24,700 was granted to staff from both TZ and TWPZ for Zoo Friends Fellowships. \$2,000 was also provided for two staff to attend the Australasian Society of Zoo Keeping Conference in Darwin. Zoo Friends is pleased to be able to help staff undertake projects linked to major TCSA projects.

This year, Fellowships supported Zoo staff to be involved in the following:

- Captive breeding of Southern Hairy-nosed Wombats, Perth Zoo, Western Australia
- Introduction of male Chimpanzees, Monarto Zoo, Adelaide
- Quokka Captive Breeding Program, Western Australia
- Wildlife Disease Association Annual Conference, New Zealand
- Przewalski's Horse Research, Mongolia

- Silvery Gibbon Breeding, Western Australia
- Associations of Zoos & Aquariums Amphibian Biology & Management Course, USA
- Research experiences and education aspects of Australian Open Range Zoos, Werribee Zoo and Monarto Zoo
- Raptor Rehabilitation at Eagles Heritage Wildlife Centre, Western Australia
- Native Australian Marsupials Research, Northern Territory

### Zoo Friends Volunteers

The Zoo Friends Volunteers continue to help the Zoos in a wide variety of areas from visitor services and education to administrative assistance. One of their most prominent roles is that of tour guides. Due to positive marketing campaigns, there is a steady increase in the number of pre-booked tours and the Volunteers have welcomed visitors and educated them about Zoos' efforts with enthusiasm and professionalism.

Last year the Volunteers at both Zoos gave over 55,000 hours of dedicated service. This represents an estimated contribution of \$1.7million based on average employment costs.

Zoo Friends Volunteers are acknowledged in Appendix 17.





# The Taronga Conservation Society Australia

## Financial Statements

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# Financial Statements

## **TARONGA CONSERVATION SOCIETY AUSTRALIA (TCSA) FINANCIAL STATEMENTS AND NOTES FOR THE YEAR ENDED 30 JUNE 2009**

### **Statement**

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

- (a) in our opinion the financial statements and notes thereon exhibit a true and fair view of the financial position and transactions of the TCSA for the year ended 30 June 2009;
- (b) the financial report has been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which include Australian equivalents to International Accounting Standards and the requirements of the *Public Finance and Audit Act 1983 and Regulation 2005*;
- (c) we are not aware of any circumstances which would render any particulars included in the financial report to be misleading or inaccurate; and
- (d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chairman of the Board



Member of the Board



GPO BOX 12  
Sydney NSW 2001

**INDEPENDENT AUDITOR'S REPORT**  
**Taronga Conservation Society Australia**

To Members of the New South Wales Parliament

I have audited the accompanying financial report of Taronga Conservation Society Australia (TCSA), which comprises the balance sheet as at 30 June 2009, the income statement, statement of recognised income and expense and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes for both the TCSA and the consolidated entity. The consolidated entity comprises the TCSA and the entity it controlled at the year's end or from time to time during the financial year.

**Auditor's Opinion**

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the TCSA and the consolidated entity as at 30 June 2009, and of their financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

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

**Board's Responsibility for the Financial Report**

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

**Auditor's Responsibility**

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

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

# Financial Statements

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

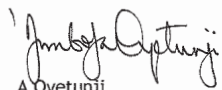
My opinion does *not* provide assurance:

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

## Independence

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

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



A Oyetunji  
Director, Financial Audit Services

20 October 2009  
SYDNEY

**INCOME STATEMENT**

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	Notes	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
<b>Revenue</b>					
Admissions		28,219	28,219	26,353	26,353
Trading and Franchise Revenue	2	9,170	9,170	8,765	8,765
Corporate Sponsorship		3,006	3,006	2,636	2,636
Government Grants	3	25,779	25,779	36,154	36,154
Other Income	4	12,849	12,849	11,998	11,998
Profit/(Loss) on Sale of Assets	5	16	16	77	77
<b>Total Revenue</b>		<b>79,039</b>	<b>79,039</b>	<b>85,983</b>	<b>85,983</b>
<b>Expenditure</b>					
Employee Expenses	6(a)	34,590	–	32,556	–
Superannuation		2,768	–	2,598	–
Personnel Services	6(b)	–	40,681	–	36,572
Trading Cost of Sales	2	2,986	2,986	2,862	2,862
Marketing Expenses	6(c)	2,057	2,057	2,246	2,246
Depreciation and Amortisation	1(i), 11, 12	12,513	12,513	9,437	9,437
Insurance	1(u)	379	379	615	615
Maintenance	1(j), 6(d)	5,345	5,345	4,966	4,966
Finance Costs	1(t)	2,459	2,459	2,559	2,559
Other Expenses	7	11,488	11,488	10,423	10,423
<b>Total Expenditure</b>		<b>74,586</b>	<b>77,909</b>	<b>68,263</b>	<b>69,680</b>
<b>SURPLUS FOR THE YEAR</b>	1 (c)(ii)	<b>4,453</b>	<b>1,130</b>	<b>17,720</b>	<b>16,303</b>

The accompanying notes form part of these Financial Statements.

# Financial Statements

## BALANCE SHEET

AS AT JUNE 2009

	Notes	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
<b>Current Assets</b>					
Cash and Cash Equivalents	20 (a)	11,625	11,625	15,307	15,307
Trade and Other Receivables	9	2,607	2,607	4,523	4,523
Inventories	10	1,209	1,209	1,269	1,269
<b>Total Current Assets</b>		<b>15,440</b>	<b>15,440</b>	<b>21,100</b>	<b>21,100</b>
<b>Non Current Assets</b>					
Property, Plant and Equipment	11	344,889	344,889	273,174	273,174
Intangible Assets	12	282	282	203	203
Other	16(b)	–	–	239	–
<b>Total Non Current Assets</b>		<b>345,170</b>	<b>345,170</b>	<b>273,616</b>	<b>273,377</b>
<b>Total Assets</b>		<b>360,611</b>	<b>360,611</b>	<b>294,716</b>	<b>294,477</b>
<b>Current Liabilities</b>					
Trade and Other Payables	13	6,240	17,451	5,981	12,691
Other Liabilities	14	777	777	495	495
Interest Bearing Liabilities	15	–	–	340	340
Provisions	16	7,646	–	6,642	–
<b>Total Current Liabilities</b>		<b>14,663</b>	<b>18,228</b>	<b>13,459</b>	<b>13,527</b>
<b>Non Current Liabilities</b>					
Interest Bearing Liabilities	15	40,155	40,155	40,122	40,122
Provisions	16	3,565	–	306	–
<b>Total Non Current Liabilities</b>		<b>43,720</b>	<b>40,155</b>	<b>40,428</b>	<b>40,122</b>
<b>Total Liabilities</b>		<b>58,383</b>	<b>58,383</b>	<b>53,887</b>	<b>53,648</b>
<b>Net Assets</b>		<b>302,228</b>	<b>302,228</b>	<b>240,829</b>	<b>240,829</b>
<b>Equity</b>					
Reserves	21	166,895	166,895	106,627	106,627
Accumulated Funds	21	135,332	135,332	134,202	134,202
<b>Total Equity</b>		<b>302,228</b>	<b>302,228</b>	<b>240,829</b>	<b>240,829</b>

The accompanying notes form part of these Financial Statements.

**CASH FLOW STATEMENT**

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	Notes	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Receipts from Customers and Sponsors		58,439	58,439	52,338	52,338
Interest Received		575	575	527	527
Government Capital Grant		10,433	10,433	20,471	20,471
Government Recurrent Grant		15,231	15,231	15,168	15,168
Government Other Grant		115	115	515	515
		84,793	84,793	89,019	89,019
Payments to Suppliers and Employees		(59,729)	(59,729)	(59,424)	(59,424)
Interest and Other Costs of Finance Paid		(2,461)	(2,461)	(2,575)	(2,575)
		(62,190)	(62,190)	(61,999)	(61,999)
<b>Net Cash Flows from Operating Activities</b>	20(b)	<b>22,603</b>	<b>22,603</b>	<b>27,020</b>	<b>27,020</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Payments for Property, Plant and Equipment		(26,004)	(26,004)	(20,474)	(20,474)
Proceeds from Sale of Property, Plant and Equipment		59	59	80	80
<b>Net Cash Flows used in Investing Activities</b>		<b>(25,945)</b>	<b>(25,945)</b>	<b>(20,394)</b>	<b>(20,394)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Proceeds from Borrowings		–	–	1,994	1,994
Repayment of Borrowings		(340)	(340)	–	–
<b>Net Cash Flows from Financing Activities</b>		<b>(340)</b>	<b>(340)</b>	<b>1,994</b>	<b>1,994</b>
<b>Net Decrease in Cash and Cash Equivalents</b>		<b>(3,682)</b>	<b>(3,682)</b>	<b>8,620</b>	<b>8,620</b>
<b>Cash and Cash Equivalents at Beginning of Financial Year</b>		<b>15,307</b>	<b>15,307</b>	<b>6,687</b>	<b>6,687</b>
<b>Cash and Cash Equivalents at End of Financial Year</b>	20(a)	<b>11,625</b>	<b>11,625</b>	<b>15,307</b>	<b>15,307</b>

The accompanying notes form part of these Financial Statements.

# Financial Statements

## STATEMENT OF RECOGNISED INCOME AND EXPENSE

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	Notes	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Net increase in Property, Plant and Equipment Asset Revaluation Reserve	21	60,269	60,269	6,384	6,384
Superannuation Actuarial Gains/(Losses)	21	(3,323)	–	(1,417)	–
<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>		<b>56,946</b>	<b>60,269</b>	<b>4,967</b>	<b>6,384</b>
Surplus for the Year		4,453	1,130	17,720	16,303
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>	<b>21</b>	<b>61,399</b>	<b>61,399</b>	<b>22,687</b>	<b>22,687</b>

The accompanying notes form part of these Financial Statements.

Effect of Change in Accounting Policy		
Profit for the Period as Reported in 2008		16,303
Change of Policy – Actuarial Losses		1,417
<b>Restated Profit for the Period</b>		<b>17,720</b>



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### 1. Summary of Significant Accounting Policies

#### (a) Reporting Entity

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

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

This consolidated financial report for the year ended 30 June 2009 has been authorised for issue by the TCSA on 15 October 2009.

#### (b) Basis of Preparation

The financial report is a general purpose financial report which has been prepared in accordance with:

- applicable Australian Accounting Standards which include Australian Equivalents to International Accounting Standards (AEIFRS),
- the requirements of the *Public Finance and Audit Act 1983* and *Regulation 2005*, and
- specific directions issued by the Treasurer.

The financial report has been prepared on an historical cost basis, except for land and buildings, plant and equipment and infrastructure systems, which are recorded at fair value.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial report.

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

#### (c) Statement of Compliance

(i) The TCSA's financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.

#### (ii) Change in accounting policy

In accordance with NSW Treasury, the entity has changed its policy on the recognition of superannuation actuarial gains and losses. Such actuarial gains and losses are now recognised outside of profit or loss in the 'statement of recognised income and expense'. Previously, actuarial gains and losses were recognised through the profit or loss. Both options are permissible under AASB 119 *Employee Benefits*.

The change in policy has been adopted on the basis that recognition outside profit or loss provides reliable and more relevant information as it better reflects the nature of actuarial gains and losses. This is because actuarial gains/losses are re-measurements, based on assumptions that do not necessarily reflect the ultimate cost of providing superannuation.

The change in accounting policy increases 2009 'profit for the period' from \$1.130m to \$4.453m (2008: from \$16.303m to \$17.720m), by excluding from profit the superannuation actuarial loss line item (2009: \$3.323m, 2008: \$1.417m). This item is now recognised in the 'statement of recognised income and expense' rather than the 'income statement'.

#### (d) Revenue Recognition

Revenue is recognised when the TCSA has control of the good or right to receive, it is probable that the economic benefits will flow to the TCSA, and the amount of revenue can be measured reliably.

#### (i) Sale of Goods

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

#### (ii) Rendering of Services

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

#### (iii) Interest Revenue

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

#### (iv) Government Grants

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

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 1. Summary of Significant Accounting Policies (continued)

#### (v) Sponsorship

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

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

#### (e) Acquisition of Assets

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

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

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

#### (f) Capitalisation Thresholds

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

#### (g) Revaluation of Property, Plant and Equipment

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

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

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

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

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

The TCSA revalues each class of property and plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The most recent full revaluation was performed 31 May 2009. This is in accordance with the 'Guidelines for the Valuation of Physical Non-Current Assets at Fair Value' (TPP 07-1). Details of the valuations are as follows:

#### (i) Land

The value of the TCSA's land holdings at 30 June 2009 is based on a full revaluation conducted by the Department of Lands in May 2009. The land has been valued to reflect the sites' "value in use" as indicated by the zoning, heritage restrictions and other controls over the property.

#### (ii) Infrastructure

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

The value 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 the Department of Lands as at 31 May 2009 and the value in the TCSA's accounts for this class of asset has been adjusted accordingly.

#### (iii) Buildings, Enclosures and Improvements

The value of the TCSA's buildings, enclosures and improvements has been based on a revaluation conducted by the Department of Lands in May 2009. The carrying value of these assets has been adjusted accordingly to reflect these updated valuations.

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

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

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

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

#### (h) Impairment of Property, Plant and Equipment

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

#### (i) Depreciation and Amortisation

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

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

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

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

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

#### (j) Maintenance

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

#### (k) Leased Assets

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

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

#### (l) Intangible Assets

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

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

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

In general, intangible assets are tested for impairment where an indicator of impairment exists. However as a not-for-profit entity with no cash generating units, the TCSA is effectively exempted from impairment testing, (refer note 1(h)).

#### (m) Employee Benefits

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

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

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

All accrued annual leave is treated as a current liability with the expectation that annual leave will be taken when due. The on-costs i.e. payroll tax, workers' compensation insurance premiums and superannuation which are consequential to employment have been taken into account in calculating annual leave provisions.

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 1. Summary of Significant Accounting Policies (continued)

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

#### (ii) Long Service Leave

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

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

#### (n) Animal Collection

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

#### (o) Accounting for Goods and Services Tax

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

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

#### (p) Trade and Other Receivables

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

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

#### (q) Inventories

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

#### (r) Interest Bearing Liabilities

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

#### (s) Payables

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

#### (t) Finance Costs

Finance costs are recognised as expenses in the period in which they are incurred in accordance with Treasury's mandate to general government sector agencies.

#### (u) Insurance

The TCSA's insurance activities are conducted through Treasury Managed Fund (TMF). The expense (premium) is determined by the insurers based on claims experience, asset values and risk.

#### (v) New Australian Accounting Standards and Interpretations Issued but not Effective

At reporting date a number of Australian Accounting Standards have been issued by the Australian Accounting Standards Board but are not yet operative. These have not been adopted early by the TCSA.

The following is a list of those standards that may have an impact on the financial report of the entity in the period of initial application:

- *AASB 8 Operating Segments* requires segment reporting to be disclosed based on the internal reports provided to the TCSA. This Standard becomes mandatory for 2010 Financial statements.
- Revised AASB 101 Mandatory for the TCSA's 2010 Financial Statements.
- Revised AASB 123 Mandatory for the TCSA's 2010 Financial Statements.

### (w) Financial Risk Management

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

- Credit risk
- Liquidity risk
- Market risk

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

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

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

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

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

#### Credit Risk

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

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

Credit risk associated with the TCSA's financial assets, other than receivables is managed through the selection of counterparties and the establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

#### Cash

Cash comprises cash on hand and bank balances at call with ANZ Banking Corporation and NSW Treasury Corporation which have been rated "AA" and "AAA" by Standard and Poor's respectively. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 2.95% (2008 6.46%), the weighted average interest rate for the year was 4.65% (2008 6.6%). None of these balances are past due or impaired.

#### Receivables – Trade Debtors

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

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

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

#### Liquidity Risk

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

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

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

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

The TCSA maintains a direct payments facility of \$1.431m, this was unused at 30 June 2009.

#### Market Risk

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

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

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

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

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 2. Trading and Franchise Revenue

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
i) Catering Sales	1,379	1,379	1,525	1,525
Less: Cost of Sales	(638)	(638)	(687)	(687)
<b>Gross Profit</b>	<b>741</b>	<b>741</b>	<b>838</b>	<b>838</b>
ii) Souvenir and Book Shop Sales	5,660	5,660	5,305	5,305
Less: Cost of Sales	(2,348)	(2,348)	(2,174)	(2,174)
<b>Gross Profit</b>	<b>3,313</b>	<b>3,313</b>	<b>3,130</b>	<b>3,130</b>
iii) Franchise Revenue	2,131	2,131	1,935	1,935
<b>Total Sales</b>	<b>9,170</b>	<b>9,170</b>	<b>8,765</b>	<b>8,765</b>
<b>Less Total Cost of Sales</b>	<b>(2,986)</b>	<b>(2,986)</b>	<b>(2,862)</b>	<b>(2,862)</b>
<b>Total Gross Profit</b>	<b>6,184</b>	<b>6,184</b>	<b>5,903</b>	<b>5,903</b>

### 3. Government Grants

Capital Grant	10,433	10,433	20,471	20,471
Recurrent Grant	15,231	15,231	15,168	15,168
Other Grant	115	115	515	515
	<b>25,779</b>	<b>25,779</b>	<b>36,154</b>	<b>36,154</b>

#### 4. Other Income

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Animal Sponsorship	374	374	366	366
Animal Encounters	615	615	565	565
Bequests	991	991	756	756
Bike and Cart Hire	558	558	549	549
Car Parking	482	482	623	623
Concert Income	259	259	242	242
Consultancy Fees	84	84	147	147
Donations	1,196	1,196	1,057	1,057
Educational and Recreation Activities	2,260	2,260	1,705	1,705
Event Sponsorship	760	760	774	774
Interest Received	590	590	532	532
Provision of Services	322	322	291	291
Research Project Income	445	445	520	520
Sponsorship of Goods and Services	96	96	143	143
Zoo Friends Grants	243	243	100	100
Zoofari Lodge	2,032	2,032	1,842	1,842
Sundry Income	1,542	1,542	1,786	1,786
	<b>12,849</b>	<b>12,849</b>	<b>11,998</b>	<b>11,998</b>

#### 5. Profit/(Loss) on Sale of Assets

Profit on Sale of Plant and Equipment	16	16	77	77
	<b>16</b>	<b>16</b>	<b>77</b>	<b>77</b>

#### 6(a). Employee Expenses

Salaries and Wages	30,194	–	27,908	–
Long Service Leave	1,325	–	410	–
Payroll Tax	1,922	–	2,561	–
Workers Compensation Insurance	759	–	1,274	–
Other	390	–	403	–
	<b>34,590</b>	<b>–</b>	<b>32,556</b>	<b>–</b>

Employee related costs amounting to \$1,509,527 have been capitalised during the year (\$1,605,327 in 2008) and \$329,138 (\$421,480 in 2008) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 6(b). Personnel Services

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Salaries and Wages	–	30,194	–	27,908
Long Service Leave	–	1,325	–	410
Payroll Tax	–	1,922	–	2,561
Workers Compensation Insurance	–	759	–	1,274
Superannuation	–	6,091	–	4,016
Other	–	390	–	403
	–	40,681	–	36,572

### 6(c). Marketing Expenses

Advertising	1,070	1,070	1,162	1,162
Promotions	457	457	395	395
Other Marketing	530	530	689	689
	2,057	2,057	2,246	2,246

### 6(d). Reconciliation – Maintenance

Contracted Labour and Other (Non Employee Related)	5,016	5,016	4,545	4,545
Employee Related Maintenance Expenses	329	329	421	421
Total Maintenance Expenses	5,345	5,345	4,966	4,966



## 7. Other Expenses

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Animal Transport	169	169	118	118
Animal Husbandry and Research Support	1,896	1,896	1,896	1,896
Audit Fees – Audit of Financial Reports	78	78	78	78
Bank Charges and Fees	231	231	232	232
Board Honoraria	206	206	221	221
Cash Collection	138	138	150	150
Communications	391	391	421	421
Computing Costs	395	395	455	455
Consultancy	61	61	53	53
Contract Services	721	721	814	814
Education Projects	281	281	279	279
Energy Costs	903	903	798	798
Fund Raising Expenses	49	49	58	58
Internal Audit Fees	69	69	136	136
Legal Fees	34	34	29	29
Minor Equipment and Stores	485	485	493	493
Printing and Stationery	337	337	447	447
Provision for Impairment of Trade Receivables	(32)	(32)	33	33
Travelling Expenses	342	342	373	373
Vehicle Costs	310	310	343	343
Vehicle Leasing Expenses	233	233	234	234
Water and Sewerage	361	361	299	299
Carrying Value of Assets Disposed				
– Land and Buildings	214	214	–	–
– Plant and Equipment	14	14	4	4
Work in Progress Written Off	1,743	1,743	1,039	1,039
Zoofari Lodge Expenses	213	213	202	202
Sundry Expenses	1,645	1,645	1,219	1,219
	<b>11,488</b>	<b>11,488</b>	<b>10,423</b>	<b>10,423</b>

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### 8. Financial Instruments

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

In accordance with *AASB 132 Financial Instruments* presentation information is disclosed below in respect of the credit risk and interest rate risk of financial instruments. All such amounts are carried in the accounts at net fair value unless otherwise stated.

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

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

Category		2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
<b>Financial Assets</b>					
<b>Class:</b>					
Cash and Cash Equivalents	N/A	11,625	11,625	15,307	15,307
Trade and Other Receivables <sup>(1)</sup>	Loans and receivables at amortised cost	2,051	2,051	3,095	3,095
<b>Financial Liabilities</b>					
<b>Class:</b>					
Payables <sup>(2)</sup>	Financial liabilities measured at amortised cost	8,198	19,409	6,438	13,148
Borrowings	Financial liabilities measured at amortised cost	40,155	40,155	40,462	40,462

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

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

#### (a) Interest rate risk

##### Financial Instrument

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

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
<b>Fixed Rate Instruments</b>				
Financial Assets	–	–	–	–
Financial Liabilities	40,155	40,155	40,462	40,462
<b>Variable Rate Instruments</b>				
Financial Assets	11,625	11,625	15,307	15,307

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

### Cash Flow Sensitivity Analysis for Interest Rate Risk

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

	Impact on Profit or Loss			
	2009		2008	
	100bp Increase	100bp Decrease	100bp Increase	100bp Decrease
Variable rate instruments	116	(116)	153	(153)

	Impact on Equity			
	2009		2008	
	100bp Increase	100bp Decrease	100bp Increase	100bp Decrease
Variable rate instruments	116	(116)	153	(153)

### (b) Credit risk

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

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Cash and Cash equivalents	11,625	11,625	15,307	15,307
Total Trade Receivables	2,051	2,051	3,095	3,095
	<b>13,676</b>	<b>13,676</b>	<b>18,402</b>	<b>18,402</b>

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

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Trade Receivables owing from NSW Government entities	97	97	248	248
Trade Receivables owing from Non-Government Educational Bodies	31	31	82	82
Trade Receivables owing from Tourism Operators	1,024	1,024	975	975
Trade Receivables owing from other entities	256	256	324	324
Trade Receivables owing from Sponsors/Zoofriends	499	499	1,256	1,256
Trade Receivables owing from catering franchise operator	168	168	266	266
Less: Allowance for impairment	(24)	(24)	(56)	(56)
	<b>2,051</b>	<b>2,051</b>	<b>3,095</b>	<b>3,095</b>

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

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 8. Financial Instruments (continued)

Impairment as at 30 June 2009

	Consolidated			
	Gross 2009	Impairment 2009	Gross 2008	Impairment 2008
Not Past Due	1,827	–	2,680	–
Past Due 0–30 Days	214	–	159	–
Past Due 31–90 Days	3	–	211	17
Past Due > 90 Days	31	24	101	39
	<b>2,075</b>	<b>24</b>	<b>3,151</b>	<b>56</b>

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

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Balance at 1 July	56	56	25	25
Impairment Loss/(Gain) Recognised	(32)	(32)	31	31
<b>Balance at 30 June</b>	<b>24</b>	<b>24</b>	<b>56</b>	<b>56</b>

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

30 June 2009	Carrying Amount	Contractual Cash flows	< 6 months	6–12 Months	>1yr <2 yrs	2–5 yrs	> 5 Years
Non-derivative Financial Liabilities							
Trade and Other Payables	8,198	(8,198)	(8,198)	–	–	–	–
NSW Treasury Loans	40,155	(54,110)	(1,220)	(1,221)	(8,080)	(16,442)	(27,147)
30 June 2008							
Non-derivative Financial Liabilities							
Trade and Other Payables	6,438	(6,438)	(6,438)	–	–	–	–
NSW Treasury Loans	40,462	(56,912)	(1,231)	(1,571)	(2,441)	(23,195)	(28,474)

## 9. Trade and Other Receivables

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Debtors	2,504	2,504	3,762	3,762
Less: Allowance for Impairment	(24)	(24)	(56)	(56)
	2,480	2,480	3,706	3,706
Prepayments	126	126	817	817
<b>Total Trade and Other Receivables</b>	<b>2,607</b>	<b>2,607</b>	<b>4,523</b>	<b>4,523</b>

## 10. Inventories

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Held for Distribution				
Food for Animals	144	144	218	218
Stores and Spare Parts	253	253	237	237
	397	397	455	455
Held for Resale				
Catering	34	34	29	29
Souvenirs	778	778	785	785
	812	812	814	814
<b>Total</b>	<b>1,209</b>	<b>1,209</b>	<b>1,269</b>	<b>1,269</b>

## 11. Property, Plant and Equipment

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>At 1 July 2008</b>					
Gross Carrying Amount	20,348	327,785	5,947	40,300	394,380
Accumulated Depreciation	–	(92,174)	(4,338)	(24,694)	(121,206)
<b>Net Carrying Amount</b>	<b>20,348</b>	<b>235,612</b>	<b>1,608</b>	<b>15,606</b>	<b>273,174</b>
<b>At 30 June 2009</b>					
Gross Carrying Amount	10,893	376,250	5,925	54,024	447,093
Accumulated Depreciation	–	(87,883)	(4,446)	(9,875)	(102,204)
<b>Net Carrying Amount</b>	<b>10,893</b>	<b>288,367</b>	<b>1,479</b>	<b>44,149</b>	<b>344,889</b>

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### 11. Property, Plant and Equipment (continued)

#### Reconciliation

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

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>Year ended 30 June 2009</b>					
Net Carrying Amount at 1 July 2008	20,348	235,612	1,608	15,606	273,174
Additions	25,724	–	328	–	26,053
Transfers	(33,436)	23,848	99	9,335	(154)
Disposals	–	(6,517)	(448)	–	(6,965)
Expensed	(1,743)	–	–	–	(1,743)
Revaluation Increment	–	39,577	–	20,691	60,269
Depreciation Expense	–	(10,457)	(498)	(1,483)	(12,437)
Depreciation on Disposals	–	6,303	390	–	6,693
<b>Net Carrying Amount at 30 June 2009</b>	<b>10,893</b>	<b>288,367</b>	<b>1,479</b>	<b>44,149</b>	<b>344,889</b>
<b>At 1 July 2007</b>					
Gross Carrying Amount	64,136	257,109	5,682	37,776	364,703
Accumulated Depreciation	–	(80,000)	(4,103)	(22,228)	(106,331)
<b>Net Carrying Amount</b>	<b>64,136</b>	<b>177,109</b>	<b>1,579</b>	<b>15,548</b>	<b>258,372</b>
<b>At 30 June 2008</b>					
Gross Carrying Amount	20,348	327,785	5,947	40,300	394,380
Accumulated Depreciation	–	(92,174)	(4,338)	(24,694)	(121,206)
<b>Net Carrying Amount</b>	<b>20,348</b>	<b>235,612</b>	<b>1,608</b>	<b>15,606</b>	<b>273,174</b>

#### Reconciliation

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

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>Year ended 30 June 2008</b>					
Net Carrying Amount at 1 July 2007	64,136	177,108	1,579	15,548	258,372
Additions	18,279	–	563	–	18,842
Transfers	(61,027)	60,381	12	635	–
Disposals	–	–	(310)	–	(310)
Expensed	(1,039)	–	–	–	(1,039)
Revaluation Increment	–	5,671	–	713	6,384
Depreciation Expense	–	(7,548)	(540)	(1,290)	(9,379)
Depreciation on Disposals	–	–	304	–	304
<b>Net Carrying Amount at 30 June 2008</b>	<b>20,348</b>	<b>235,612</b>	<b>1,608</b>	<b>15,606</b>	<b>273,174</b>

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

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

Department of Lands' valuation as at 31 May 2009, based on comparable values for open recreation land, is \$56,000,000.

The TCSA has formed the opinion that there was no change to the valuation for the period to 30 June 2009.

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

Zoning: Special Uses 5A – Institution Zone.

Department of Lands' valuation as at 31 May 2009, based on comparable values for open recreation land, is \$2,600,000.

The TCSA has formed the opinion that there was no change to the valuation for the period to 30 June 2009.

**12. Intangible Assets**

	Software \$'000	Total \$'000
<b>At 1 July 2008</b>		
Cost (Gross Carrying Amount)	1,545	1,545
Accumulated Amortisation	(1,342)	(1,342)
<b>Net Carrying Amount</b>	<b>203</b>	<b>203</b>
<b>At 30 June 2009</b>		
Cost (Gross Carrying Amount)	1,686	1,686
Accumulated Amortisation	(1,404)	(1,404)
<b>Net Carrying Amount</b>	<b>282</b>	<b>282</b>
<b>Year ended 30 June 2009</b>		
Net Carrying Amount at 1 July 2008	203	203
Additions (Acquisitions)	–	–
Transfers	154	154
Disposals	(14)	(14)
Amortisation	(76)	(76)
Amortisation on Disposals	14	14
<b>Net Carrying Amount at 30 June 2009</b>	<b>282</b>	<b>282</b>

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 12. Intangible Assets (continued)

	Software \$'000	Total \$'000
<b>At 1 July 2007</b>		
Cost (Gross Carrying Amount)	1,545	1,545
Accumulated Amortisation	(1,283)	(1,283)
<b>Net Carrying Amount</b>	<b>262</b>	<b>262</b>
<b>At 30 June 2008</b>		
Cost (Gross Carrying Amount)	1,545	1,545
Accumulated Amortisation	(1,342)	(1,342)
<b>Net Carrying Amount</b>	<b>203</b>	<b>203</b>
<b>Year Ended 30 June 2008</b>		
Net Carrying Amount at 1 July 2007	262	262
Additions (Acquisitions)	–	–
Amortisation	(59)	(59)
<b>Carrying Amount at 30 June 2008</b>	<b>203</b>	<b>203</b>

### 13. Trade and Other Payables

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Operating Expense Creditors	2,428	2,428	2,401	2,401
Capital Creditors	1,284	1,284	1,234	1,234
Accruals and Other Creditors	2,528	1,406	2,347	1,535
Amounts Owing to the Division	–	12,333	–	7,522
	<b>6,240</b>	<b>17,451</b>	<b>5,981</b>	<b>12,691</b>

### 14. Other Liabilities

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Unearned Income	777	777	495	495
	<b>777</b>	<b>777</b>	<b>495</b>	<b>495</b>



## 15. Interest Bearing Liabilities

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
NSW Treasury Corporation	40,155	40,155	40,462	40,462
These loans are due to mature as follows:				
Not later than one year	–	–	340	340
Later than one year but not later than two years	5,944	5,944	–	–
Later than two years but not later than five years	11,774	11,774	17,790	17,790
Later than five years	22,437	22,437	22,332	22,332
	<b>40,155</b>	<b>40,155</b>	<b>40,462</b>	<b>40,462</b>
<b>Face Value and Capital Value of Loans</b>				
Face Value of Loans	41,157	41,157	41,497	41,497
Add Unamortised Premium/Less Discount	(1,001)	(1,001)	(1,035)	(1,035)
<b>Capital Value of Loans</b>	<b>40,155</b>	<b>40,155</b>	<b>40,462</b>	<b>40,462</b>

The TCSA has ministerial approval to draw down a total of \$53.424m of loans including \$36.272m for the Master Plan. As at 30 June 2009 a total of \$12.378m of loans remain to be drawn down.

## 16. Provisions

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
<b>Current Liabilities</b>				
Annual Leave	3,091	–	2,634	–
Long Service Leave	4,556	–	4,008	–
Amounts Owing to the Division	–	–	–	–
<b>Total Current Liabilities</b>	<b>7,646</b>	<b>–</b>	<b>6,642</b>	<b>–</b>
<b>Non-Current Liabilities</b>				
Annual Leave	–	–	–	–
Long Service Leave	648	–	174	–
Superannuation	2,917	–	132	–
Amounts Owing to the Division	–	–	–	–
<b>Total Non-Current Liabilities</b>	<b>3,565</b>	<b>–</b>	<b>306</b>	<b>–</b>
<b>Total Employee Related Liabilities</b>	<b>11,211</b>	<b>–</b>	<b>6,948</b>	<b>–</b>

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### 16. Provisions (continued)

#### (a) Provisions for Annual and Long Service Leave

In 2008/09, on-costs of \$1,347,973 included components for payroll tax calculated at 6.00% (1 July – 31 Dec 08) and 5.75% (1 Jan – 30 June 09), workers compensation calculated at 5.0% and superannuation calculated at 9.0% of the relevant leave liability (\$1,356,865 in 2007/2008).

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

	Annual Leave \$'000	Long Service Leave \$'000	Total \$'000
Expected to be settled within twelve months	2,082	307	2,390
Expected to be settled outside twelve months	1,008	4,248	5,256
<b>Total</b>	<b>3,091</b>	<b>4,556</b>	<b>7,646</b>

#### (b) Superannuation

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

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

Change in accounting policy – According with NSW Treasury policy, the TCSA has changed its policy on the recognition of superannuation actuarial gains and losses. Such actuarial gains and losses are now recognised outside of profit or loss in the 'statement of recognised income and expense'. Previously, actuarial gains and losses were recognised through profit or loss. Both options are permissible under *AASB 119 Employee Benefits*.

The change in policy has been adopted on the basis that recognition outside profit or loss provides reliable and more relevant information as it better reflects the nature of actuarial gains and losses. This is because actuarial gains/losses are re-measurements, based on assumptions that do not necessarily reflect the ultimate cost of providing superannuation.

#### Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present Value of Partly Funded Defined Benefit Obligations at Beginning of the Year	5,168	852	6,155	5,335	810	6,018
Current Service Cost	228	46	38	232	45	26
Interest Cost	328	53	393	332	50	375
Contributions by Fund Participants	138	–	28	129	–	16
Actuarial (Gains)/Losses	(337)	15	1,475	(228)	32	(155)
Benefits Paid	(409)	(60)	(588)	(632)	(85)	(126)
<b>Present Value of Partly Funded Defined Benefit Obligations at End of the Year</b>	<b>5,115</b>	<b>907</b>	<b>7,501</b>	<b>5,168</b>	<b>852</b>	<b>6,155</b>

## Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Fair Value of Fund Assets at Beginning of the Year	5,216	720	6,345	5,807	788	6,745
Expected Return on Fund Assets	422	57	505	445	62	523
Actuarial Gains/(Losses)	(969)	(126)	(1,075)	(832)	(112)	(824)
Employer Contributions	269	57	75	300	67	11
Contributions by Fund Participants	138	–	28	129	–	16
Benefits Paid	(409)	(60)	(588)	(632)	(85)	(126)
Fair Value of Fund Assets at End of the Year	4,666	649	5,291	5,216	720	6,345

## Reconciliation of the Assets and Liabilities Recognised in the Balance Sheet

Present Value of Partly Funded Defined Benefit Obligations at End of Year	5,115	907	7,501	5,168	852	6,155
Fair Value of Fund Assets at End of Year	(4,666)	(649)	(5,291)	(5,216)	(720)	(6,345)
Net Liability/(Asset) Recognised in Balance Sheet at End of Year	449	258	2,210	(48)	132	(190)

## Expense Recognised in Income Statement

Components Recognised in Income Statement						
Current Service Cost	228	46	38	232	45	26
Interest Cost	328	53	393	332	50	375
Expected Return on Fund Assets (Net of Expenses)	(422)	(57)	(505)	(445)	(62)	(523)
Actuarial Losses/(Gains) Recognised in Year	–	–	–	–	–	–
Expense/(Income) Recognised	134	41	(74)	120	33	(122)

2007/08 Actuarial losses/(gains) figures have been restated in the table above in accordance with NSW Treasury Circular NSWTC 09/01 and are now disclosed in the next table.

## Amounts Recognised in the Statement of Recognised Income and Expense

Actuarial (Gains)/Losses	632	141	2,549	604	145	669
Adjustment for Limit on Net Asset	–	–	–	–	–	–

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### 16. Provisions (continued)

#### Cumulative Amount Recognised in the Statement of Recognised Income and Expense

The cumulative amount of actuarial gains and losses recognised in the 'statement of recognised income and expense' since 1 July 2004 is \$1.408m loss.

#### Fund Assets

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

	30 June 09	30 June 08
Australian Equities	32.09%	31.60%
Overseas Equities	25.99%	25.40%
Australian Fixed Interest Securities	6.20%	7.40%
Overseas Fixed Interest Securities	4.69%	7.50%
Property	9.98%	11.00%
Cash	8.03%	6.10%
Other	12.96%	11.00%

#### Fair Value of Fund Assets

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

#### Expected Rate of Return on Assets

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

#### Actual Return on Fund Assets

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Actual Return on Fund Assets	(502)	(69)	(607)	(359)	(50)	(446)

#### Valuation Method and Principal Actuarial Assumptions at the Balance Sheet Date

##### (a) Valuation Method

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

##### (b) Economic Assumptions

	30 June 09	30 June 08
Salary Increase Rate (Excluding Promotional Increases)	3.5% pa	3.5% pa
Rate of CPI Increase	2.5% pa	2.5% pa
Expected Rate of Return on Assets Backing Current Pension Liabilities	–	8.3% pa
Expected Rate of Return on Assets Backing Other Liabilities	–	7.3% pa
Expected Rate of Return on Assets	8.1% pa	–
Discount Rate	5.59% pa	6.55% pa

**(c) Demographic Assumptions**

The demographic assumptions at 30 June 2009 are those that will be used in the 2009 triennial actuarial valuation. The triennial review report will be available from the NSW Treasury website, after it is tabled in Parliament in December 2009.

**Historical Information**

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present Value of Defined Benefit Obligation	5,115	907	7,501	5,168	852	6,155
Fair Value of Fund Assets	(4,666)	(649)	(5,291)	(5,216)	(720)	(6,345)
(Surplus)/Deficit in Fund	449	258	2,210	(48)	132	(190)
Experience Adjustments – Fund Liabilities	(337)	15	1,475	(228)	32	(155)
Experience Adjustments – Fund Assets	969	126	1,075	832	112	824

**Historical Information Previous Reporting Periods**

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

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

	SASS Financial Year to 30 June 05 \$'000	SANCS Financial Year to 30 June 05 \$'000	SSS Financial Year to 30 June 05 \$'000
Present Value of Defined Benefit Obligation	4,828	972	7,352
Fair Value of Fund Assets	(5,474)	(26)	(5,479)
(Surplus)/Deficit in Fund	(646)	998	1,872
Net Actuarial Losses (Gains) Recognised in Year	(399)	18	213

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### 16. Provisions (continued)

#### Expected Contributions

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Expected Employer Contributions	261	53	44	245	53	26

#### Funding Arrangements for Employer Contributions

##### (a) Surplus/Deficit

The following is a summary of the 30 June 2009 financial position of the Fund calculated in accordance with *AAS 25 Financial Reporting by Superannuation Plans*:

	SASS 30 June 09 \$'000	SANCS 30 June 09 \$'000	SSS 30 June 09 \$'000	SASS 30 June 08 \$'000	SANCS 30 June 08 \$'000	SSS 30 June 08 \$'000
Accrued Benefits	4,811	826	5,524	5,171	856	5,544
Net Market Value of Fund Assets	(4,666)	(649)	(5,291)	(5,216)	(720)	(6,345)
Net (Surplus)/Deficit	145	177	234	(46)	136	(801)

##### (b) Contribution Recommendations

Recommended contribution rates for the TCSA are:

	SASS 30 June 09 Multiple of Member Contributions	SANCS 30 June 09 % Member Salary	SSS 30 June 09 Multiple of Member Contributions	SASS 30 June 08 Multiple of Member Contributions	SANCS 30 June 08 % Member Salary	SSS 30 June 08 Multiple of Member Contributions
	1.9	2.5	1.6	1.9	2.5	1.6

##### (c) Funding Method

The method used to determine the employer contribution recommendations at the 2006 triennial actuarial review was the Aggregate Funding method. The method adopted affects the timing of the cost to the employer.

Under the Aggregate Funding method, the employer contribution rate is determined so that sufficient assets will be available to meet benefit payments to existing members, taking into account the current value of assets and future contributions.

##### (d) Economic Assumptions

The economic assumptions to be adopted for the 2009 actuarial review of the Fund are:

###### Weighted-Average Assumptions

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

##### Nature of Asset/Liability

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

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

## 17. Restriction on Revenue – Taronga Foundation

The TCSA received certain amounts into the Taronga Foundation for specific purposes. As required by the Australian Accounting Standards, amounts have been recognised as revenues in the Income Statement which are yet to be spent in the manner specified. Unexpended amounts totalling \$508,000 (\$636,000 in 2007/2008) have been included in Accumulated Funds as at 30 June 2009. The unexpended restricted funds are held as cash in separate bank accounts from the TCSA's unrestricted funds.

	Unexpended Amount	
	2009 \$'000	2008 \$'000
Taronga Foundation Program		
Capital Redevelopment Fundraising	191	191
Taronga Foundation Recurrent Projects	317	445
	<b>508</b>	<b>636</b>

## 18. Audit Fees

The Audit Office fees for auditing the Board's financial report were \$77,500 (\$85,250 in 2007/2008). The auditors received no other benefits.

## 19. Board Remuneration

Members of the TCSA received reimbursement of expenses incurred in carrying out their duties as members of the Board. In addition, Board remuneration of \$206,208 (\$221,148 in 2007/2008) was paid. This amount included Honoraria of \$33,228 (\$33,228 in 2007/2008) paid to the Chairman of the Board and \$172,980 (\$187,920 in 2007/2008) 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.

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
\$10,000 – \$19,999	9	9	9	9
\$20,000 – \$29,999	–	–	–	–
\$30,000 – \$39,999	1	1	1	1
	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## 20. Notes to the Cash Flow Statement

### (a) Reconciliation of Cash and Cash Equivalents

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

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Cash and Cash Equivalents	11,625	11,625	15,307	15,307
	<b>11,625</b>	<b>11,625</b>	<b>15,307</b>	<b>15,307</b>

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

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 20. Notes to the Cash Flow Statement (continued)

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

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Operating Surplus	4,453	4,453	16,303	16,303
Depreciation and Amortisation	12,513	12,513	9,437	9,437
(Profit) on Sale of Assets	(16)	(16)	(78)	(78)
Amounts Capitalised in Prior Years Transferred to Profit and Loss	1,971	1,971	1,043	1,043
<b>Change in Assets and Liabilities:</b>				
(Increase)/Decrease in GST Receivable	216	216	106	106
(Increase)/Decrease in Accounts Receivable	1,011	1,011	(604)	(604)
(Increase)/Decrease in Inventories	60	60	2	2
Increase/(Decrease) in Creditors and Accruals	1,382	1,382	723	723
(Increase)/Decrease in Prepayments	(509)	(509)	(697)	(697)
Increase/(Decrease) in Employee Entitlements	1,788	1,788	(271)	(271)
(Increase)/Decrease in Prepaid Superannuation	239	239	959	959
Increase/(Decrease) in Unfunded Superannuation	(538)	(538)	110	110
Movement in Unamortised Premium on Loans	33	33	(13)	(13)
<b>Net Cash Provided From Operating Activities</b>	<b>22,603</b>	<b>22,603</b>	<b>27,020</b>	<b>27,020</b>

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

#### (d) Financing Facilities

A Direct Payments facility of \$1.431m was available to the TCSA and unused at 30 June 2009. A Treasury approved facility of \$36.3m is available to the TCSA to fund Master Plan capital development of which there were no draw downs made in 2008/09 (\$1.994m in 2007/08).



## 21. Reconciliation of Changes in Equity

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Balance at the Beginning of the Financial Year	134,202	117,899	106,627	100,242	240,829	218,141
Surplus for the Year	4,453	17,720	–	–	4,453	17,720
Superannuation Actuarial Gains/(Losses)	(3,323)	(1,417)	–	–	(3,323)	(1,417)
Net Increase in Asset Revaluation Reserve for:						
Land and Buildings	–	–	39,577	5,671	39,577	5,671
Infrastructure	–	–	20,691	713	20,691	713
<b>Total</b>	<b>1,130</b>	<b>16,303</b>	<b>60,269</b>	<b>6,384</b>	<b>61,399</b>	<b>22,687</b>
Balance at the End of the Financial Year	135,332	134,202	166,895	106,627	302,228	240,829

## 22. Commitments

### (a) Capital Expenditure Commitments

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$1,592,097 (\$15,181,326 in 2008) inclusive of GST of \$144,736. These commitments relate to expenditure that will be incurred within the following twelve months.

### (b) Operational Expenditure Commitments

The estimated aggregate amount of contracts for operating expenditure resulting from unfulfilled purchase orders is \$2,846,462 inclusive of GST of \$258,769 (\$1,999,734 in 2008). These commitments relate to goods or services that will be received within the following twelve months. The TCSA has no operational expenditure commitments extending beyond twelve months.

### (c) Operating Lease Commitments

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

	2009 Consolidated \$'000	2009 Parent \$'000	2008 Consolidated \$'000	2008 Parent \$'000
Not later than one year	721	721	88	88
Later than one year and not later than five years	1,327	1,327	1,493	1,493
Later than five years	–	–	60	60
<b>Total including GST</b>	<b>2,048</b>	<b>2,048</b>	<b>1,642</b>	<b>1,642</b>

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

### (d) GST input tax credit claimable on commitments amounts to \$186,145.

# Financial Statements

## 23. Contingent Liabilities

The TCSA is not aware of any Contingent Liabilities at 30 June 2009 (nil in 2007/2008).

## 24. Subsequent Events

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

## 25. Segmental Reporting

	2009 Taronga Foundation	2009 Taronga & Corporate Services	2009 Taronga Western Plains	2009 Total	2008 Taronga Foundation	2008 Taronga & Corporate Services	2008 Taronga Western Plains	2008 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
<b>Revenue</b>								
Admissions	305	24,393	3,521	28,219	347	22,518	3,488	26,353
Trading and Franchise Revenue	69	6,576	2,525	9,170	–	6,097	2,668	8,765
Corporate Sponsorship	3,006	–	–	3,006	2,636	–	–	2,636
Government Grants	–	22,640	3,140	25,779	–	33,448	2,706	36,154
Other Income	5,091	4,444	3,373	12,908	4,620	4,458	3,001	12,078
<b>Total Revenue</b>	<b>8,472</b>	<b>58,052</b>	<b>12,559</b>	<b>79,083</b>	<b>7,603</b>	<b>66,521</b>	<b>11,862</b>	<b>85,986</b>
<b>Expenditure</b>								
Employee Expenses	818	25,976	7,797	34,590	825	24,646	7,086	32,556
Superannuation	60	2,127	581	2,768	69	3,233	713	4,016
Trading Cost of Sales	–	1,866	1,120	2,986	–	1,711	1,150	2,862
Marketing Expenses	567	1,268	222	2,057	599	1,412	235	2,246
Depreciation	–	10,769	1,744	12,513	–	7,831	1,606	9,437
Insurance	–	280	99	379	–	505	111	615
Maintenance	147	4,512	687	5,345	59	4,139	768	4,966
Finance Costs	–	2,434	25	2,459	–	2,322	237	2,559
Other Expenses	1,035	7,163	3,333	11,531	919	7,363	2,144	10,426
<b>Total Expenditure</b>	<b>2,626</b>	<b>56,395</b>	<b>15,609</b>	<b>74,630</b>	<b>2,471</b>	<b>53,163</b>	<b>14,049</b>	<b>69,683</b>
<b>Surplus/(Deficit) for the Year</b>	<b>5,846</b>	<b>1,657</b>	<b>(3,050)</b>	<b>4,453</b>	<b>5,132</b>	<b>13,358</b>	<b>(2,187)</b>	<b>16,303</b>
<b>Total Assets</b>	<b>508</b>	<b>324,274</b>	<b>32,130</b>	<b>356,913</b>	<b>636</b>	<b>262,414</b>	<b>31,666</b>	<b>294,716</b>
<b>Total Liabilities</b>	<b>–</b>	<b>56,146</b>	<b>3,437</b>	<b>59,583</b>	<b>–</b>	<b>51,203</b>	<b>2,684</b>	<b>53,887</b>

\* The funds raised by the Foundation for the year ended 30 June 2009 amounted to \$8,472,000 (\$7,603,000 in 2007/08)

End of Audited Financial Report

# The Taronga Conservation Society Australia Division

## Financial Statements

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# Financial Statements

## **TARONGA CONSERVATION SOCIETY AUSTRALIA (TCSA) DIVISION FINANCIAL STATEMENTS AND NOTES FOR THE YEAR ENDED 30 JUNE 2009**

### **Statement**

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

- (a) In our opinion the financial statements and notes thereon exhibit a true and fair view of the financial position and transactions of the TCSA Division for the year ended 30 June 2009;
- (b) the financial report has been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which include Australian Equivalents to International Accounting Standards and the requirements of the *Public Finance and Audit Act 1983 and Regulation 2005*;
- (c) We are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate; and
- (d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chairman of the Board



Member of the Board



GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDITOR'S REPORT

### Taronga Conservation Society Australia Division

To Members of the New South Wales Parliament

I have audited the accompanying financial report of Taronga Conservation Society Australia Division (the TCSA Division), which comprises the balance sheet as at 30 June 2009, the income statement, cash flow statement and statement of recognised income and expense for the year then ended, a summary of significant accounting policies and other explanatory notes.

#### Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the TCSA Division as at 30 June 2009, and its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

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

#### Board's Responsibility for the Financial Report

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

#### Auditor's Responsibility

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

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

# Financial Statements

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

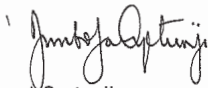
My opinion does *not* provide assurance:

- about the future viability of the TCSA Division,
- that it has carried out its activities effectively, efficiently and economically, or
- about the effectiveness of its internal controls.

## Independence

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

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



A Oyetunji  
Director, Financial Audit Services

20 October 2009  
SYDNEY

**INCOME STATEMENT**

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	Notes	2009 \$'000	2008 \$'000
<b>Revenue</b>			
Personnel Services		42,520	38,599
<b>Total Revenue</b>		<b>42,520</b>	<b>38,599</b>
<b>Expenditure</b>			
Employee Expenses	2	36,429	34,583
Superannuation	2	2,768	2,598
<b>Total Expenditure</b>		<b>39,197</b>	<b>37,182</b>
<b>SURPLUS FOR THE YEAR</b>	1 (b)(ii)	<b>3,323</b>	<b>1,417</b>

The accompanying notes form part of these Financial Statements.

# Financial Statements

## BALANCE SHEET

AS AT JUNE 2009

	Notes	2009 \$'000	2008 \$'000
<b>Current Assets</b>			
Receivables	3	12,333	7,522
<b>Total Current Assets</b>		<b>12,333</b>	<b>7,522</b>
<b>Non Current Assets</b>			
Prepaid Superannuation		–	239
<b>Total Non Current Assets</b>		<b>–</b>	<b>239</b>
<b>Total Assets</b>		<b>12,333</b>	<b>7,760</b>
<b>Current Liabilities</b>			
Payables	4	1,122	812
Provisions	5	7,646	6,642
<b>Total Current Liabilities</b>		<b>8,768</b>	<b>7,454</b>
<b>Non Current Liabilities</b>			
Provisions	5	3,565	306
<b>Total Non Current Liabilities</b>		<b>3,565</b>	<b>306</b>
<b>Total Liabilities</b>		<b>12,333</b>	<b>7,760</b>
<b>Net Assets</b>		<b>–</b>	<b>–</b>
<b>Equity</b>			
Accumulated Funds		–	–
<b>Total Equity</b>		<b>–</b>	<b>–</b>

The accompanying notes form part of these Financial Statements.



**CASH FLOW STATEMENT**

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from Customers and Sponsors	37,947	38,759
	37,947	38,759
Payments to Suppliers and Employees	(37,947)	(38,759)
	(37,947)	(38,759)
<b>Net Cash Flows from Operating Activities</b>	–	–
<b>Net Increase in Cash and Cash Equivalents</b>	–	–
<b>Cash and Cash Equivalents at Beginning of the Financial Year</b>	–	–
<b>Cash and Cash Equivalents at End of the Financial Year</b>	–	–

The accompanying notes form part of these Financial Statements.

# Financial Statements

## STATEMENT OF RECOGNISED INCOME AND EXPENSE

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
Net Increase in Property, Plant and Equipment Asset Revaluation Reserve	–	–
Superannuation Actuarial Gains/(Losses)	(3,323)	(1,417)
<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>	<b>(3,323)</b>	<b>(1,417)</b>
Surplus for the Year	3,323	1,417
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>	<b>–</b>	<b>–</b>

The accompanying notes form part of these Financial Statements.

### Effect of Change in Accounting Policy

Profit for the Period as Reported in 2008	–
Change of Policy – Actuarial Losses	1,417
<b>Restated Profit for the Period</b>	<b>1,417</b>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### 1. Summary of Significant Accounting Policies

#### (a) Reporting Entity

The TCSA Division is a Division of the Government Service established pursuant to Part 2 of Schedule 1 to the *Public Sector Employment and Management Act 2002*. It is a not-for-profit entity as profit is not its principal objective. It is consolidated as part of the NSW Total State Sector Accounts. It is domiciled in Australia and its principal office is at Taronga Zoo, Bradley's Head Road Mosman NSW 2088.

The TCSA Division's objective is to provide personnel services to the TCSA.

The TCSA Division commenced operations on 17 March 2006 when it assumed responsibility for the employees and employee-related liabilities of the TCSA. The assumed liabilities were recognised on 17 March 2006 together with an offsetting receivable representing the related funding due from the former employer.

The financial report was authorised for issue by the Chairman of the TCSA on 15 October 2009.

#### (b) Basis of Preparation

(i) The financial report is a general purpose financial report which has been prepared in accordance with:

- applicable Australian Accounting Standards which include Australian Equivalents to International Accounting Standards (AEIFRS),
- the requirements of the *Public Finance and Audit Act 1983 and Regulation 2005*, and
- specific directions issued by the Treasurer.

The financial report has been prepared on an historical cost basis, except for land and buildings, plant and equipment and infrastructure systems, which are recorded at fair value.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial report.

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

#### (ii) Change in accounting policy

In accordance with NSW Treasury, the entity has changed its policy on the recognition of superannuation actuarial gains and losses. Such actuarial gains and losses are now recognised outside of profit or loss in the 'statement of recognised income and expense'. Previously, actuarial gains and losses were recognised through the profit or loss. Both options are permissible under *AASB 119 Employee Benefits*.

The change in policy has been adopted on the basis that recognition outside profit or loss provides reliable and more relevant information as it better reflects the nature of actuarial gains and losses. This is because actuarial gains/losses are re-measurements, based on assumptions that do not necessarily reflect the ultimate cost of providing superannuation.

The change in accounting policy increases 2009 'profit for the period' from \$0 to \$3.323m (2008: from \$0m to \$1.417m), by excluding from profit the superannuation actuarial loss line item (2009: \$3.323m, 2008: \$1.417m). This item is now recognised in the 'statement of recognised income and expense' rather than the 'income statement'.

#### (c) Comparative Information

Comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year.

#### (d) Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue from the rendering of personnel services is recognised when the service is provided and only to the extent that the associated recoverable expenses are recognised.

#### (e) Receivables

A receivable is recognised when it is probable that the future cash inflows associated with it will be realised and it has a value that can be measured reliably. It is derecognised when the contractual or other rights to future cash flows from it expire or are transferred.

A receivable is measured initially at fair value and subsequently at amortised cost using the effective interest rate method, less any allowance for doubtful debts. A short-term receivable with no stated interest rate is measured at the original invoice amount where the effect of discounting is immaterial. An invoiced receivable is due for settlement within thirty days of invoicing.

If there is objective evidence at year end that a receivable may not be collectable, its carrying amount is reduced by means of an allowance for doubtful debts and the resulting loss is recognised in the income statement. Receivables are monitored during the year and bad debts are written off against the allowance when they are determined to be irrecoverable. Any other loss or gain arising when a receivable is derecognised is also recognised in the income statement.

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### (f) Payables

Payables include accrued wages, salaries, and related on-costs (such as payroll tax, fringe benefits tax and workers' compensation insurance) where there is certainty as to the amount and timing of settlement.

A payable is recognised when a present obligation arises under a contract or otherwise. It is derecognised when the obligation expires or is discharged, cancelled or substituted.

A short-term payable with no stated interest rate is measured at historical cost if the effect of discounting is immaterial.

### (g) Employee Benefits

Provisions are made for liabilities of uncertain amount or uncertain timing of settlement.

Employee benefit provisions represent expected amounts payable in the future in respect of unused entitlements accumulated as at the reporting date. Liabilities associated with, but that are not employee benefits (such as payroll tax), are recognised separately. Long term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with *AASB19 Employee Benefits*. Market yields on Government bonds are used to discount long term annual leave.

Leave liabilities are recognised as expenses and provisions when the obligations arise, which is usually through the rendering of service by employees.

All accrued annual leave is treated as a current liability with the expectation that annual leave will be taken when due. The on-costs i.e. payroll tax, workers' compensation insurance premiums and superannuation which are consequential to employment have been taken into account in calculating annual leave provisions.

All other employee benefit liabilities (i.e. benefits falling due wholly within twelve months after reporting date) are assessed by management and are measured at the undiscounted amount of the estimated future payments.

The amount recognised for superannuation and long service leave provisions is the net total of the present value of the defined benefit obligation at the reporting date, minus the fair value at that date of any plan assets out of which the obligations are to be settled directly.

The actuarial assessment of superannuation provisions uses the Projected Unit Credit Method and reflects estimated future salary increases and the benefits set out in the terms of the plan. The liabilities are discounted using the market yield rate on Government Bonds of similar maturity to those obligations. Actuarial assumptions are based on market expectations for the period over which the obligations are to be settled.

### (h) Accounting Standards Issued but not yet Effective

At reporting date a number of Australian Accounting Standards have been issued by the Australian Accounting Standards Board but are not yet operative. These have not been early adopted by the TCSA.

The following is a list of those standards that will have an impact on the financial report of the entity in the period of initial application:

- *AASB 8 Operating Segments* requires segment reporting to be disclosed based on the internal reports provided to the TCSA. This Standard becomes mandatory for the Division's 2010 Financial statements;
- Revised AASB 101 Mandatory for the Division's 2010 Financial Statements;
- Revised AASB 123 Mandatory for the Division's 2010 Financial Statements.

### (i) Financial Risk Management

#### Credit Risk

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

Credit risk arises from the financial assets of the Division which comprise receivables and prepayments. No collateral is held by the TCSA.

The TCSA has not granted any financial guarantees.

#### Receivables – Trade Debtors

All trade debtors are recognised as amounts receivable at balance date. 100% of the balance of trade and other receivables is owed by the Division's Parent Entity, the TCSA.

Quantitative disclosures in relation to the ageing and demographics of debtors are made in Note 6 to these accounts.

## 1. Summary of Significant Accounting Policies (continued)

### Liquidity risk

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

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

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

An analysis of the maturity profile of the Division's financial liabilities is in note 6 of the accounts.

### Market Risk

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

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

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

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

### 2. Employee Expenditure

	2009 \$'000	2008 \$'000
Salaries & Wages	32,033	29,934
Long Service Leave	1,325	410
Payroll Tax	1,922	2,561
Workers Compensation Insurance	759	1,274
Other	390	403
	<b>36,429</b>	<b>34,583</b>
Superannuation*	2,768	2,598

\* Refer Note 5(b). Superannuation actuarial losses of \$3.323m (2008: \$1.417m) are recognised in the 'statement of recognised income and expense'. Total superannuation expense, including actuarial losses recognised in the 'statement of recognised income and expense' is \$6.091m (2008: \$4.016m).

### 3. Receivables

Parent Entity – TCSA		
Total Provisions Receivable	11,211	6,948
Add Accrued Salaries, Wages and On Costs Receivable	1,122	812
Less Prepaid Superannuation	–	(239)
	<b>12,333</b>	<b>7,522</b>

### 4. Payables

Accrued Salaries, Wages and On-Costs	1,122	812
--------------------------------------	-------	-----

### 5. Provisions

<b>Current</b>		
Annual Leave	3,091	2,634
Long Service Leave	4,556	4,008
<b>Total Current</b>	<b>7,646</b>	<b>6,642</b>
<b>Non Current</b>		
Annual Leave	–	–
Long Service Leave	648	174
Superannuation	2,917	132
<b>Total Non Current</b>	<b>3,565</b>	<b>306</b>
<b>Total Employee Related Provisions</b>	<b>11,211</b>	<b>6,948</b>

## 5. Provisions (continued)

### (a) Provisions for Annual and Long Service Leave

In 2008/09, on-costs of \$1,347,973 included components for payroll tax calculated at 6.00% (1 July – 31 Dec 08) and 5.75% (1 Jan – 30 June 09), workers compensation calculated at 5.0% and superannuation calculated at 9.0% of the relevant leave liability (\$1,356,865 in 2007/2008).

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

	Annual Leave \$'000	Long Service Leave \$'000	Total \$'000
Expected to be settled within twelve months	2,082	307	2,390
Expected to be settled outside twelve months	1,008	4,248	5,256
<b>Total</b>	<b>3,091</b>	<b>4,556</b>	<b>7,646</b>

### (b) Superannuation

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

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

Change in accounting policy – in accordance with NSW Treasury policy, the TCSA has changed its policy on the recognition of superannuation actuarial gains and losses. Such actuarial gains and losses are now recognised outside of profit or loss in the 'statement of recognised income and expense'. Previously, actuarial gains and losses were recognised through profit or loss. Both options are permissible under *AASB 119 Employee Benefits*.

The change in policy has been adopted on the basis that recognition outside profit or loss provides reliable and more relevant information as it better reflects the nature of actuarial gains and losses. This is because actuarial gains/losses are re-measurements, based on assumptions that do not necessarily reflect the ultimate cost of providing superannuation.

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### Reconciliation of the Present Value of the Defined Benefit Obligation

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present Value of Partly Funded Defined Benefit Obligations at Beginning of the Year	5,168	852	6,155	5,335	810	6,018
Current Service Cost	228	46	38	232	45	26
Interest Cost	328	53	393	332	50	375
Contributions by Fund Participants	138	–	28	129	–	16
Actuarial (Gains)/Losses	(337)	15	1,475	(228)	32	(155)
Benefits Paid	(409)	(60)	(588)	(632)	(85)	(126)
<b>Present Value of Partly Funded Defined Benefit Obligations at End of the Year</b>	<b>5,115</b>	<b>907</b>	<b>7,501</b>	<b>5,168</b>	<b>852</b>	<b>6,155</b>

### Reconciliation of the Fair Value of Fund Assets

Fair Value of Fund Assets at Beginning of the Year	5,216	720	6,345	5,807	788	6,745
Expected Return on Fund Assets	422	57	505	445	62	523
Actuarial Gains/(Losses)	(969)	(126)	(1,075)	(832)	(112)	(824)
Employer Contributions	269	57	75	300	67	11
Contributions by Fund Participants	138	–	28	129	–	16
Benefits Paid	(409)	(60)	(588)	(632)	(85)	(126)
<b>Fair Value of Fund Assets at End of the Year</b>	<b>4,666</b>	<b>649</b>	<b>5,291</b>	<b>5,216</b>	<b>720</b>	<b>6,345</b>

### Reconciliation of the Assets and Liabilities Recognised in the Balance Sheet

Present Value of Partly Funded Defined Benefit Obligations at End of Year	5,115	907	7,501	5,168	852	6,155
Fair Value of Fund Assets at End of Year	(4,666)	(649)	(5,291)	(5,216)	(720)	(6,345)
<b>Net Liability/(Asset) Recognised in Balance Sheet at End of Year</b>	<b>449</b>	<b>258</b>	<b>2,210</b>	<b>(48)</b>	<b>132</b>	<b>(190)</b>



## 5. Provisions (continued)

### Expense Recognised in Income Statement

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Components Recognised in Income Statement						
Current Service Cost	228	46	38	232	45	26
Interest Cost	328	53	393	332	50	375
Expected Return on Fund Assets (Net of Expenses)	(422)	(57)	(505)	(445)	(62)	(523)
Actuarial Losses/(Gains) Recognised in Year	–	–	–	–	–	–
<b>Expense/(Income) Recognised</b>	<b>134</b>	<b>41</b>	<b>(74)</b>	<b>120</b>	<b>33</b>	<b>(122)</b>

2007/08 Actuarial losses/(gains) figures have been restated in the table above in accordance with NSW Treasury Circular NSWTC 09/01 and are now disclosed in the next table.

### Amounts Recognised in the Statement of Recognised Income and Expense

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Actuarial (Gains)/Losses	632	141	2,549	604	145	669
Adjustment for Limit on Net Asset	–	–	–	–	–	–

### Cumulative Amount Recognised in the Statement of Recognised Income and Expense

The cumulative amount of actuarial gains and losses recognised in the 'statement of recognised income and expense' since 1 July 2004 is \$1.408m loss.

### Fund Assets

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

	30 June 09	30 June 08
Australian Equities	32.09%	31.60%
Overseas Equities	25.99%	25.40%
Australian Fixed Interest Securities	6.20%	7.40%
Overseas Fixed Interest Securities	4.69%	7.50%
Property	9.98%	11.00%
Cash	8.03%	6.10%
Other	12.96%	11.00%

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### Fair Value of Fund Assets

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

### Expected Rate of Return on Assets

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

### Actual Return on Fund Assets

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Actual Return on Fund Assets	(502)	(69)	(607)	(359)	(50)	(446)

### Valuation Method and Principal Actuarial Assumptions at the Balance Sheet Date

#### (a) Valuation Method

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

#### (b) Economic Assumptions

	30 June 09	30 June 08
Salary Increase Rate (Excluding Promotional Increases)	3.5% pa	3.5% pa
Rate of CPI Increase	2.5% pa	2.5% pa
Expected Rate of Return on Assets Backing Current Pension Liabilities	–	8.3% pa
Expected Rate of Return on Assets Backing Other Liabilities	–	7.3% pa
Expected Rate of Return on Assets	8.13% pa	–
Discount Rate	5.59% pa	6.55% pa

#### (b) Demographic Assumptions

The demographic assumptions at 30 June 2009 are those that will be used in the 2009 triennial actuarial valuation. The triennial review report will be available from the NSW Treasury website after it is tabled in Parliament in December 2009.

### Historical Information

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present Value of Defined Benefit Obligation	5,115	907	7,501	5,168	852	6,155
Fair Value of Fund Assets	(4,666)	(649)	(5,291)	(5,216)	(720)	(6,345)
(Surplus)/Deficit in Fund	449	258	2,210	(48)	132	(190)
Experience Adjustments – Fund Liabilities	(337)	15	1,475	(228)	32	(155)
Experience Adjustments – Fund Assets	969	126	1,075	832	112	824

## 5. Provisions (continued)

### Historical Information Previous Reporting Periods

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

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

	SASS Financial Year to 30 June 05 \$'000	SANCS Financial Year to 30 June 05 \$'000	SSS Financial Year to 30 June 05 \$'000
Present Value of Defined Benefit Obligation	4,828	972	7,352
Fair Value of Fund Assets	(5,474)	(26)	(5,479)
(Surplus)/Deficit in Fund	(646)	998	1,872
Net Actuarial Losses (Gains) Recognised in Year	(399)	18	213

### Expected Contributions

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Expected Employer Contributions	261	53	44	245	53	26

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

### Funding Arrangements for Employer Contributions

#### (a) Surplus/Deficit

The following is a summary of the 30 June 2009 financial position of the Fund calculated in accordance with *AAS 25 Financial Reporting by Superannuation Plans*:

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Accrued Benefits	4,811	826	5,524	5,171	856	5,544
Net Market Value of Fund Assets	(4,666)	(649)	(5,291)	(5,216)	(720)	(6,345)
<b>Net (Surplus)/Deficit</b>	<b>145</b>	<b>177</b>	<b>234</b>	<b>(46)</b>	<b>136</b>	<b>(801)</b>

#### (b) Contribution Recommendations

Recommended contribution rates for the TCSA are:

	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

#### (c) Funding Method

The method used to determine the employer contribution recommendations at the 2006 triennial actuarial review was the Aggregate Funding method. The method adopted affects the timing of the cost to the employer.

Under the Aggregate Funding method, the employer contribution rate is determined so that sufficient assets will be available to meet benefit payments to existing members, taking into account the current value of assets and future contributions.

#### (d) Economic Assumptions

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

##### Weighted-Average Assumptions

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

#### Nature of Asset/Liability

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

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

## 6. Financial Instruments

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

In accordance with *AASB 132 Financial Instruments* presentation information is disclosed below in respect of the credit risk and interest rate risk of financial instruments. All such amounts are carried in the accounts at net fair value unless otherwise stated.

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

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

Category		2009 \$'000	2008 \$'000
<b>Financial Assets</b>			
<b>Class:</b>			
Receivables	Loans and receivables at amortised cost	12,333	7,522
<b>Financial Liabilities</b>			
<b>Class:</b>			
Payables	Financial liabilities measured at amortised cost	1,122	812

### (a) Interest Rate Risk

#### Financial Instrument

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

### (b) Credit Risk

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

	2009 \$'000	2008 \$'000
Total Trade Receivables	12,333	7,522

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

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

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

#### Impairment as at 30 June 2009

	2009 \$'000	2008 \$'000
Not Past Due	12,333	7,522

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

# Financial Statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2009

The following are the contractual maturities of financial liabilities:

30 June 2009	Carrying Amount	Contractual Cash Flows	< 6 months
Non-derivative Financial Liabilities	–	–	–
Payables	1,122	(1,122)	(1,122)

30 June 2008	Carrying Amount	Contractual Cash Flows	< 6 months
Non-derivative Financial Liabilities	–	–	–
Payables	812	(812)	(812)

End of Audited Financial Report

# Appendices

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# Appendices

## Appendix 1

### Functions of the Taronga Conservation Society Australia

The main functions of the TCSA Board are specified in Section 15 of the *Zoological Parks Board Act, 1973*, (the trading entity of the Taronga Conservation Society Australia) which provides as follows:

- 15 (1) The Board may establish, maintain and control the TCSA for the following purposes:
  - a) carrying out research and breeding programs for the preservation of endangered species;
  - b) carrying out research programs for the conservation and management of other species;
  - c) conducting public education and awareness programs about species conservation and management; and
  - d) displaying animals for educational, cultural and recreational purposes.
- (2) The Board may also maintain and control:
  - a) the zoological park established before the commencement of the Act on the land described in Schedules 3 and 4 under the name 'Taronga Zoological Park'; and
  - b) Other zoological parks on land or premises vested in or held by the Board, whether or not those parks were established by the Board, for the purposes referred to in this section.
- (3) The Board:
  - a) may cooperate with, and provide funds and other assistance to, such scientific and other institutions, governments and other bodies and individuals as the Board may determine in connection with species conservation and management for other scientific and zoological purposes; and
  - b) may investigate and carry out research into:
    - 1) the design of, and equipment and procedures in zoological parks; and
    - 2) the care and well-being of animals kept in zoological parks are maintained and controlled by the Board; and
  - c) may provide educational services for the public (whether in the nature of lectures, broadcasts, films, publications or otherwise) about species conservation and management, zoological parks and the biology of animals and;
  - d) may provide and charge for such services in connection with zoological parks maintained and controlled by the Board as the Board may determine; and
  - e) may make recommendations or reports to the Minister with respect to matters connected with the Board's power, authorities, duties, functions or the administration of this Act.

- (4) The Minister may request the Board to make recommendations or reports to the Minister with respect to matters connected with the Board's powers, authorities, duties and functions or the administration of this Act and the Board is to comply with any such request.
- (5) The Board may exercise and perform such other powers, authorities, duties and functions as may be conferred or imposed on the Board or under this or any other Act.

## Appendix 2

### Privacy Management

In accordance with section 33 of the *Privacy and Personal Information Act 1988*, the TCSA produced a Privacy Management Plan in May 2000 which was revised in May 2009. This can be viewed at the TCSA website ([www.taronga.org.au](http://www.taronga.org.au)), which also displays the TCSA's Internet Privacy policy with regard to personal information collected over the internet.

The Privacy Management Plan identifies:

- Collections of personal information held by the TCSA;
- 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 the TCSA's Privacy Management Plan, please contact:

Administrative Assistant  
Corporate Services  
Taronga Zoo  
PO Box 20  
Mosman  
NSW 2088

Tel: 02 9978 4709  
Fax: 02 9969 7515



## Appendix 3

### Australasian Species Management Plan Participation

Australasian Species Management Plan Participation – Level 1a and 1b  
Species which are managed on a genetic and demographic level.

Species	Held at TZ	Held at WPZ	Coordinator
Addax		•	K Lihou
African Lion	•	•	L Ginman*
Asian Elephant	•	•	W Meikle*
Australian Little Penguin	•		T Carney
Black and White Ruffed Lemur		•	S Barlow
Black-handed Spider Monkey	•	•	Vacant
Black-winged Stilt	•		V Wilson
Bolivian Squirrel Monkey	•		Vacant
Bongo	•	•	Vacant
Cheetah		•	R Wilkins
Chimpanzee	•		M Finnigan
Cotton-Top Tamarin	•		A Embury
Eastern Barred Bandicoot	•		P Courtney
Eastern Whipbird	•		Vacant
Eastern Yellow Robin	•		B Backhouse
Fijian Crested Iguana	•		P Harlow*
Galapagos Giant Tortoise		•	J Conaghan*
Giraffe	•	•	L Jolly
Greater Bilby (NT)	•		J Bruchecker
Greater Bilby (QLD)	•		C O'Malley
Helmeted Honeyeater	•		K Cartwright
Hippopotamus		•	S Barlow
Hooded Robin	•		B Pascoe
Macleay's Fig-parrot	•		Vacant
Meerkat	•	•	S Eyre
Noisy Pitta	•		Vacant
Oriental Small-clawed Otter	•	•	L Andrews
Plains Zebra	•	•	L Jolly
Przewalski's Horse		•	R Wilkins
Quokka			M Ricci
Red Panda	•		R Dockerill*/ C Hibbard
Regent Bowerbird	•		J Ray
Regent Honeyeater	•	•	C Hibbard
Ring-tailed Lemur		•	M Tyler
Rose-crowned Fruit-dove	•		C Hibbard
Royal Spoonbill	•		R Hudson
Sacred Kingfisher	•	•	C Hibbard
Satin Bowerbird	•		J Ray
Scimitar Oryx		•	R Wilkins

# Appendices

Species	Held at TZ	Held at WPZ	Coordinator
Siamang		•	Vacant
Silvery Gibbon	•		L Cocks
Snow Leopard	•		M West
Southern Cassowary	•		C Hibbard
Southern Hairy-nosed Wombat	•		V Nicolson
Southern White Rhinoceros		•	S Kudeweh
Sumatran Tiger	•	•	C Hibbard
Squirrel Glider	•		L Andrews
Sun Bear	•		G Skipper
Swift Parrot	•		C Srb
Tasmanian Devil	•	•	C Srb
Tuatara	•		B Blanchard
Veiled Chameleon	•		C Barlow
Western Lowland Gorilla	•		E Walraven* / L Grossfeldt*
White-browed Woodswallow	•	•	V Wilson
Yellow-bellied Gilder	•		W Gleen*
Yellow-footed Rock Wallaby	•	•	P Alexander/H Guy

\* TCSA Staff

## Appendix 4

### Animal Transactions Relating To Species Management Programs

Animal Transactions Relating to Species Management Programs (Level 1a and 1b).  
(Legend 1.1.1 = Male. Female. Undetermined Sex.)

#### Australasian Species Management Programs

##### From Taronga Conservation Society Australia

0.0.1	Veiled Chameleon to Australian Reptile Park, NSW
0.1.0	Veiled Chameleon to Adelaide Zoo, SA
0.1.0	Swift Parrot to Healesville Sanctuary, VIC
0.1.0	Sacred Kingfisher to National Zoo and Aquarium, ACT
0.1.0	Sacred Kingfisher to Pearcedale Conservation Park, VIC
0.1.0	Eastern Yellow Robin to Adelaide Zoo, SA
0.2.0	Hooded Robin to Cleland Wildlife Park, SA
0.0.4	Helmeted Honeyeater to Healesville Sanctuary, VIC
1.0.0	Regent Honeyeater to Melbourne Zoo, VIC
2.0.0	Regent Honeyeater to Australian Reptile Park, NSW
0.1.0	Tasmanian Devil to Halls Gap Zoo, VIC
1.0.0	Squirrel Glider to Healesville Sanctuary, VIC
1.0.0	Cotton-top Tamarin to Mogo Zoo, NSW
1.0.0	Bolivian Squirrel Monkey to Adelaide Zoo, SA
1.0.0	Chimpanzee to 1.0.0 to Adelaide Zoo, SA
1.0.0	Bongo to Singapore Zoo, SINGAPORE
1.0.0	Siamang to Cairns Tropical Zoo, QLD
2.0.0	Scimitar Oryx to Mogo Zoo, NSW
2.0.0	Giraffe to Werribee Open Range Zoo, VIC
0.1.0	Yellow-footed Rock Wallaby to Waterfall Springs Wildlife Park, NSW
1.0.0	Giraffe to Australia Zoo, QLD

##### To Taronga Conservation Society Australia

0.0.1	Veiled Chameleon from NSW NPWS
5.0.0	Macleay's Fig-parrot from Currumbin Sanctuary, QLD
0.1.0	Eastern Yellow Robin from Healesville Sanctuary, VIC
2.0.0	Regent Honeyeater from Currumbin Sanctuary, QLD
1.0.0	Regent Honeyeater from Australian Reptile Park, NSW
0.2.0	Tasmanian Devil from Department of Primary Industries and Water, TAS
1.0.0	Greater Bilby from Monarto Zoological Park, SA
1.1.0	Eastern Barred Bandicoot from Melbourne Zoo, VIC
1.0.0	Yellow-bellied Glider from Public Donation
1.0.0	Bolivian Squirrel Monkey from Adelaide Zoo, SA
1.1.0	Plains Zebra from National Zoo and Aquarium, ACT
0.1.0	Plains Zebra from Werribee Open Range Zoo, VIC
1.1.0	Sumatran Tiger from Melbourne Zoo, VIC
1.1.0	Giraffe from Auckland Zoo, New Zealand



## Appendix 5

### Research Projects and Conservation Programs

AEC No.*	Project Title	Researchers	Institution	Source of Funds
4c/06/05	Prevention & treatment of Cryptococcosis in koalas	Dr M Krockenberger TWH Australian Mammals TZ	University of Sydney TCSA	University of Sydney
4a/12/06	Growth rate of seal whiskers	Dr T Rogers Dr C Hogg	AMMRC TCSA	
	Diet and habitat preferences of the Fijian Crested Iguana on Yadua Taba, Fiji: implications for conservation	Dr C Morrison T Osborne Dr P Harlow P Biciloa J Niukula	University of the South Pacific TCSA	Pacific Biological Foundation
	Conservation biology of the Fijian Crested Iguana	S Morrison Dr S Keogh Dr P Harlow	Australian National University TCSA	ANU International Iguana foundation
3a/02/07	Maintaining Genetic Diversity of the Tasmanian Devil: Development of Assisted Reproductive Technology	T Keeley Dr P McGreevy Dr J O'Brien Dr H Hesterman Dr M Jones	TCSA University of Sydney DPIW Tasmania	Morris Animal Foundation, USA
3b/04/07	Evolution of reptile sex chromosomes and sex determination systems	D O'Meally	Australian National University TCSA	
3a/11/07	Leopard-seal vocal learning	Dr T Rogers Dr C Hogg	University of NSW TCSA	
3b/11/07	The Radiomorphology of the echidna and the koala	J Robinson A Lyon M Aqudera Dr L Vogelnest	University of Sydney TCSA	University of Sydney CT imaging
3c/11/07	The genetic importance of natural mate choice and the repercussions of circumvention	Dr R Spindler Dr K Below	TCSA University of Sydney	
	Fertility management of koalas, kangaroos & wallabies; Remote delivery trials in the Eastern Grey Kangaroo	Dr C Herbert Dr L Vogelnest	University of NSW TCSA	University of NSW
	Experimental Research to Obtain a Better Understanding of the Potential Presence and Impact of New Amphibian Diseases in Australia	Drs A Hyatt L Wang J Bingham J Pallister Dr R Speare. Dr L Berger Dr L Lee Skerratt Dr K Rose J Hall G Marrantelli D Pergolotti	Australian Animal Health Laboratories James Cook University (JCU) Australian Registry of Wildlife Health The Amphibian Research Centre – Cairns Frog Hospital	DEWHA

# Appendices

AEC No.*	Project Title	Researchers	Institution	Source of Funds
	Hosting a Digital Information Network (DINS)	Dr K Rose Dr Alex Hyatt	Australian Registry of Wildlife Health Australian Animal Health Laboratories	DEWHA
	Trypanosoma evansi in Agile wallabies ( <i>Macropus agilis</i> )	Dr S Reid Dr J Lee Dr K Rose	Murdoch University Northern Australia Quarantine Service Australian Registry of Wildlife Health	Australian Biosecurity CRC
3b/03/08	Semen collection, spermatozoa characterisation and cryopreservation and artificial insemination in the Fiordland Crested penguin ( <i>Eudyptes pachyrhynchus</i> )	Dr L Vogelnest Dr R Spindler	TCSA	
3a/05/08	ACTH challenge in the Greater One-horned Rhinoceros	Dr B Bryant T Keeley	TCSA	
3b/05/08	Leopard-seal biomechanics	Dr S Wroe Dr T Rogers Dr C Hogg	University of NSW	
3c/05/08	Intrauterine Foeto-Material Interactions and Blastocyst Response to GnRH Agonist Treatment in Macropodid Marsupials	Dr L Vogelnest Dr T Hildebrandt C Herbert	TCSA IZW University of Sydney	
	Nutritional status of a captive white rhinoceros ( <i>C simum</i> ) group with respect to magnesium	Dr B Bryant Dr T Portas A May	TCSA University of Sydney	University of Sydney
	Oestrus synchronisation of Black Rhinoceros ( <i>D bicornis</i> ) using progestogen withdrawal and hCG	Dr B Bryant Dr T Portas T Keeley Dr T Hildebrandt Dr F Goritz Dr F Schwarzenberger Dr R Hermes	TCSA IZW University of Veterinary Medicine, Vienna	IZW, TCSA
	Immunological contraception of a male giraffe ( <i>Giraffa camelopardalus</i> ) using GnRF vaccine	Dr B Bryant Dr T Portas T Keeley	TCSA	
	Corroboree Frog Recovery Program (DEC)	G Marantelli M McFadden M Saxon R Pietsch D Hunter Dr W Osborne	ARC (Vic.) TCSA DEC University of Canberra	
	Marine wildlife strandings and prognosis – an evaluation of the last 20 years	L Ward R Spindler S Duffy	University of NSW TCSA	
	Demographic management of Java Sparrow ( <i>Padda oxyura</i> ) in a walk-through aviary	C Hibbard M Shiels	TCSA University of Sydney	
	Spider web selection by small passerines for nest building behaviour	W Angus	TCSA University of Sydney	

AEC No.*	Project Title	Researchers	Institution	Source of Funds
	Can enrichment exacerbate stereotypic behaviour in the Sun Bear	M Hawkins L Ginman	TCSA University of NSW	
	Release of Regent Honeyeaters to Chiltern Victoria	W Angus C Hibbard M Shiels R Dockerill	TCSA NSW DECC	
4a/09/08	Collection of samples opportunistically for researchers from live animals during veterinary procedures	Dr B Bryant	TCSA	
4b/09/08	Handling of animals for education purposes at Taronga Western Plains Zoo	Dr B Bryant D Haesler	TCSA	
4d/09/08	ACTH Challenge in the Asian Elephant	T Keeley Dr B. Bryant	TCSA	
4e/09/08	Development of sperm sexing technology in the Asian Elephant ( <i>Elephas maximus</i> )	Dr J O'Brien Dr F Hollinsgeah Dr R Spindler Dr L Vogelnest G Miller L Melo	SeaWorld and Busch Gardens Reproductive Research Centre TCSA	
4a/11/08	Taronga zoo school and visitor programs	S Duffy	TCSA	
5a/01/09	Conditioning of Animals for teaching unit RUV3413A	M Wyatt E Neuman G Harris	TCSA	
5b/01/09	Availability of dietary magnesium to White Rhinoceros ( <i>Ceratotherium simun</i> ) held at Taronga Western Plains Zoo	Dr P Celi Dr B Bryant	University of Sydney TCSA	
5c/01/09	ACTH challenge in the Tasmanian Devil	T Keeley Dr B Bryant	TCSA	
5d/01/09	To investigate competition and suppression between Native Bush Rats ( <i>Ratus fuscipes</i> ) and alien Black Rats ( <i>Ratus ratus</i> )	Dr G Cleary Dr P Banks Dr C Dickman W Kinsella	TCSA University of NSW University of Sydney TCSA	
5a/03/09	Preliminary investigations into pharmacokinetics in Brushtail and Ringtail Possums	Dr D Spielman Dr M Govendir Dr S Mensley	University of Sydney	
5b/03/09	Collection of opportunistic samples for researchers from live animals during veterinary procedures	Dr L Vogelnest Dr F Hulst Dr K Vinette Herrin Dr R Johnson	TCSA	
	How can the effectiveness of environmental enrichment be maximised?	M Hawkins	TCSA	
	Great ape social dynamics	M Hawkins V Nedved R Woodward	TCSA	
	The effect of visitor numbers on Leopard Seal behaviour	Dr D Slip A Prof D Phalen	TCSA University of Sydney	

# Appendices

AEC No.*	Project Title	Researchers	Institution	Source of Funds
	Diving ecology of Leopard Seals	N Edwards Dr T Rogers Dr D Slip Dr L Vogelnest	University of NSW  TCSA	
	Investigating the risk of human-borne pathogens to Antarctic wildlife	T Nelson Dr T Rogers Dr D Slip	University of NSW TCSA	
	Reproductive parameters of subtropical dugongs	L Burgess Dr W Blanshard T Keeley Dr J Lanyon	Australian Centre for Applied Marine Mammal Science, Australian Geographic Society, MA Ingram Trust, University of Queensland, Taronga Western Plains Zoo and SeaWorld	
	Spider repellent mechanisms and materials	W Angus	TCSA University of Sydney	
	Australian leishmania lifecycle investigation	K Rose A Dougall S Walton B Alexander	TCSA Menzies School of Health, Liverpool School of Tropical Medicine	Australian Biosecurity CRC, DAFF
	Trial Reintroduction of the Booroolong Frog	D Hunter R Pietsch P Harlow M McFadden	NSW DECC TCSA	
	Health and reproductive monitoring of the Jenolan Caves brush-tailed Rock-wallaby ( <i>Petrogale penicillata</i> ) colony	D Ashworth M Jones Dr L Vogelnest	NSW DECC TCSA	DECC
	Comparative study of health and disease in big cats held at Taronga Zoo and other Australasian zoos	K O'Shea Dr D Phalen Dr L Vogelnest	University of Sydney TCSA	University of Sydney
	Critical success factors for captive husbandry of the platypus	E Drayton Dr R Whittington Dr L Vogelnest	University of Sydney TCSA	University of Sydney

- \* This number indicates approval by the TCSA Ethics Committee which is required for all projects with a research component under the *NSW Animal Research Act, 1985*

## Appendix 6

### Post-Mortem and Clinical Samples Supplied for Research and Teaching Purposes

Receiving Organisation	Individual	Sample and Purpose
Australian National University	Dr Orford	Blood (stored) from primates and wombats
Australian Museum	Dr Boles	Bird carcasses: education and display
	Dr Ingleby	Australian/Pacific mammal carcasses: education and display
Australian Museum (Evolutionary Biology Unit)	Ms Johnson	Tissue samples from all species, preparing a genetic library

Receiving Organisation	Individual	Sample and Purpose
Centenary Institute of Cancer Medicine and Cell Biology	A/Prof Rasko	Blood/serum and organs from any mammals: identification of viral sequences
Institute of Zoo and Wildlife Research, Germany	Dr Reid	Blood from Asian Elephants for elephant endotheliotropic herpes virus testing
Macquarie University Department of Biological Sciences	Ms Deane	Serum/plasma, post mortem tissues from marsupials: Marsupial immune function and disease
St George Hospital	Dr Clark	Blood from chimps, gorillas, orang-utans: SGM1 gene in spinal development
University of Colorado, USA	Dr Hamady	Faecal specimens (stored) from Australian mammals.
University of NSW	Ms Nelson	Rectal swabs from cetaceans
University of Sydney	Dr Malik	EDTA and serum from non-domestic cats: blood groups and blood parasites in captive cats
University of Western Sydney	Dr Renshaw	Hair from Australian mammals
TCSA (Australian Marine Mammal Research Centre)	Dr Rogers	Pinniped and cetacean carcasses and tissues: Education, behaviour and hormones in marine mammals
(Australian Registry of Wildlife Health)	Dr Rose	Serum and tissues from various native animals of disease concern/interest
(Backyard to Bush)	Mr Virgona	Brush-tail Possum carcass for display at Backyard to Bush
Veterinary & Quarantine Centre	Dr Rose Dr Sangster	Tissues from various native species disease interest/concern

## Appendix 7

### Scientific Associates

Associate	Institution	Consultancy
Dr G Allan	Veterinary Imaging Associates	Radiologist
Dr K Belov	University of Sydney	Genomics
Dr I Beveridge	University of Melbourne	Parasitology
Dr A Black	North Ryde Veterinary Specialist Centre	Orthopaedic Surgery
Prof R Brooks	University of NSW	Ecology
Prof M Bryden	University of Sydney	Chair, AMMRC Advisory Board
Dr P Canfield	University of Sydney	Pathology
Prof D Cato	Defence Science & Technology Organisation	AMMRC Advisory Board
Dr G Childs	North Ryde Vet Specialist Centre	Veterinary Neurologist
Dr D Clarke	K-9 Gums	Dentistry
Dr A Dart	University of Sydney Vet Centre	Anaesthesia
Dr C Dart	University of Sydney	Anaesthesia
Prof I Fraser	University of Sydney	Gynaecology
Dr S Goldsmid	Animal Referral Hospital	Feline Medicine & Surgery
Dr F Goritz	Institute for Zoo and Wildlife Research	Reproductive Physiology
Dr W J Hartley	Scientific advisor	Pathology
Dr R Hermes	Institute for Zoo and Wildlife Research	Reproductive Physiology
Dr L Heuston	Westmead Hospital – ICPMR	Arboviral Research

# Appendices

Associate	Institution	Consultancy
Dr T Hilderbrandt	Institute for Zoo and Wildlife Research	Reproductive Physiology
Dr K Hoffman	Animal Referral Hospital	Sonology
Dr R Howlett	Faculty of Medicine, UNSW	Pathology
Dr J House	University of Sydney	Ruminant Medicine
Dr B Hudson	Royal North Shore Hospital	Infectious Diseases
Dr A Hyatt	Australian Animal Health	Molecular Biologist
Dr S Johnston	University of Queensland	Research Biology
Dr K Johnson	University of Sydney	Orthopaedic Surgery
Ms J Kelly	Turretfield Research Centre	Reproductive Physiology
Dr P Kirkland	Elizabeth Macarthur Agricultural Institute	Virology
Dr M Kluckow	North Shore Private Hospital	Neonatal paediatrician
Dr W Lamb	Veterinary Specialist Centre	Small Animal Internal Medicine
Ms L Maclellan	Seven Creeks Equine Reproduction	Reproductive Physiology
Dr T Mogg	University of Sydney	Equine Medicine
Dr R J Montali	University of California	Pathology
Dr R Nicoll	Veterinary Imaging Associate	Radiology
Dr J O'Brien	University of Sydney	Reproductive Physiology
Dr P O'Donoghue	University of Queensland	Parasitologist
Dr J Paxton	Australian Museum	Advisor, Australian Shark Attack File
Dr P Prosee	NEED	Computer Technical Support
Dr R Reinberger	Highlands Veterinary Group	Goat Market Assurance Program
Dr T Rogers	University of NSW	AMMRC Advisory Board
Dr C Shilton	Berrima Veterinary Laboratories	Veterinary Pathology
Dr H Siddle	University of Sydney	Genomics
Dr D Simpson	Animal Referral Hospital	Small Animal Surgeon
Dr J Slapta	University of Sydney	Parasitology
Dr J Smith	Eye Clinic for Animals	Ophthalmology
Dr C Smith	University of Sydney	Equine Medicine and Surgery
Dr R Speare	James Cook University	Amphibian Research
Dr D Spratt	CSIRO	Parasitology
Dr P Spratt	St Vincent's Hospital	Cardiothoracic Surgeon
Dr D Taggert	Adelaide Zoo	Reproductive Biology
A/P P Temple-Smith	Monash University	Reproductive Biology
Dr L J Vogelnest	University of Sydney	Dermatology
NSW Water Police	NSW Police	Water Transport
Mr M West	Thermal Imaging Specialists	Thermal Imaging
Dr R Wrigley	University of Sydney	Veterinary Diagnostic Imaging
Dr C Whittaker	Eye Clinic for Animals	Ophthalmology

## Appendix 8

### Paid Consultancies undertaken by the TCSA

Report/Services	Receiving Organisation
Veterinary pathology consultancies	Austral and Canley Heights Veterinary Clinics
Veterinary pathology consultancies	Australia Walkabout Wildlife World



Report/Services	Receiving Organisation
Veterinary pathology consultancies	Centennial Parklands
Veterinary consultancies Veterinary pathology consultancies	NSW Department of Environment and Climate Change (via MOU agreement)
Veterinary pathology consultancies	Holroyd City Council
Veterinary pathology consultancies	Kulnorra Veterinary Clinic
Veterinary pathology consultancies	Sydney Aquarium
Veterinary consultancies Veterinary pathology consultancies	Sydney Wildlife World
Veterinary consultancies Veterinary pathology consultancies	Sydney Olympic Park Authority
Veterinary consultancies Veterinary pathology consultancies	University of NSW, Cowan Field Station
Veterinary pathology consultancies	University of NSW, School of Biological Sciences

## Appendix 9

### Lectures and Presentations by TCSA Staff

Staff Member	Subject	Receiving Body
C Alexander	Regent Honeyeaters	Finch Society
W Angus	Spiders – why they are important?	Fundraiser Thank you
S Baker	Retail Therapy	Australian Amusement Leisure and Recreation Association
P Benoit	The management of White Rhinoceros at TWPZ	University of the Third Age
N Boyle	TCSA Pinniped Husbandry and practices	University of Sydney – Wildlife Society and Vet students
S Brice	Moving Zoo Animals – an Australian Perspective	AATA Animal Transportation Association 2009 International Conference
T Britt Lewis	Tasmanian Devil presentation	OBE – Fundraiser
B Bryant	Managing the health of captive populations	Post grad students undertaking Masters degree in 'Wildlife Health and Population Management'
B Bryant	Zoo animal nutrition; formulating animal rations.	Post grad students undertaking Masters degree in 'Wildlife Health and Population Management'
B Bryant	Reproductive management of rhinoceros at TWPZ	Post grad students undertaking Masters degree in 'Wildlife Health and Population Management'
B Bryant	Populate or Perish; development of IVF for rhinoceros	World Association of Zoos & Aquaria. 63rd Annual Meeting
K Carlaw	Okapi – natural history of a very peculiar species	Zoo Friends TWPZ
M Campbell	The veterinary care of echidnas	WIRES volunteers, other wildlife carers and TCSA staff
L Cavanagh	Plight of the Tasmanian Devil	GE Capital Finance
L Cavanagh	'Black and white day' Tasmanian Devil talk	Participating school groups
J Conaghan & S Kudeweh (Hamilton Zoo NZ)	Trials and Tribulations – Recent African Wild Dog integrations in the region	ARAZPA Conference 2009
G Cooper	Tasmanian Devil – Zoo-based conservation and research endeavours	Taronga Foundation Ivy Fundraising Ball – 2009
G Cooper	Asian Elephant – Zoo-based conservation and research endeavours	Taronga Foundation Zoofari Fundraising Ball 2008
G Cooper	'Between the Devil and the Deep Blue Sea'	World Association of Zoos and Aquaria (WAZA) Conference – 2008

# Appendices

## Lectures and Presentations by TCSA Staff (continued)

Staff Member	Subject	Receiving Body
G Cooper	Taronga Conservation Society Australia endeavours	Australian Club, Sydney
G Cooper	Taronga Conservation Society Australia endeavours	Richard Allen Gallery
G Cooper	Taronga Conservation Society Australia endeavours	TCSA Media Thank You Dinner
G Cooper	Taronga Conservation Society Australia endeavours	Zoo Friends AGM
G Cooper	Taronga Conservation Society Australia endeavours	Australia Day Ambassador celebrations, Bathurst
G Cooper	Taronga Conservation Society Australia endeavours	Mosman Council Staff
G Cooper	The ABC of Getting to XYZ	2009 ARAZPA Conference
L Cavanagh	'Black and white day' Tasmanian Devil talk	Participating school Groups
N De Vos	Zoofari Dinner Presentation	Vibe – Fundraiser
V Di Giglio	Taronga Wildlife Hospital	TCSA Finance Department
K Fanson	What happens in the reproductive laboratory?	Uni. Of the 3rd Age (U3A)
G Fisher	Balancing education and entertainment – it's just good Interpretation!	2009 ARAZPA Conference
M Friedman	Keeper exchange to Whipsnade Zoo	Zoo Friends TWPZ
M Friedman	Arrival and care of Arna and Gigi Asian Elephants	University of the Third Age
M Fuller	Taronga Western Plains Zoo Masterplan 2009–2012	Dubbo Tourism and Business Operators
M Fuller	Industry Update	Dubbo Tourism and Business Operators
M Fuller	Behind the Fence – Taronga Western Plains Zoo Operations	Rotary Clubs of Dubbo
M Fuller	TCSA and Taronga Western Plains Zoo Tourism Industry Initiatives and Update	Tourism NSW
M Fuller	Taronga Western Plains Zoo: Past, Present and Future	Dubbo Chamber of Commerce
M Fuller	Come on Safari at Taronga Western Plains Zoo	Rhino Outstanding Business Awards launch – Chamber of Commerce
K Garard	Zoo Friends Fellowship – Switzerland GOHR breeding research trip	Zoo Friends TWPZ
L Ginman	Management of big cats in Australian Zoos	ASZK conference, 2009
E Hall	Intensive care and rehabilitation of Little Penguins at the Taronga Wildlife Hospital	Various school groups as part of the Little Penguin Education Program
E Hall	Rescue and Intensive Care of Seabirds	National Wildlife Rehabilitation Conference
E Hall	Providing Basic First Aid for Animals	Taronga Training Institute Certificate II in Animal Studies
E Hall	Rescue Animals and Apply Basic Animal Care	Taronga Training Institute Certificate II in Animal Studies
E Hall	Assessment and Handling of Injured Animals	Taronga Training Institute Certificate II in Animal Studies
E Hall	Identification of Native Wildlife	Taronga Training Institute Certificate II in Animal Studies
E Hall	Transporting Injured Animals	Taronga Training Institute Certificate II in Animal Studies
E Hall	Rehabilitation and Release Techniques for Wildlife	Taronga Training Institute Certificate II in Animal Studies

Staff Member	Subject	Receiving Body
Harlow, PS & JS Keogh	Phylogeny, distribution and conservation of the three Pacific Iguanas	Meeting of the Australasian Societies of Herpetology, Auckland, New Zealand
P Harlow	Biology and captive husbandry of Australian Agamid lizards	Illawarra Herpetological Society
M Hawkins	Evaluating enrichment: Why and how. Zoo record keeping	Pre-conference IPS 08 workshop: Behavioural Management of Primates
M Hawkins	Does a positive reinforcement training program change the behaviour of a captive group of lowland gorillas?	International Primatological Society XXII Congress
M Hawkins	The captive breeding of platypus	Boden Platypus Conference: Beyond the platypus genome
M Hawkins	Measuring zoo animal welfare: Report on an international symposium.	2nd Regional Environmental Enrichment Conference
M Hawkins	Complexity, choice and change: environmental enrichment with emphasis on native fauna.	ASZK 2009 annual conference
M Hawkins	Evaluating environmental enrichment: why is it so difficult and does this matter?	9th International Conference on Environmental Enrichment.
S Husher	Keeping the passion alive	ASZK Conference 2009
K James	Maned Wolf husbandry at Taronga Western Plains Zoo	Zoo Friends TWPZ
N Jamieson	Elephants in Sumatra	University of the Third Age
T Jenkinson & D Haesler	Responding to the generational segments through onsite accommodation experiences	ARAZPA Conference 2009
R Johnson	Cryptococcal Infections in Australian mammals in a zoo	American Association of Zoo Veterinarians, Annual Conference
R Johnson	Captive Management of Macropods and Herpetofauna (tutorials)	University of Sydney, veterinary Conservation Biology post-grad students
R Johnson	Exotic Animal Practice	James Cook University, 1st year Veterinary Science students
R Johnson	The Zoo industry in Australia	James Cook University, 1st year Veterinary Science students
R Johnson	Cryptococcal Infections in Australian mammals in a zoo	TZ Australian Fauna precinct and Taronga Wildlife Hospital
R Jupp	The pet trade – a glimpse into the trafficking of wildlife	Zoo Friends TWPZ
C Kerr	'Riding the Waves of Climate Change and Community Perceptions of Zoos'	World Association of Zoos and Aquariums (WAZA) Conference, Adelaide
C Kerr	Wildlife Conservation and the role of TCSA	Cronulla Probus Club
C Kerr	Are we ready for the waves of change?	ARAZPA conference Proceedings, 2009
C Kerr	Wildlife Conservation and the role of the TCSA	Australian Britain Society, Bradman Museum
S Kleinig	Tasmanian Devils at Taronga Western Plains Zoo	Zoo Friends TWPZ
S Kleinig	Tasmanian Devils	University of the Third Age
B McKenzie	Zoos and aquariums demand dynamic collections – How do we plan for xyz.... the un-plannable?	ARAZPA Conference Proceedings 2009
M McLellan	Identifying behavioural needs and implement improved husbandry	Taronga Training Institute, Certificate III
M McLellan	Assist in General Animal Care	Taronga training Institute, Certificate II
M McFadden	Venomous snake handling and safety	Hawkesbury Herpetological Society, Richmond

# Appendices

## Lectures and Presentations by TCSA Staff (continued)

Staff Member	Subject	Receiving Body
M McFadden	Worldwide frog declines and the conservation of the Booroolong Frog	Macarthur Herpetological Society, Campbelltown
M McFadden	Conservation of the Corroboree and Booroolong Frogs	Australian Herpetological Society, Sydney, Australia
M McFadden	Amphibian declines and conservation efforts	Sydney University Wildlife Society, Sydney, Australia
M McFadden	Husbandry and Enclosure Design	ARAZPA Frog Conservation Husbandry Course, Taronga Zoo, Australia
M McFadden	Ex-situ Management of Amphibians	ARAZPA Frog Conservation Husbandry Course, Taronga Zoo, Australia
M McFadden	Record Taking and Population Management	ARAZPA Frog Conservation Husbandry Course, Taronga Zoo, Australia
M McFadden	Amphibian Sexing and Identification	ARAZPA Frog Conservation Husbandry Course, Taronga Zoo, Australia
M McFadden	Reproduction and Breeding Techniques	ARAZPA Frog Conservation Husbandry Course, Taronga Zoo, Australia
M McFadden	Quarantine and Biosecurity	ARAZPA Frog Conservation Husbandry Course, Taronga Zoo, Australia
M McFadden	Corroboree Frogs	Jane Goodall Hope For Nature National Tour, Opera House, Sydney
M McFadden	Conservation and Management of Amphibians	UTS 3rd Year Wildlife Ecology, Ultimo
M McFadden	Vertebrate Ecology	UTS 3rd Year Biodiversity, Ultimo
C Magner	Zoo Friends Fellowship – Cheetah hand raising in South Africa	Zoo Friends TWPZ
P Maguire	Welcome for summit on Climate Change and the TCSA's role in environmental conservation	Delegates attending Climate Change Summit Hosted at Taronga Zoo
P Metcalf	Managing teams – Life Sciences and the Gen Y factor	ARAZPA Conference 2009
J Milgate	Tooth wear in captive ungulates and the dental health issues of two captive Black Rhinoceroses ( <i>Diceros bicornis</i> )	Zoo veterinary nurses forum
J Milgate	The role of a vet nurse	University of the Third Age
K Milton	Brush-tailed Rock Wallaby Program	University of the Third Age
V Nedved	Enrichment at Taronga Zoo	TAFE students 26/10/08 & 30/6/09
H Quine	Cheetah Cubs	ASZK Conference 2009
M O'Riordan	Re-introduction of Bongo on Mt Kenya and Bongo husbandry at TWPZ	Zoo Friends TWPZ
C Sangster	Pathology of Bats	ARWH Wildlife pathology Short Course
C Sangster	Experiences of a recent pathology graduate in the role of Veterinary Diagnostic Pathologist at Taronga Zoo	Veterinary students, Western College of Veterinary Medicine, University of Saskatchewan, Canada
C Sangster	Description of <i>Vibrio Alginolyticus</i> infection in Sepia spp.	Wildlife Disease Association, Australasia Annual Conference
C Sangster	Signalling behaviour in staff cuttlefish	Taronga Wildlife Hospital
C Sangster	Description of <i>Vibrio Alginolyticus</i> infection in Sepia spp.	Taronga Wildlife Hospital Staff
D Schaap	Tasmanian Devil update	Zoo Friends TWPZ
R Spindler	The Role of Zoos in Conservation	UNSW, 1st year Conservation Biology Course UNSW 3rd year Conservation Biology Course



Staff Member	Subject	Receiving Body
R Spindler	Ecophysiology of jaguars	UNSW, 3rd year Conservation Biology Course
R Spindler	Reproduction for Health and Conservation of Jaguars	University of Sydney, 2nd year Veterinary Students
S Stark	International Rotary Group Study Exchange to South Africa	Zoo Friends TWPZ
K Taylor	Capuchin Monkey history and husbandry	University of the Third Age
R Taylor	Black Rhino reproduction – update	Zoo Friends TWPZ
K Theodore	Elephant Breeding Program	Zoofari 08 – Temple of Siam
K Theodore	Elephant Breeding Program	Youth at the Zoo program
K Vinette Herrin	Captive Management of Macropods and Herpetofauna (tutorials)	University of Sydney, Veterinary Conservation Biology post-grad students
K Vinette Herrin	Adventure on Elephant Island: Working with Elephant Seals	TCSA employees and volunteers
L Vogelnest	Disease Considerations for the release of Rehabilitated Wildlife	Zoo and Wildlife Chapter Session, Australian Collage of Veterinary Scientists, Science Week Conference
L Vogelnest	Captive Management of Macropods and Herpetofauna (tutorials)	University of Sydney, Veterinary Conservation Biology post-grad students
L Vogelnest	Zoo and wildlife medicine internship program for final year veterinary students at Taronga Zoo.	University of Sydney, 3rd year veterinary science students
L Vogelnest	Ecology of pack ice seals on Antarctic peninsula 2008–2009 field trip.	TCSA employees and volunteers
L Vogelnest	Preparation and birth plan for Asian Elephant 'Thong Dee's' baby.	TCSA employees, May quarterly update
J Walker	Is it a case of "Two's company and three's a crowd?" (husbandry and breeding of Fiordland Penguins)	ASZK Conference Proceedings 2009
G Watkinson	Intensive care and rehabilitation of Little Penguins at the Taronga Wildlife Hospital.	Various school groups as part of the Little Penguin Education Program
M Willemsen	Assisting in Collection Planning	Taronga Training Institute, Certificate III

## Appendix 10

### Publications

#### Books

Lunney D., Munn A. and Meikle W. (eds) (2008) *Too close for comfort: contentious issues in human-wildlife encounters*. Royal Zoological Society of New South Wales, Mosman.

Vogelnest, L., Woods, R. (editors) (2008) *Medicine of Australian Mammals*. CSIRO Publishing, Collingwood, Victoria, Australia.

#### Peer-reviewed Journal Articles & Book Chapters

Benato, L., Campbell-Ward, M. (2009) Review of probiotics and their potential use in companion rabbits. *Fur & Feather* 82:26-27.

Blyde, D., Vogelnest L. (2008). Cetaceans. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.

Bryant, B., Reiss, A. (2008). Wombats. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.

Campbell-Ward, M. (2008) Mandarin duck (*Aix galericulata*). *Exotic DVM* 10(4): 17–19.

Campbell-Ward, M. (2009) Ornamental geese (*Anser* sp., *Chen* sp., *Branta* sp.). *Exotic DVM* 11(1): 32–34.

Ward (Campbell), M. (2008) Digestive system disorders. In: *BSAVA Manual of Rodents and Ferrets*, eds. E. Keeble and A. Meredith. BSAVA Publications, Gloucester. Pp:123–141.

# Appendices

## Publications (continued)

- Cardoso M, Eldridge M, Oakwood M, Rankmore M, Woinarski J, Firestone KB and Sherwin WB (2009 in press) Genetic variation in translocated northern quoll (*Dasyurus hallucatus*) island populations – Implications for management Conserv Genet (in press – accepted 2008).
- Cardoso MJ, Mooney N, Eldridge MDB, Firestone KB, Sherwin WB (2009 in prep a) Genetic variation and population structure in the carnivorous marsupial *Dasyurus viverrinus*, a species at risk of extinction.
- Cardoso MJ, Morris K, Johnson B, Firestone KB and Sherwin WB. (2009 in prep b) Genetic data supports the success of Chuditch (*Dasyurus geoffroii*) translocations in Western Australia and reveals admixture between translocated and endemic populations.
- Gales, N., Woods, R., Vogelnest L. (2008). Marine mammal strandings and the role of the veterinarian. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.
- Ginman, L 'Management of Big Cats in Australian Zoos. In: *Thylacinus Vol 32 no. 1*
- Glen A, Cardoso M, Firestone K.B. and Dickman C (2009 in prep) Who's your daddy? Paternity testing reveals promiscuity and multiple paternity in the carnivorous marsupial *Dasyurus maculatus*.
- Graham, K.J., Hulst, F.A., Vogelnest, L., Fraser, I.S., Shilton, C.M. (2009). Uterine adenomyosis in an orang-utan (*Pongo abelii/pygmaeus*). *Australian Veterinary Journal*, 87 (1&2) 66–69.
- Gray, R. B., Canfield, P. J. & Rogers, T. L. 2008. Trace element analysis in the serum and hair of Antarctic leopard seal, *Hydrurga leptonyx*, and Weddell seal, *Leptonychotes weddellii*. *Science of the Total Environment* 399: 202–215.
- Hulst, F. (2008). Dingoes. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.
- Hulst, F. (2008). The use of ultrasonography in elephants. *Australasian Society for Ultrasound in Medicine: Ultrasound Bulletin*. 11(3):40\*42.
- Johnson, R., Hemsley, S. (2008). Gliders and Possums. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.
- Keogh, JS, DL Edwards, RN Fisher, PS Harlow. 2008. Molecular and morphological analysis of the critically endangered Fijian iguanas reveals cryptic diversity and a complex biogeographic history. *Philosophical Transactions of the Royal Society, Series B. Vol 363 (1508):3413 – 3426*.
- Lambeth, R.R., Dart, A.J., Vogelnest, L., Dart, C.M., Hodgson, D.R. (2008). Surgical management of an abdominal abscess in a Malayan tapir. *Australian Veterinary Journal*. 76(10):664–666.
- Lunney D., Munn A. and Meikle W. 2008. Contentious issues in human-wildlife encounters: seeking solutions in a changing social context. In: *Too close for comfort: contentious issues in human-wildlife encounters* (Eds Lunney D, Munn A and Meikle W.): Royal Zoological Society of New South Wales, 2008.
- McFadden, M., Duffy, S., Harlow, P., Hobcroft, D., Webb, C., and Ward-Fear, G. (2008). A Review of the Green and Golden Bell Frog (*Litoria aurea*) breeding program at Taronga Zoo. *Australian Zoologist*, 34(3): 291–296.
- Morrison, C., T. Osborne, P.S. Harlow, N. Thomas, P. Biciloa and J. Niukula. 2008. Diet and Habitat Preferences of the Fijian Crested Iguana (*Brachylophus vitiensis*) on Yadua Tabu, Fiji: Implications for Conservation. *Australian Journal of Zoology*. 55:341–350.
- Morrison, C., G. Keppel, N. Thomas, I. Rounds and P.S. Harlow. 2009. Critically endangered Fijian crested iguana shows habitat preference for globally threatened tropical dry forest. *Pacific Science*, 63(2):223–242.
- Morrison S., P.S. Harlow and J.S Keogh. 2009. Nesting ecology of the critically endangered Fijian Crested Iguana *Brachylophus vitiensis* in a Pacific tropical dry forest. *Pacific Conservation Biology, in press*.
- Olsson, A., Woods, R. (2008). Bats. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.
- Phillips, D. J., McKinnon, A., Keeley, T., Wilson, R., and Johnston, S. D. (2008). Testosterone secretion, testicular histology and the cryopreservation of cauda epididymal spermatozoa in the common ringtail possum (*Pseudocheirus peregrinus*). *Reprod. Fert. Devel*. 20: 1–11
- Portas, T Jj Bryant B.R., Jones, S.L, Humphreys, K., Gilpin, C. M., and Rose, K.A. Investigation and diagnosis of non tuberculosis Mycobacteriosis in a captive herd of Aoudad (*Ammotragus lervia*). *Journal of Zoo and Wildlife Medicine* 40(2): 306–315, 2009
- Rose K. 2008. Wildlife health investigation and a guide to necropsy. In *Medicine of Australian Mammals*, Eds L Vogelnest and R Woods. CSIRO Publishing, Melbourne. Pp. 55–76.
- Shine, R, W. R. Branch, J. K. Webb, P. S. Harlow, T. Shine, and J. S. Keogh. 2007. Ecology of cobras (*Aspidelaps, Hemachatus, and Naja*; Serpentes, Elapidae) from southern Africa. *Journal of Zoology*, 272:183–193.
- Southwell, C., Paxton, C., Borchers, D., Boveng, P., Rogers, T. & De La Mare, W. 2008. Uncommon or cryptic? Challenges in estimating leopard seal abundance using conventional but state-of-the-art methods. *Deep Sea Research I*, 55: 519–531
- Vogelnest L. (2008). Veterinary considerations for the rescue, treatment, rehabilitation and release of wildlife. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.
- Vogelnest L., Portas, T. (2008). Macropods. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.
- Woods, R., Ladds, P., Blyde, D. (2008). Dugongs. In: *Medicine of Australian Mammals*. (Eds L. Vogelnest, R. Woods). CSIRO Publishing.



### Grey Literature

- Harlow, P. (2008). Focus on Saltwater Crocodiles. Zoonooz, June: pp14–15
- Harlow, P. (2008). Just a hop away from extinction. Zoonooz, March: pp12–13
- Harlow, P. (2009). Focus on Australian Venomous Snakes. Zoonooz, June: pp14–15
- Keeley, T. 2008. World's first IVF rhino embryo produced at Taronga Western Plains Zoo. *ARAZPA Newsletter*, 79: 18
- Keen, L. 2008. Elephant News. Zoonooz, June 2008
- McFadden, M. (2008). Threatened Species Fact Sheet: Loggerhead Turtle (*Caretta caretta*). *Hawkesbury Herpetologist*, 38: 8–10.
- McFadden, M. (2009). Threatened Species Fact Sheet: Red-crowned Toadlet (*Pseudophryne australis*). *Hawkesbury Herpetologist*, 41: 30–31.
- McFadden, M. (2009). Sound of silence: Frog numbers on the decline. Scales and Tails Australia. Issue 5 – May 2009: 5–11.
- McFadden, M. (2008). What colour should I wear today? Zoonooz, December: pp 16
- Purcell, D. (2008). Toads on the Road. Zoonooz, December: pp 21
- Skidmore, A. (2008). Turtle Care. Zoonooz, September: pp 12
- Vial, B.J. 2008. Marking Meercats. Zoonooz, September 2008.

### Workshops Convened

- Milton, J. (2009) Organiser of Short-beaked echidna workshop. Taronga Western Plains Zoo, Dubbo.
- Rose, K and Hall, J. 2008 Wildlife Pathology Short Course Proceedings, Taronga Zoo, August 2008.
- Rose K, Hall J. Wildlife Post Mortem Examination Workshop. National Wildlife Rehabilitators Conference, Canberra 26–7–08
- Rose K Hall J. Biosecurity Risk Intelligence Scanning Committee Workshop, Taronga 10 Feb, 2009.
- Rose K, Hall J Australian Biosecurity Risk Intelligence Network Workshop, Taronga 12–13 February 2009
- Vinette Herrin, K. 2008. Implanting transponder microchips into frogs – workshops for the ARAZPA Frog Conservation Husbandry Course. Taronga Zoo, August 2008
- Vogelnest, L and Slip, D. 2009. Leopard-seal Anaesthesia Workshop. Taronga Zoo, January 2009

### Conference and Workshop Proceedings

- Andrew, P 2009 Tasmanian devil ASMP: avoiding extinction. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009
- Angus, W 2009 Keeping with the times. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Bodel, N and Bishop R 2009 Gen Z to the rescue! Children saving endangered species – one community at a time. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Burgess E, Blanshard W, Keeley T, Lanyon, J 2009 Reproductive hormone monitoring of dugongs. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Cavanagh, L 2009. Tasmanian Devil Breeding Program. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Cooper, G 2008. Between the devil and the deep blue sea. Proceedings of WAZA Conference 2008, Adelaide, October 2008

Cooper, G 2009. The ABC of getting to XYZ. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Crisante, T, Haesler D, Jenkinson T Responding to the Generational segments through onsite accommodation experiences. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Cvetcanin, L 2009. YATZ – Youth at the Zoo. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Davies, P 2009 Marketing to the digital generation. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Dougall A., Alexander B., Low Choy J., Rose K., Walon S. 2008. Identifying natural hosts for Australian Leishmania. Fourth World Congress on Leishmaniasis, Lucknow, India.

Duffy, S, Hutchinson B, Renwick, C 2009 Taking action for conservation. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Fisher, G. 2009. Balancing Education and Entertainment – it's just good Interpretation! Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Flintoft L and Jenkinson, T 2009 Reversing the Decline of the Tasmanian Devil – Breeding Program at Taronga Conservation Society Australia. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009

Ginman, L 2009, Management of big cats in Australian Zoos. Australian Society of Zoo Keeping conference.

Hawkins M. (2008) Does a Conditioning Program Change the Behaviour of a Captive Group of Lowland Gorillas. 22nd Congress of the International Primatological Society, Edinburgh UK, August 2008.

Hawkins M. (2008) Measuring Zoo Animal Welfare: Report on an international symposium. Proceedings of 2nd Australasian REEC, Auckland NZ, November 2008.

Hawkins M (2008) Zoo Record Keeping. IPS Pre-conference Behavioural Husbandry Workshop. Edinburgh UK, July 2008

Hawkins M. (2008) Evaluating Enrichment. IPS Pre-conference Behavioural Husbandry Workshop. Edinburgh UK, July 2008

# Appendices

## Publications (continued)

- Hawkins M.** (2008) Does a Conditioning Program Change the Behaviour of a Captive Group of Lowland Gorillas. 22nd Congress of the International Primatological Society, Edinburgh UK, August 2008.
- Hawkins M.** (2008) Measuring Zoo Animal Welfare: Report on an international symposium. 2nd Australasian REEC, Auckland NZ, November 2008.
- Hawkins M.** (2008) Captive Breeding of Platypus (*Ornithorynchus anatinus*). 2008 Boden Research Conference: Beyond the Platypus Genome. Victor Harbour SA, November 2008.
- Johnson, R.** 2008, Cryptococcal infections in Australian mammals in a zoo. Proceedings of the 2008 Annual Conference of the American Association of Zoo Veterinarians, Los Angeles, U.S.A., October 2008
- Keeley, T., O'Brien, J. K. and McGreevy, P.** 2008. The Development of a Short-Term Sperm Preservation Method for the Tasmanian Devil (*Sarcophilus harrisi*). Proceedings of the annual ARAZPA conference. Sydney, Australia
- Kerr, C.** 2009. Are we ready for the wavers of change? Proceedings of ARAZPA Conference 2009, Seaworld, March 2009
- Kudawah, S and Conaghan, J** 2009. Trials and tribulations – recent African wild dog integration attempts in the region. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009
- McFadden, M.** (2008). Amphibian declines and the response of the zoo community. Proceedings of the Care of Australian Reptiles and Amphibians conference, Castle Hill, Sydney.
- McKenzie, B** 2009 Dynamic zoos and aquariums demand dynamic collections – How do we plan for xyz.... the unplannable? Proceedings of ARAZPA Conference 2009, Seaworld, March 2009
- Metcalfe, P** 2009. Managing teams, life sciences and the Gen Y factor. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009
- Parker, S** 2009. Taronga's animal encounters and wild Australian tours. Proceedings of ARAZPA Conference 2009, Seaworld, March 2009
- Rose, K. and Hall, J.** 2008. Wildlife Health and Biosecurity in Australia: Changing Climate – Environmental and Political. World Association of Zoos and Aquaria Annual Conference, Adelaide. October 2008.
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## Appendix 11

### Staff Representation on External Committees

#### Andrew, P

Member, Avian Sub-committee of the Non-indigenous Animal Advisory Committee

Chair ASMP Committee

Member ARAZPA Board

Taxonomy Chair, ZIMS

#### Angus, W

Steering Committee – University of Sydney, School of Biological Sciences Alumni group

#### Bishop, R

Jane Goodall Australia CPRL Fundraising Committee

#### Boyle, N

Jane Goodall Australia CPRL Fundraising Committee

#### Brice, S

Member ARAZPA the Animal Data Information Systems Committee

Document Champion ZIMS Data Standards

#### Brown, S

Jane Goodall Australia CPRL Fundraising Committee

#### Bryant, B

Convener, ARAZPA Veterinary Specialist Group

Member, Animal Care and Ethics Committee, TCSA

#### Campbell, M

Member, British Veterinary Zoological Society Council

#### Cooper, GS

Vice-President (to March 2009), Australasian Regional Association of Zoological Parks and Aquaria (ARAZPA)

Member, International Rhino Foundation (IRF) Board

Member, Council of the Association of Zoo Friends

Member, Australian Marine Mammal Research Centre (AMMRC) Advisory Board

Member, Blue Mountains Hotel School Advisory Council

Member, Winston Churchill Trust Assessment Panel

Australia Day Ambassador 2009

Governor, Guides NSW

#### Crisante, P

Member, Charles Sturt University Regional Advisory Committee

#### Davies, P

Member of the Marketing SAG for ARAZPA

#### Duffy, S

Jane Goodall Australia CPRL Fundraising Committee

#### Fuller, M

Member, Central NSW Tourism Board

#### Gillespie, J

Member Brush-tailed Rock-wallaby Recovery Committee  
NSW DECC

#### Grossfeldt, L

Jane Goodall Australia CPRL Fundraising Committee

Committee Members for the Borneo Orang-utan Foundation

#### Hall, E

Committee Member, Southern Ocean Seabird Study Association

#### Harlow, P

Member IUCN Iguana Specialist Group

Committee Member, Australian Society of Herpetologists

Member Declining Frogs Working Group

#### Hawkins, M

Member International Environmental Enrichment Conference Committee

Secretary SHAPE International

Chairperson, SHAPE Regional, Australasia

Adjunct Senior Lecturer, Charles Sturt University.

#### Haynes, L

National Avian Influenza in Wild Birds Steering Group (DAFF)

National Wildlife Coordinators General Surveillance Group (AWHN)

#### Holloway, H

Member, E8 State Plan Coordinating Committee

#### Kerr, C

Member, Australasian Regional Association of Zoological Parks and Aquaria (ARAZPA) Board

Eco Tourism Australia Board Member

Member, Australian Marine Mammals Research Centre Advisory Board

Member, Zoo Friends Member Advisory Committee

Member, International Rhino Foundation Board

#### McLellan, A

Committee Members for the Borneo Orang-utan Foundation

#### McReaddie, S

Member, Dubbo Tourism Association

#### McFadden, M

Member DECC Corroboree Frog Recovery Team

Member Declining Frogs Working Group

# Appendices

## **Meikle, W**

TCSA Member, Exhibited Animals Advisory Committee  
TCSA Member, Non-indigenous Animal Advisory Committee  
TCSA Representative, Biodiversity Research Network Steering Committee  
TCSA representative, Management and Operation Committees, Australian Wildlife Health Network  
Junior Vice Chair, Royal Zoological Society of NSW  
Honorary Associate in the Faculty of Veterinary Science, University of Sydney  
Member, Animals in the Wild Working Group, Australian Animal Welfare Strategy  
Scientific Member Animal Ethics Committee TCSA, Chairperson till Feb 2008  
Member, Sydney-Nagoya Sister City Committee

## **Rose, K**

National Collaborative Research Infrastructure Strategy – 5.8  
National Biosecurity Framework: Program Leader – Wildlife  
Wildlife Exotic Disease Preparedness Program – Management Committee  
NSW Wildlife Biosecurity Committee  
ARAZPA Representative on the Government/Industry Avian Influenza Working Group  
Australian Wildlife Health Network – Operations Committee  
Australian Wildlife Health Network – State Co-ordinator  
Wild Bird Avian Influenza Working Group  
Australian Biosecurity CRC Wildlife Working Group  
Adjunct Research Fellow – James Cook University

## **Sammut, B**

ARAZPA Human Resources SAG Convenor

## **Spindler, RE**

Chair Animal Ethics Committee Taronga Conservation Society Australia  
International Advisor, Scientific Council, PróCarnívoros, Brazil  
Scientific Advisor, Nickelodeon Television Programs  
Lifetime Smithsonian Research Associate  
Adjunct Professor, University of Toronto  
Adjunct Professor, University of Guelph  
Associate Lecturer, University of Sydney  
Member, International Embryo Transfer Society  
Member, Society for the Study of Reproduction

## **Shiels, M**

Steering Committee – Regent Honey-eater Recovery Program  
Vnette Herrin, K  
NSW State Representative, Wildlife Disease Association – Australasian Section.  
Member of the National Zoo Animal Health Reference Group, Department of Agriculture, Fisheries and Forestry

## **Vogelnest, L**

Editorial Committee, Clinical Section, Australian Veterinary Journal  
Oceania Representative of the American Association of Zoo Veterinarians, International Committee

## **Walraven, E**

National Oiled Wildlife Response Plan – Australian Maritime Safety Authority  
Carnivore TAG Convenor, ASMP  
DECC Little Penguin Recovery Team Member  
Member ARAZPA Board  
Chair ARAZPA Accreditation Program  
Member DECC Wildlife Issues Advisory Panel

## **West, J**

Inter-agency working group Member NSW Grey Nurse Shark Recovery Plan Team  
Member NSW DPI Australian Shark Attack Summit  
Chondrichthyes Scientific Advisory Group  
Member International Shark Attack File Committee  
Member IUCN, SSC, Shark Specialist Group

## **Woods, R**

Species Survival Commission (SSC) Veterinary Specialists Group (VSG) of the IUCN  
International Wildlife Disease Informatics Working Group (USGS)  
National Animal Health Information System (NAHIS) Committee  
National wildlife coordinators General Surveillance Group (AWHN)  
National Avian Influenza in Wild Birds Steering Group (DAFF)  
Devil Facial Tumour Disease (DFTD) Steering Committee (Tasmanian DPIW)  
Australian Bat Lyssavirus Focus Group (AWHN)  
Hunters Focus Group (AWHN)



## Appendix 12

### Staff Participating in International Programs

Staff Member	Destination	Date of Travel	Reason for Travel
Louise Grossfeldt Divisional Supervisor – Primates	Wellington / Hamilton	3 August 2008	To gather information on the design of the Chimpanzee enclosure and animal management facilities built at Wellington and Hamilton Zoos in order to support the upgrading of the TCSA exhibit for this species.
Benn Bryant Senior Veterinarian, Taronga Western Plains Zoo	Indonesia	6 August, 2008	Travel to the Sumatran Rhino Sanctuary, Way Kambas National Park Indonesia, on behalf of the Veterinary Support Team for the Asian Rhino Project, to provide emergency veterinary care for a critically ill captive male Sumatran Rhinoceros.
Allan Schmidt Senior Keeper	Wellington / Hamilton	19 August 2008	To gather information on the design of the Chimpanzee enclosure and animal management facilities built at Wellington and Hamilton Zoos in order to support the upgrading of the TCSA exhibit for this species.
Michael Shiels Divisional Supervisor – Birds	Beijing	18 August 2008	Transfer and accompaniment of Australian Parrots to Beijing Zoo. Also provided training on enrichment for the Beijing keepers.
Robert Johnson Veterinarian	Los Angeles	10 October 2008	To attend a seven day American Association of Zoo Veterinarian Conference and present a paper on 'Cryptococcal Infections in Australian Animals in a Zoo'.
Dr Peter Harlow Divisional Supervisor – Herpetofauna	Nadi / Suva	3 October 2008	To complete a vegetation survey of Namena Island to ensure that the vegetation composition is suitable for the future translocation of Fijian Crested Iguanas.
Nicholas De Vos	Los Angeles	20 November, 2008	Transfer and accompaniment of two koalas to Los Angeles Zoo.
John West Operations Manager	Auckland	8 December 2008	Assess the regional Zoo's elephant walking and close contact programs to improve the standard of care and welfare for this species.
Larry Vogelnest Senior Veterinarian	Buenos Aires	2 January 2009	Zoo Friends Fellowship Grant to conduct research with the Australian Marine Mammals Research Centre on Leopard Seals.
Dr Peter Harlow Divisional Supervisor – Herpetofauna	Auckland	18 February, 2009	To attend and present a paper and update on the Fijian Iguanas at the Australasian Society

# Appendices

## Appendix 13

### Equal Employment Opportunity Target Groups 2006–2009 (Permanent And Temporary Staff Only)

Table A – Trends in the Representation of EEO Groups

EEO Group	Benchmark or Target	2005	2006	2007	2008
Women	50%	48%	48%	51%	49%
Aboriginal People & Torres Strait Islanders	2%	–	0.5%	2.1%	2.4%
People Whose Language First Spoken as a Child was not English	20%	1%	1%	3%	5%
People with a Disability	12%	3%	1.5%	7%	6%
People with a Disability Requiring Work-related Adjustment	7%	1%	0.25%	3.4%	2.9%

Table B – Trends in the Distribution of Eeo Groups

EEO Group	Benchmark or Target	2005	2006	2007	2008
Women	100	100	100	100	103
Aboriginal People & Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People Whose Language First Spoken as a Child was not English	100	n/a	n/a	n/a	107
People with a Disability	100	n/a	n/a	96	100
People with a Disability Requiring Work-related Adjustment	100	n/a	n/a	n/a	n/a

Table C – Commentary on Major Initiatives to Eliminate Discrimination in Employment and Promote Equal Employment Opportunity

2007/08

Initiative	Outcomes
Aboriginal Employment Strategy	1 Aboriginal Keeper and 2 Education Officers appointed.
Diversity and Respect in the Workplace Training Program	Program developed to enhance communication and understanding of the principles contained in the TCSA's Anti-Discrimination and Harassment Free Workplace Policy, and Equal Employment Opportunity Policy
Advertisement of vacant positions through multicultural community networks	A range of TCSA vacancies advertised in multicultural community networks/media
EEO Celebrations	International Women's Day, Harmony Day and NAIDOC Week celebrated in 2007/98 to promote a greater understanding of EEO groups.
Indigenous Awareness Program	Management training program continuing at middle management level and expanded to include senior management
Mentoring Program	Program developed to create future opportunities for mentoring and networking.



2008/09

Initiative	Planned Outcomes
Aboriginal Education Scholarships	Taronga Training Institute Aboriginal Scholarship opportunities identified and provided
Diversity and Respect in the Workplace Training Program	Training provided organisational-wide to promote Anti-Discrimination, Harassment Free Workplace and EEO principles and practices
Work Placement Program	In partnership with the Department of Community Services, work placement and development opportunities provided to highly disadvantaged students to promote skill development
Life Enrichment Program	Life enrichment program developed for disabled and special needs students to provide stimulating and educational experiences
Aboriginal Employment Strategy	Aboriginal position/s identified and appointments made, increasing the TCSA's workforce profile representation of Aboriginal people
EEO Celebrations	Continued celebration of EEO groups

## Appendix 14

### Senior Executive Service

In October 1991, the New South Wales Government undertook to further enhance the accountability and performance of the Senior Executive Service. The following sets out details of information now required under Clause 4c(i) of the *Annual Reports (Statutory Bodies) Regulation 1985*.

Number of Chief Executive Service (CES) / Senior Executive Service (SES) positions

Level	Total CES/SES End of Previous Year	Total CES/SES End of Current Year
Level 1		
Level 2	2	2
Level 3	3	3
Level 4		
Level 5	1	1
Level 6		
Level 7		
Level 8		
CEO under S11A		
<b>TOTAL</b>	<b>6</b>	<b>6</b>

In the current and previous year, one SES position was filled by a woman

# Appendices

## Appendix 14

### Performance Statement

#### Director and Chief Executive, Mr Guy Cooper

Mr Cooper has overseen the delivery of key Taronga Conservation Society Australia projects and objectives, specifically:

- The commencement of a conservation and insurance breeding program for the endangered Tasmanian Devil;
- In an Australasian first, Taronga Zoo announced the successful pregnancy of three Asian Elephants – part of the Region's Cooperative Conservation Program for this endangered species;
- the investment of over \$25M of capital and maintenance funding; and
- a 13% increase in philanthropic fundraising through the Taronga Foundation.

As part of the 12 year, \$225M redevelopment program for Taronga and Taronga Western Plains Zoos, Taronga Zoo opened their new 680 space car park.

Mr Cooper continued to provide industry direction through his position as Vice President of the Australian Regional Association of Zoos and Aquaria (ARAZPA), the umbrella organisation for all Zoos and Aquaria in the region.

Significant progress has also been made throughout the year on:

- planning of Taronga Zoo's entrance plaza;
- the delivery of environmental education programs, with over 108,000 students participating in curriculum-based education programs delivered by the Zoos' Education Centres;
- the delivery of conservation education outreach programs for over 31,500 participants, many of which are from disadvantaged backgrounds; and
- the care of orphaned and injured wildlife with over 1,000 individual animals being treated this year at the Zoos' two Wildlife Hospitals.

Under Mr Cooper's leadership, the Taronga Conservation Society Australia maintained its strong international reputation for the care and conservation of wildlife.



**John Robertson MLC**

Minister for Climate Change and the Environment

## Appendix 15

### Senior Staff

#### Executive

Guy Cooper, LAAI, FAIM – *Director and Chief Executive*  
Hayley Holloway BSc (REM) – *Executive Officer*

#### Human Resources

Bettina Sammut BA, Cert (PR), Grad Cert (HRM) Grad Cert (Change Mgt) – *General Manager Human Resources*  
Heather Turner – *JP BBus Manager Employee and Organisation Development*  
Sarah Wooldridge – *BBus (HRM) Manager HR Services*  
Christine Smith – *Dip OHS Mgt – Manager OHS*  
Emma Schaefer – *BEnvSc – Manager Environmental Sustainability*

#### Life Sciences and Environmental Education

Cameron Kerr – *BSc(Hons), MCom – General Manager, LS and EE*  
John West – *PSM Dip Aqua – Manager Operations Life Sciences*  
Lisa Keen – *BA(Hons), GradDipProfComms – Communications Manager*  
Paul Maguire – *BEEd (PE and Sci) – Manager Education*

#### Scientific Research and Wildlife Conservation

William Meikle – *BSc, MSc – General Manager SR & WC*  
Erna Walraven – *BAppSc, DipParkMgmt – Senior Curator*  
Rebecca Spindler – *BSc (Hons), PhD – Manager Research and Conservation*  
David Slip – *BSc MSc PhD – Research Biologist*

#### Taronga Zoo

Larry Vogelnest – *BVSc, MVS, MACVSc – Senior Veterinarian TZ*

#### Taronga Western Plains Zoo

Benn Bryant – *BVSc – MVS – Senior Veterinarian WPZ*

#### Corporate Services

Hunter Rankin BCom – *FCCA – General Manager Corporate Services*  
Sue Azar – *CA – Manager, Finance Manager*  
Marianne Richards – *Budget and Reporting Manager*  
Richard Norburn – *BSc(Hons), – Manager Information Technology*  
Pamela Burgoyne – *Records Manager*

#### Capital Works and Infrastructure

Alexander Halliburton – *BLA (Hons) – General Manager Capital Works and Infrastructure*  
Anthony Andjic – *BBuild (Hons), Dip PM – Manager, Development*  
Michael Poon – *BSc (Hon) MSc, MIE, CPEng, MICE – Manager Contracts*  
Stephen Bedford – *Manager Facilities*  
John Inkratas – *BE(Civil) Manager Asset Maintenance*

#### Marketing, Guest and Commercial Operations

Paul Davies – *MBA, MA Econ – General Manager, M, GSCO*  
Brian Vanden Hogen – *BSc – Manager, TZ Operations*

Annette Stevens – *BCom(Marketing) – Manager Marketing*  
Cameron Mowat – *Manager Fundraising and Development*  
Brent Thomas – *Security Manager*  
Susan Baker – *Executive Manager Retail*

#### Taronga Western Plains Zoo

Matthew Fuller – *General Manager, Western Plains Zoo*  
Trish Crisante – *BA, BBus Manager Commercial Operations*  
Gary Dawson – *Manager, WPZ Works and Maintenance*  
Shallon McReaddie – *Public Relations and Promotions Manager*

## Appendix 16

### Taronga Foundation Supporters

The Taronga Foundation thanks the following generous supporters:

#### Donors

Nigel Adams & Rebecca Nyman  
Leonard F Bleasel AM  
Valerie A Bleasel  
Graham & Charlene Bradley  
James Butler  
Janet Cooke and Joyce Sproat  
Jacqueline Crookston  
The Denton Family  
Anna Dowe  
John V Egan  
Libby Farrell  
Girl Guides Association (NSW)  
Louis Hawke  
Angus Hawley  
Allan and Kay Hill  
Jessica Hore  
Marianne & Hans Hulsbosch  
Sandra and Graham Humphrey  
I J Hunter  
Andy & Prue Kennard  
Helen Molesworth  
Maurice L Newman AC  
Linda Newton  
Julie and Damian O'Carrigan  
Jane Rich  
Roma Rubensohn  
Rebel Penfold-Russell  
Betty Saunders Klimenko  
Anne Turnbull

#### Foundations and Trusts

Andrews McMeel Universal Foundation  
Anonymous  
ASX-Reuters Charity Foundation Limited  
Clitheroe Foundation  
Maple Brown Foundation  
Wilson HTM Foundation

# Appendices

## Bequests

Estate of the Late  
Jessie Briggs  
Estate of the Late  
Rosalie Caley  
Estate of the Late  
Elizabeth Hale  
Estate of the Late  
Alison Holster  
Estate of the Late  
Susan Wilmot  
Estate of the Late  
Haidee Banks

## Appendix 17

### Association Of Zoo Friends (NSW) Inc – Active Volunteers

#### –A–

Abernethy, Wendy  
Abrahams, Lesley  
Adams, Sheila  
Alexopoulos, Lea  
Allen, Natasha  
Allen, Sue  
Allpass, Joan  
Andrews, Leah  
Anstee, Wendy  
Archbold, Sandra  
Armistead, Emily  
Armstrong, Margaret  
Arnott, Marion  
Ashby, Kathleen  
Ashenden, Judy  
Ashford, Jennifer  
Attenborough, Donald  
Attenborough, Elizabeth  
Austin, Jean

#### –B–

Balbi, Wendi  
Banzer, Sigrid  
Barclay, Philip  
Barden, Robert  
Barker, Angela  
Barnard, Ann  
Barron, Ann  
Barton, Gillian  
Baumann, Stella  
Beaudoin, Thomas  
Beckett, Lorraine  
Beeston, Dinah  
Bell, Robyn  
Bennett, Beryl

Bennett, John  
Berriman, Helen  
Biggers, Patricia  
Billens, Nicola  
Birchmeier, Clint  
Birchmeier, Esther  
Black, Roslynn  
Blair, Marnie  
Blanche, Judith  
Blissett, David  
Botha, Ingrid  
Bradford, Robert  
Bradley, Gloria  
Bradley, Sue  
Bradwell, Pam  
Breden, Marion  
Brennan, Patricia  
Brennan, Robyn  
Brines, Marie  
Brogan, Nancy  
Brook, Julie  
Browne, Diana  
Brown, Ivy  
Bruhl, Harry  
Brydon, Penni  
Bulman, Margaret  
Burke, Judith  
Burton, Carole  
Burton, Judy  
Buttrey, David

#### –C–

Calderon, Barbara  
Cameron, Mary  
Capus, Clare  
Casey, Anne-Nicole  
Caswell, David  
Carey, Joseph  
Carroll, Margaret  
Chan, Irene  
Chandler, Allan  
Chant, Brian  
Chapman, June  
Chesterfield, Charlotte  
Chiang, Victor  
Clatworthy, Alibeth  
Cleary, Shirley  
Clements, Darill  
Cochrane, Margaret  
Cochrane, Marianne  
Collins, Debbie  
Combridge, Lisa  
Conder, May  
Conroy, Eleanor  
Corbett, Deborah

Corkery, Amanda  
Coverdale, Bob  
Cox, Ian  
Croker, Margaret  
Crutcher, Maggie  
Cutler, Margaret

#### –D–

Daly, Betty  
Darroch, Lesley  
Davies, Davie  
Davis, Joan  
Davis, Mary  
Dawes, Elaine  
Debenham, Annette  
Deligny, Annette  
Dobbin, Alison  
Dockerill, Robert  
Doherty, Ian  
Donley, Ngaire  
Dowe, Anna  
Downs, June  
Downey, David  
Duba, Brigitte  
Doyle, Janne  
Duffy, Jessica  
Dufty, Susan  
Dunn, Rosemary  
Dunsmore, Pamela

#### –E–

Eddy, Michael  
Edwards, Ann Marie  
Elstein, Jacqueline  
Emerton, Marie

#### –F–

Faichney, Graham  
Farago, Joan  
Finch, Elizabeth  
Fineout, Dotti  
Flatley, Thomas  
Fletcher, Coralie  
Fletcher, Ian  
Fletcher, Jan  
Foley, Lauren  
Forrest, Noeline  
Forrester, Patricia  
Forrester, Pauline  
French, Gillian  
Friedman, Jeff  
Furney, Jennifer

#### –G–

Gall, Dick  
Gallagher, Christine

Gallian, Marilyn  
Garlick, Jan  
Gavel, Mark  
Gibbs, Annette  
Gibbs, Anthony  
Gibbs, Pauline  
Gibbs, Philip  
Gibson, Judy  
Giddings, Joann  
Giles, Joan  
Gleeson, Heather  
Granger, Denise  
Granger, Kathryn  
Grant, Ian  
Grant, Jeffrey  
Grant, Karen  
Gray, Georgina  
Greco, Josephine  
Greenwood, Teresa  
Greenwood, William  
Grimes, Cheri  
Grinrod, Andrew  
Grose, Margaret  
Guthrie, Jan  
Guthrie, Robyn

#### –H–

Hall, Marjorie  
Hamill, Brenda  
Hamilton, Robyne  
Hardaker, Heather  
Harding, Peter  
Harley, Dale  
Harris, David  
Harris, Jill  
Harris, Helen  
Hartman, Wendy  
Hartmann, Pat  
Harvey, Philip  
Hattersley, Catherine  
Hawes, Judith  
Hawkins, Margaret  
Haysom, Deborah  
Heasman, Anne  
Heeps, Bernadette  
Heggie-Stewart, Nicholette  
Hemsworth, Karen  
Herodes, Lana  
Hess, Anthony  
Hessey Vivienne  
Hill, Alan  
Hinkley, Judith  
Hisshion-Okubo, Keiko  
Hirst, Adrienne  
Hoare, Patricia





Hodge, Dinah  
Hodgson, Robyn  
Hollamby, Bernard  
Holland, Alison  
Hollier, Stephen  
Holmes, Patricia  
Hoskins, Susan  
Howard, Scott  
Howes, Sylvia  
Hromas, Harriet  
Huckin, Ray  
Hunter, Pamela  
Hurst, Sharon

–I–

Irons, Chris  
Irving, Pat  
Iverson, Lynne

–J–

James, Gloria  
Jaques, Jocelyn  
Jaques, Raymond  
Jenkins, Jennifer  
Jennison, Kara  
Johnston, Sarah  
Jones, Anita  
Jones, Glenda  
Jones, Paulette  
Joseph, Judith Ann  
Judd, Peter

–K–

Kennedy, Caroline  
Kennedy, Peter  
Kewley, Christopher  
Kidd, Helen  
King, Alan  
King, Alison  
King, Jacqueline  
Kinsey, Helen  
Kirkham, Donna

–L–

Laithwaite, David  
La Macchia, Rose Marie  
Lambert, Gordon  
Lamont, Jan  
Lander, Nancy  
Lander, Neil  
Larkins, John  
Law, June  
Leslie, Anne  
Levine, Lynne  
Lewis, Pamela  
Lim, Desiree

Lindroos, Loma  
Lipman, Janette  
Lord, Janelle  
Lord, Pamela  
Loveday, Shellee  
Lovie, Robyn  
Low, Lynette  
Lynton, Anne

–M–

McAuley, Steve  
McCabe-Vote, Jill  
McGregor, Dimity  
McIntyre, John  
McLachlan, Phillippa  
McKay, Jeanette  
Mackie, John  
McNaught, Ora  
McRae, Lynne  
Mather, Elizabeth  
Mavromatis, Kathleen  
Maynard, Ian  
Mayne, Rachael  
Mendelsohn, Jacqueline  
Mercer, Nancy  
Merkel, Helen  
Mike, Vicki  
Millard, Lorraine  
Mingaye, Diana  
Mirabello, Joseph  
Mitchell, Lorraine  
Mizuno, Emiko  
Moir, Patricia  
Montz, Louise  
Moore, Janet  
More, Diane  
Morgan, Valda  
Muir, Louise  
Munro, Vikki

–N–

Nevin, Josephine  
Nicholas, Pamela  
Nicholls, Hilary  
Nicholson, Catherine  
Nicholson, Robbi  
Nicol, Karen  
Noble, Alison  
Norfor, Judith  
Nott, Lauren

–O–

Oakley, Howard  
Oakley, Veronica  
O'Dwyer, Mary

Oliver, Judy  
Orr, Katherine  
Orr, Robin  
Osborn, Jan  
Owers, Ruth

–P–

Pace, Barbara  
Pack, Barbara  
Parish, Nancy  
Park, Gail  
Parker, Hilary  
Parker, Lyn  
Parnell, Andrew  
Paszkowski, Cecily  
Pearce, Barbara  
Pearce, Maralyn  
Pearce, Noel  
Pedemont, Rebecca  
Petersen, Annette  
Peterson, Barbara  
Picone, Kim  
Plucknett, Rosie  
Ponsford, Caroline  
Portelli, Sharon  
Potter, Robin  
Potts, Beverley  
Powning, John  
Prangenberg, Pia  
Propert, Dorelle  
Proweller, Rita

–R–

Raymond, Jillian  
Reilly, Kate  
Renouf, Coral  
Rheinberger, Joan  
Rich, Wendy  
Richardson, Sandy  
Roberts, Hope  
Robertson, Sandra  
Robinson, Barbara  
Rogers, Suzanne  
Rofe, Jeannette  
Rosenfield, James  
Rowling, Jeremy  
Russell, Malcom  
Ryan, Kristy  
Ryan, Ros  
Ryan, Sue  
Rykman, Margaret

–S–

Sakker, Elizabeth  
Savage, Greta

Sarvay, Beverley  
Saville, Leonie  
Scott, Jean  
Sconce, Rosemary  
Segal, Catherine  
Sharman, Jain  
Shaw, Joan  
Shedden, Darcy Jean  
Silverman, Nicola  
Skingsley, Brian  
Skingsley, Judith  
Smith, Francis  
Smith, Sharon  
Sona, Liesl  
Southerden, June  
Spender, Robyn  
Squire, Ann  
Stein, Miriam  
Stephen, Timothy  
Stevenson, Kay  
Stewart, Leanne  
Stiddard, Christie  
Storey, Lydia  
Strassberg, Catherine  
Sturrock, Diane  
Stuzzi, Pauline  
Switzer, Joan

–T–

Taylor, Anne  
Tennant, Helen  
Tesoriero, Michael  
Thomas, Katrina  
Thomas, Magaret  
Thompson, Jean  
Timmony, Velella  
Toluzzi, Anne  
Turnbull, Wai Chun (Angela)

–U–

Underwood, Joan

–V–

Vetter, Jordan  
Verschuer, Marie  
Vicic Copetti, Denis  
Viner, Joan  
Vostarek, Susan

–W–

Wackett, Graham  
Wadey, Susanne  
Waite, Pamela  
Walker, Denise  
Walker, Margaret  
Walker, Peter

# Appendices

Walker, Sarah  
Wall, Tony  
Walton, Norma  
Ward, Sue  
Wardlaw, Ann  
Watson, Brian  
Watson, Ilona  
Watson, Suzanne

Wayling, Margaret  
Weinberg, Benjamin  
Wenborn, Christine  
Westman, Charlie  
Westman, Maggie  
Whalan, Lana  
Whalan, Peter  
White, Berman

Whittington, Jeanette  
Wichems, Christine,  
Wilcox, Joan  
Wildenburg, Kath  
Wilkinson, Barbara  
Willis-Smith, Jennifer  
Williams, Dorothy  
Williams, Jesmond

Williamson, Jeanette  
Williman, Jerry  
Winston, Patricia  
Wood, Chris  
Wright, Anne  
Wright, Muriel  
Wright, Tom  
Wyld, Frank

## Appendix 18

### Employees by Program Area 2007 to 2009

Program Area	Permanent			Temp			Casual			Total		
	2007	2008	2009	2007	2008	2009	2007	2008	2009	2007	2008	2009
Life Sciences	153	159	171	24	28	17	47	168	185	224	355	373
Marketing	28	17	21	6	5	5	40	1	0	74	23	26
HR	10	10	12	3	1	0	6	20	27	19	31	39
Corp Serv	26	26	30	2	1	3	7	5	4	35	32	37
Cap Works	76	69	69	9	8	6	0	0	0	85	77	75
Guest Serv	59	69	66	5	2	2	277	215	209	341	286	277
<b>TOTAL</b>	<b>352</b>	<b>350</b>	<b>368</b>	<b>49</b>	<b>45</b>	<b>32</b>	<b>377</b>	<b>409</b>	<b>425</b>	<b>778</b>	<b>804</b>	<b>825</b>

### Employees By Category, 2009

#### (Permanent and Temporary Staff Only)

Taronga and Taronga Western Plains Zoos  
Comparison for Permanent and Temporary Staff

Category	2007	2008	2009
Executive	4	7	8
Clerical	144	118	120
General	32	26	25
Professional	16	14	14
Services	42	56	58
Technical	3	5	4
Trades	160	169	181
<b>Total</b>	<b>401</b>	<b>395</b>	<b>411</b>



## Appendix 19

### Freedom of Information

The Taronga Conservation Society Australia published its Summary of Affairs (as prescribed by the *Freedom of Information Act NSW 1989*) in the NSW Government Gazette. The TCSA's complete Statement of Affairs can be obtained by request in writing to the Freedom of Information Coordinator, PO Box 20, Mosman, NSW 2088.

The TCSA processed one request under the provisions of the Freedom of Information Act during the year with details as required by section 68 (6) of the Freedom of Information Act being shown below. The impact of the FOI requirements on the TCSA's activities has been minimal.

FOI Requests	Other 08	Other 09	Personal 08	Personal 09
New	1	1	–	–
Brought forward	1	–	–	–
<b>Total to be processed</b>	<b>2</b>	<b>1</b>	<b>–</b>	<b>–</b>
Completed	2	1	–	–
Transferred	–	–	–	–
Withdrawn	–	–	–	–
<b>Total processed</b>	<b>2</b>	<b>1</b>	<b>–</b>	<b>–</b>
Unfinished (carried onto next year)	–	–	–	–
Request:				
Granted in full	2	1	–	–
Granted in part	–	–	–	–
Refused	–	–	–	–
Deferred	–	–	–	–

## Appendix 20

### Consultants Fees Incurred in 2008/09

#### Consultants equal to or more than \$30,000

##### Management Services

Ernst and Young – \$36,170  
Review of Association of Zoo Friends and its relationship to the TCSA

Singleton Ogilvy Interactive – \$50,000  
Recommendations for a digital marketing strategy

Total consultancies equal to or more than \$30,000 = \$86,170

#### Consultancies less than \$30,000

During the year 1 other consultant was engaged in the following area:

Management Services – \$25,000  
Total consultancies less than \$30,000 = \$25,000  
Total consultancies = \$111,170

## Appendix 21

### VIP Visits to Taronga and Taronga Western Plains Zoo

(1 July 2009 – 30 June 2009)

#### July 2008

- Mr. T (American celebrity) – Late July 08

#### August 2008

- Nancy Travers (American sitcom celebrity) – Early August 08
- TWPZ – Gladys Berejiklian MP – Shadow Minister Assisting the Leader on Citizenship, Shadow Minister for Transport, Shadow Minister for Waterways – 6 August 08
- British Opposition Spokesperson on Animal Welfare – 31 August 08
- Two Delegates from Indian Consulate – 28 August 08

#### September 2008

- Sara Bareilles (American singer-songwriter) – 11 September 08
- Thai Princess – 16 September 08
- Director General of Education Michael Coult-Trotter (TWPZ) – 22 September 08
- Dept of Foreign Affairs and Trade (10 visitors) – 29 September 08
- Australian Defence Force (four visitors) – 30 September 08

#### October 2008

- Joan as Policewoman (band, five members) – 8 October 08

#### November 2008

- Russian Film Festival (group) – 1 November 08
- Olga Kurylenko (new Bond girl) – 20 November 08
- Warner Bro's President – 20 November 08
- Cheryl Crowe (singer) – 27 November 08

#### December 2008

- Dept of Foreign Affairs and Trade Iraqi Parliamentary Delegation – 6 December 08
- John Slattery & January Jones (America celebrities) – 9 December 08
- TWPZ – Terri, Bindi and Bob Irwin Australia Zoo – 19 & 20 December 08

#### January 2009

- TWPZ – Robyn Kruk Chairperson Department of Environment and Climate Change – 13 January 09
- TWPZ – Brendan Jones and Amanda Keller WSFM – 14 & 15 January 09
- Janey Seal (channel 9 news) & Phill O'Neil (Triple M) – 16 January 09
- Vanuatu Foreign Minister – 23 January 09
- Minister for Housing, Community Services and Aboriginal Affairs Jenny Macklin & Minister for Aging, Disability Services and Aboriginal Affairs Paul Lynch – 28 January 09

#### February 2009

- TWPZ – Japanese delegation from Nagoya Municipal Council – 5 February 09
- TWPZ – Chinese delegation from Wujiang Municipal Government – 5 February 09

# Appendices

- Two stars from film He's Just Not That Into You – 11 February 09
- Fallout Boy (band) – 20 February 09

## March 2009

- Jackson Brown (singer-songwriter) – 3 March 09
- Russian Parliamentary delegation – 18 March 09
- Jimmy Barnes (singer) – 12 March 09
- Guatemalan Consulate staff – 30 March 09

## April 2009

- Tourism NSW board – 3 April 09
- TWPZ – Tourism NSW Board – 6 April 09
- TWPZ – Director General Department of Premier and Cabinet John Lee – 7 April
- Actors from Supernatural TV series – 17 April 09
- Jonas Brothers (band) – 24 April 09
- Kellan Lutz (actor from Twilight film) – 29 April 09

## Appendix 22

### Ethnic Affairs Priorities Statement – 2008/2009

Objective	Strategies	Achievements – 2008/2009	Program For 2009/2010
Integrate ethnic affairs initiatives into all TCSA business activities	Ensure all strategic and business plans include the impact of cultural diversity in their planned outcomes	Strategic redevelopment of Zoo facilities continues to consider community needs and access	On-going
Increase the multi-cultural service capacity of both zoos	Increase staff training in customer service with a particular focus on cultural diversity	Organisational-wide training provided to existing employees on the TCSA's Customer Service Charter to enhance cultural awareness in communications and visitor experiences.	Training to be provided all new employees
		Concurrent training programs conducted for zoo volunteers which provide increased awareness of visitors from culturally diverse backgrounds	Ongoing
		Visitor surveys conducted at both zoos	On-going Program
	Maintain a database of staff with language skills that are prepared to use this skill within the workplace	Human Resources Management Information System database of all staff at both zoos with community language skills updated.	On-going
	Continue to provide broad zoo based community education programs with special emphasis on the ethnic community	Zoo based language programs have been developed by Education staff targeting NESB students and overseas students	On-going

## May 2009

- Madam Chen Chairman of Deputies in the Chinese Parliament for the Australian Parliamentary Liaison Officer – 20 May 09
- Lady Gaga (singer-songwriter) – 22 May 09
- TWPZ – Delta Goodrem, celebrity supporting Garvan Institute Nun's Run – 24 May 09
- TWPZ – Tony Kelly, Minister for Police, Minister for Lands and Minister for Rural Affairs – 24 May 09
- Tanzanian Foreign Minister – 26 May 09

## June 2009

- Aussiebum models – 1 June 09
- Hugh Jackman (actor) – 17 June 09
- Retiring Israeli Consul – 22 June 09
- French Rugby Team – 25 June 09
- Spanish Royal Media – 27 June 09



Objective	Strategies	Achievements – 2008/2009	Program For 2009/2010
		NESB and ESL schools targeted by the Department of Education Zoo mobile focusing on regional areas of NSW and inner city schools. This Zoo Mobile visited approximately 14220 students in 2008/2009 of which 10640 were students from disadvantaged schools, where student, for various reasons, are unable to experience a visit at Taronga Zoo	On-going Program
		St George Foundation Zoo mobile visited approximately 17,540 people during 2008/2009 which also included 7,450 students from disadvantaged schools, where students, for various reasons, are unable to experience a visit to Taronga Zoo	On-going Program
		The DET Zoo mobile delivered the Aboriginal "Animals of the Dreamin" outreach program to 6770 students	On-going Program
	Provide visitor information through foreign language interpretation guides (currently provided in Japanese, Chinese, Korean, Spanish, Vietnamese, German, and French)	Surveys conducted to determine visitor needs	On-going Program
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature	Continued upgrade of directional signage, and maintenance of interpretive signage. Installation of visually communicative devices (e.g. Pygmy Hippopotamus; Tasmanian Devil; Asian Elephants; B2B composting).	On-going Program
	Increase management awareness of cultural difference in staff	Management training program continuing at middle management level and expanded to include senior management	On-going program
Promote the zoos and the services of the TCSA within ethnic communities	Target visitors of overseas origin through foreign language publications and ethnic print/broadcast media	In accordance with Premier's Department Guidelines, the TCSA continues it's commitment to expending 7.5% of its advertising budget on advertising the TCSA's services throughout the ethnic community	On-going Program

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Objective	Strategies	Achievements – 2008/2009	Program For 2009/2010
		Taronga Zoo Tourism targets groups and independent travellers from all overseas countries via sales missions to in-market tour operators, advertising, and promotions.	
		Zoo Education targets in bound student travel organisations including JTB, Kintestu, Jalpak, and foreign language schools	On-going Program
		Taronga Zoo received significant media exposure through SBS Radio and Television	On-going program to ensure access for all ethnic media
		Quarterly PR media mailout included ethnic/community press and broadcast media	On-going program will continue in accordance with requests received
		PR department at both zoos hosted various media teams from foreign countries	On-going Program
	Targeted promotional activities	The TCSA supported ethnic communities throughout the year with free entry passes in relation to fundraising activities	On-going Program
Promote respect and accommodate cultural difference amongst TCSA staff	Continue to provide opportunities through the TCSA's work experience program particularly for people from non-English speaking backgrounds	School student work experience program continues to deliver opportunities to significant numbers of non-English speaking background students	On-going Program
	Providing policies in accordance with the Multi-culturalism Act 2000 eg Holy Days Religious Duty Policy	Religious Duty Policy reviewed and updated	Updated annually
	International volunteer keeper program allowing students and Keepers to work in Australia	35 international students participated in the volunteer program during 2008/2009	On-going
Continuing development of TCSA Intranet	To provide and disseminate information on EAPS	TCSA EAPS placed on Intranet to ensure staff accessibility	Updated annually
Ensure TCSA recruitment activities support EAPS	Ensure all TCSA 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.	Condition included in all offers of employment made	On-going
	Ensure a range of vacant positions at both zoos are made known to a selection of organisations with multi-cultural community reach	A range of zoo vacancies directly advertised with several multi-cultural organisations.	On-going



Objective	Strategies	Achievements – 2008/2009	Program For 2009/2010
Promote understanding of multi-cultural communities	Provide opportunities to increase understanding of and experience multi-cultural communities	Organisational-wide Harmony Day celebrations.	Annually
		Interpretive media (including presentations) devised to increase awareness of the challenges faced in the home countries of multi-cultural communities regarding environmental and wildlife conservation (e.g. Coltan mining in Great Ape habitat; sustainable seafood; use of habitat rainforest timber)	Ongoing

## Appendix 23

### Action Plan for Women

The TCSA is committed to providing a fair and equitable workplace and is an Equal Employment Opportunity employer. The functions of the TCSA which support the NSW Government's Action Plan for Women, and specifically address various issues faced by women are:

- Leadership and personal development. During the year, the TCSA filled a number of management positions with women. The participation rate for women at middle management and senior management level remained greater than 50%. Approximately 70% of Trainers and Assessors and students of the Taronga Training Institute are female. The vocational education occupation of Taronga Training Institute Trainer and Assessor is a relatively new mode of employment at the TCSA which enables qualified staff to apply their specialist skills to help develop others. The role's hours of work and less physically demanding nature may also provide a suitable employment alternative for female keepers throughout the various stages of their career. Trainer and Assessor employment opportunities have and will continue to increase as the Taronga Training Institute's course offerings and student body grows. Further, the Institute's two Indigenous Scholarships were awarded to females.
- Volunteer female representation. 65% of TCSA Volunteers and 80% of Zoo Friends Volunteers are women.
- Celebrating Women in the Workplace. The TCSA continues to promote International Women's Day and celebrate the significant contribution made by female employees and volunteers.
 

The TCSA's participation in the 2009 Sydney Gay and Lesbian Mardi Gras provided an opportunity to celebrate the diversity of the TCSA's workforce including homosexual women.

39% of recipients at the TCSA's annual employee awards were women.

7 long serving female employees were also inducted into the TCSA's Long Service Club.
- Access to Child Care. Taronga Zoo staff continue to have access to child care programs held in the Zoo's

education centre every school holiday period, with access to this program for children of Zoo staff being financially subsidised by the TCSA.

- Flexible working arrangements. The TCSA has in place a number of flexible work arrangements, with many of these arrangements support working mothers.
- Human Resources Policies. The TCSA's commitment to its Anti-Discrimination and Harassment Free Workplace Policy, Equal Employment Opportunity Policy and Employee Code of Conduct was reinforced by its Dignity and Respect in the Workplace training program continuing to be provided to managers, supervisors and employees at Taronga Zoo and Taronga Western Plains Zoo.
 

The TCSA's Mentoring Program Policy was also re-launched to further encourage mentoring and networking opportunities.
- Employee Induction Program. Information outlining the benefits the TCSA offers to its employees, some of which may be of particular interest to women (e.g. on-site child care programs, employee assistance program, and study assistance and leave) was developed and incorporated into the TCSA's Induction Program.
- On-going development of the TCSA's SAP Human Resources Information System. This continues to enable the TCSA to undertake sophisticated employee demographic analysis, and better plan strategies for ensuring equity for the female workforce.
- Zoo Friends Fellowship Program (2008/2009). During the year, 75% of Zoo Friends Fellowships were awarded to women to undertake development activities in their areas of specialisation.
- Training and Development Support. Over 38% of the employees sponsored by Zoo Friends to attend the annual ARAZPA Conference were women.

### Strategies for 2009/2010

It is intended that the following actions be undertaken over the next twelve months to aid in addressing issues for women in the workplace:

- With the ongoing development of the SAP Human Resources Information System, the TCSA will continue to

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focus on gathering staff profile data, thus enabling the TCSA to undertake demographic analysis and compare groups within the TCSA's workforce. This information will help determine strategies aimed at achieving a fair and equitable workplace with the employment profile representative of those found in the community.

- Increase the number of TCSA Grievance Officers at both Taronga Zoo and Taronga Western Plains Zoo to enhance the avenues for women in the workplace to seek guidance, and raise concerns.
- Continue financial support for female staff to access training and development programs and to attend the annual zoo industry conference. This will include providing Certificate IV in Front Line Management training to relevant employees including female supervisors to promote ongoing skill development, and to enhance the TCSA's workforce capabilities.
- Continue to provide learning and development and new employment opportunities via the TCSA's Taronga Training Institute.
- Continue to review TCSA Human Resources policies with particular attention given to the specific needs of women in the workforce.

- Continue a Leadership Strategy which incorporates initiatives to encourage women to apply for senior positions.
- Continue to participate in NSW Government led initiatives for women.
- Continue to ensure the promotion of International Women's Day at both Taronga Zoo and Taronga Western Plains Zoos, and increase volunteer and student participation rates at International Women's Day celebrations.
- Continue the delivery of Dignity and Respect in the Workplace training; and promotion of the TCSA's mentoring program.

## Leadership and Personnel Development 2009

Total Female Representation in SES & SO	24%
Total Female Representation in Middle and Senior Management	56%

## Appendix 24

### Staff of the Taronga Conservation Society Australia

Abra, Lisa	Austin, Verity	Bishop, Rochelle	Burchill, Leon
Adams, Jennifer	Avery, Samuel	Black, Andrew	Burgess, Jane
Agnew, Tammy	Azar, Susan	Blowes, Stephen	Burgoyne, Pamela
Albanil, Ovidio	Azpiazu, Maria	Bodel, Nikki	Burke, Steven
Albert, Simone	Baker, Sandra	Bolivar, Javiera	Buzas, Richard
Alderson, Darrin	Baker, Susan	Bombonato, Elio	Cameron, Chaseley
Alexander, Anders	Bambrick, Rachel	Bombonato, Elio Emilio	Cameron, Fiona
Alexander, Catherine	Barden, John	Bordakiewicz, Marika	Campbell, Michelle
Alexander, Michael	Barker, Thomas	Bourke, Nicholas	Campbell, Veronica
Altuna, Juan	Barnes, Annaliza	Boyd, Suzanna	Canning, Christopher
Anderson, Ian	Barry, Jann	Boylan, Terrence	Capelin, Joshua
Anderson, Kathryn	Bastian, Matthew	Boyle, Nicholas	Carless, Holly
Anderson, Peter	Battaglia, Adam	Bradshaw, Nathan	Carmody, Paula
Andjic, Anthony	Beck, Holly	Brandl, Megan	Carr, Phillip
Andrew, Paul	Bedford, Stephen	Brass, Adam	Carroll, Liana
Angel, Lauren	Bell, Emma	Brett, John	Carroll, Sheryn
Angus, Warrick	Bell, Tamara	Brett, Lisa	Cashion, Louise
Apostol, Amadeo	Belov, Dimitry	Brice, Sara	Cassidy, Elizabeth
Arcus, Tracey	Bennett, Samuel	Briton, Eryn	Castle, Amber
Armitage, Janet	Benoit, Pascale	Britt-Lewis, Anthony	Cavanagh, Lisa
Armstrong, Charlotte	Benson, Paige	Brogan, Roger	Cavanagh, Simon
Armstrong, Claire	Bentley, Sarah	Brooks, Joshua	Chambers, Suzanne
Armstrong, Evan	Berwick, Thomas	Brown, Karen	Chan, Colin
Arnold, Elissa	Bianchi, Claudia	Brown, Simon	Cheal, Rodney
Arnold, Hugh	Bickett, Alison	Browne, Catherine	Chellingworth, Belinda
Arthur, Elizabeth	Bignell, Glenn	Brunsdon, Shannon	Chen, Sean
Asimus, Allen	Birchall, Gemma	Bryant, Benn	Chin, Rebecca
Astley, Jason	Birchmeier, Clint	Bui Thi, Ngoc Anh	Chisholm, Ian
Atwood, Christopher	Birrell, Maree	Bull, Chris	Chiu, Leanne





Choi, Brian	Dockerill, Robert	Frith, Geoffrey	Harris, Helen
Christie, Emily	Dominique, Diane	Frize, Lynne	Harris, Lisa
Christie, Honor	Donoghue, Peter	Frost, Matthew	Harris, Teresa
Cifuentes, Julia	Dorrian, Anthony	Fuller, Matthew	Hart, Stephanie
Clark, Nanette	Drew, Robert	Garcia, Cameron	Hartigan, Ashlie
Clark, Tobias	Duffy, Simon	Garrett, Emily	Hattersley, Kelly
Clarke, Peta	Duncan, Janine	Gaylard, Vicki	Hawkey, Joshua
Clatworthy, Narelle	Dunn, Natalie	Gee, Brian	Hawkins, Margaret
Clayton, Lindsey	Dunnett, Angela	Gibb, Kathryn	Hay, Jason
Clayton, Vanessa	Dunsford, Anthony	Gibson, Ben	Hayford, Reginald
Clinch, Pamela	Dzang, John	Gifford, Annette	Haylock, Dannielle
Coburn, Elizabeth	Eade, Kevin	Gillespie, Judith	Hayward, Arliah
Codd, Deanne	Eaton, James	Gillies, Tristan	Helgesen, Jon
Coffey, Michael	Edwards, Anika	Ginman, Louise	Helmers, Susanna
Collett, Jesse	Edwards, Carol	Glass, Edward	Hermansyah, Maman
Collis-Rojas, Bridgette	Edwards, Daryl	Gleen, Wendy	Heslin, Patricia
Combridge, Lisa	Edwards, Eve	Gleichman, Ian	Hibbard, Christopher
Conaghan, Jennifer	Edwards, Jane	Gold, Stephanie	Hill, Helen
Cookson, Anthony	Elfleet, Diane	Goodyer, Eugenie	Hillerman, Annemarie
Cooper, Guy	Elhindi, Lisa	Gordon, Luisa	Hillermann, Annemarie
Cooper, Pauline	Ellis, Carmen	Gordon, Martin	Hockey, Andrew
Couch, Jeanette	Elton, Samantha	Gotsch, Leopold	Hodges, Wendy
Coulter, Penny	Elzer, Amanda	Grainger, Melissa	Hoffmann, Terrence
Counihan, Monique	Ensor, Jessica	Gramp, Joel	Holland, Clair
Couper, Kevin	Epworth, John	Grant, Brittany	Hollings, Samantha
Coville, Natalie	Etchells, Tammy	Grant, Mark	Holloway, Hayley
Crabtree, Lucas	Evans, Felicity	Green, Matthew	Holmes, Kate
Crawford, Claire	Evans, Wesley	Greene, Belinda	Hooker, Kathryn
Crisante, Patricia	Fabreschi, Flavio	Greentree, Caroline	Hopkins, Gillian-Kate
Crow, Kevin	Fairbank, Emma	Grillo, Victoria	Host, Brendan
Crowe, Chi	Fairbank, Emma-Jane	Grima, Mark	Hough, Cordelia
Crowley, Thomas	Faithfull, Simon	Grossfeldt, Louise	Houghton, David
Croxon, Aimee	Falkenberg, Rosemary	Grul, Timothy	Hudnall, Vicki
Cusack, Suzanne	Fanson, Kerry	Gussoni, Rossana	Hughes, Bruce
Cveticanin, Lucinda	Farquhar, Eleanor	Guy, Kenneth	Hughes, Trent
Dalleywater, Stephen	Farquhar, Thomas	Haddock, Joseph	Hulst, Frances
Dalziel, James	Farr, Diane	Haenga, Reece	Hume, Kathryn
Darcy, Joshua	Farrar, Lisa	Haesler, Debra	Humphreys, Kaye
Dare, Ryan	Farrugia, Nicole	Hall, Elizabeth	Husher, Kira
Darlington, Leanne	Fegan, Christine	Hall, Jane Ann	Husher, Simon
Davies, Melanie	Fidler, Laura	Hall, Lorraine	Hutchinson, Matthew
Davies, Paul	Field, Cyrelle	Hall, Madelaine	Hutchison, Brooke
Davis, John	Finlayson, Brett	Hall, Simon	Hutchison, Kerren
Davis, Megan	Fisher JR, Stephen	Hall, Theresa	Inkratas, John
Dawson, Garry	Fitzgerald, Nicole	Halliburton, Alexander	Inkson, Carol
De Graaff, Nicolas	Flanagan, Linette	Hammon, Arabella	Inkson, John
De Marchi, Emma	Fletcher, Eric	Hampel, Mathias	Isaacs, Oliver
de Vos, Nicholas	Flowers, Megan	Hanlon, Nicholas	Isaacs, Tristan
Dea, Matthew	Formosa, Michael	Hannan, Benjamin	Jackson, Anthea
Deane, Elizabeth	Fox, Danielle	Harasta, Hayley	James, Karen
Denton, Sandra	Fozard, Phillip	Hardy, Colin	Jamieson, Nathan
Desai, Raja	Fraser, Kim	Hare, Paul	Jenkinson, Todd
D'Ettorre, Adalgisa	Freeman, Wayne	Harlow, Peter	Johnson, Robert
Di Giglio, Vanessa	Friederich, Judith	Harrington, Julie	Johnson, Stephanie
Dickson, Pamela	Friedman, Melanie	Harris, Geoffrey	Johnson, Tobias

# Appendices

Johnston, Bradd  
Johnston, Catherine  
Jones, Fiona  
Jones, Jessica  
Jones, Kathryn  
Jones, Laura  
Jones, Peter  
Jones, Rebecca  
Jones, Regan  
Jury, Fiona  
Katz, Veronika  
Keeley, Tamara  
Keen, Lisa  
Kerin, Joel  
Kernot, Alessia  
Kerr, Cameron  
Kerr, Joel  
Kettle, Edward  
Kettle, Matthew  
Kidd, Geoffrey  
Killeen, Leonie  
Kinsella, Wendy  
Kirk, Gregory  
Kirkwood, Anthony  
Kitching, Paul  
Klaassens, Kristie  
Klarwein, Jason  
Kleinig, Steven  
Kolkert, Heidi  
Konovas, Jenine  
Kozlowski, Stuart  
Krause, Sherie  
Kurniawan, Sheley  
Laing, Rachel  
Lamb-McCabe, Kathleen  
Lander, Sophie  
Langman, Lloyd  
Latham, Kerri  
Le, Doan  
Leach, Jacqueline  
Leach, Rachel  
Lear, Katrina  
Leddin, Anton  
Leplaw, Gregory  
Lewis, Megan  
Lewis, Melissa  
Lewry, Daryl  
Licardy, Amber  
Liddicoat, Megan  
Lindsay, Michelle  
Line, Owen  
Livesey, Claire  
Lo, Krystal  
Lodge, Robert  
Lombe, Christi  
Love, Dean  
Low, Maxwell  
Low, Scott  
Low, Simone  
Lucas, Tracy  
Ludowyk, Simon  
Luo, Anqi  
Lynne, Jeffrey  
MacRae, Michael  
Magee, Karen  
Magner, Carolene  
Maguire, Paul  
Maguire, Sharon  
Male, Sarah  
Manaros, Charn  
Mance, Jennifer  
Mander, Michael  
Manning, Stephanie  
Mansell, Sarah  
Mare, Jean  
Marr, William  
Marshall, Jane  
Martin, Alan  
Mason, Paul  
Mathews, Shirley  
Matkovics, Richard  
Matthews, Farley  
Mawdsley, Claire  
McAuley, Stephen  
McCallion, Michael  
McCluskey, Joshua  
McCracken, Stephen  
McDonald, Katherine  
McDowall, Phillip  
McFadden, Michael  
McGill, Danielle  
McGuinness, Donna  
McIntosh, Keith  
McKenzie, Bradley  
McKenzie, Matthew  
McKinlay, Alison  
McLachlan, Ashley  
McLachlan, Mitchell  
McLellan, Amanda  
McMeekin, Bonnie  
McMillan, Alexandra  
McMonigal, Simone  
McNaught, Susan  
McReaddie, Shallon  
McTackett, Laura  
Mead, Craig  
Meikle, William  
Melo, Lucy  
Mendis, Radhika  
Mendis, Shehani  
Mercer, Ian  
Mercurio, Stefania  
Metcalf, Paul  
Mike, Georgia  
Mike, Vicki  
Milgate, Jodie-Lee  
Miller, Gary  
Miller, Lauren  
Milton, Jodie  
Milton, Kevin  
Minehan, Janelle  
Minor, Lisbeth  
Mitchell, Michael  
Moldrich, Chayna  
Molyneux, Melissa  
Monaco, Gina  
Monaghan, Adam  
Mondon, Sandra  
Monsour, Terasa  
Morgan, Garry  
Morgenthaler, Jessica  
Morris, Amelia  
Morris, Ian  
Morrison, Peter  
Mortimer, Emma  
Mountfort, Patty  
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Soden, Joanne	Thomas, Brent	Watkins, Jacqueline	

# Glossary

AAD	Australian Antarctic Division	BEC	Bachelor of Economics
AAZV	American Association of Zoo Veterinarians	BHA	Bachelor of Health Administration
AC	Companion of the Order of Australia	BMus	Bachelor of Music
ACA	Associate of the Institute of Chartered Accountants	BRSc	Bachelor of Rural Science
ACGC	Australasian Conservation Genetics Centre	BSc	Bachelor of Science
ACT	Australian Capital Territory	BSc (Hons)	Bachelor of Science (Honours)
Ad Cert Pers Mgmt	Advanced Certificate in Personnel Management	BSc (Eng)	Bachelor of Science (Engineering)
AER	Asian Elephant Rainforest	B2B	Backyard to Bush
AFAIM	Associate Fellow of the Australian Institute of Management	BSU	Behavioural Science Unit
AGSRCA	Animal Gene Storage Resource Centre of Australia	BTP (Hons)	Batchelor Town Planning (Honours)
AGL	Australian Gas Light Company	BVSc	Bachelor of Veterinary Science
AHRI	Australian Human Resource Institute	BVSc (Hons)	Bachelor of Veterinary Science (Honours)
AM	Member of the Order of Australia	CEO	Chief Executive Officer
AMMRC	Australian Marine Mammals Research Centre	CES	Chief Executive Service
AMSA	Australian Maritime Safety Authority	Cert.Bus.Stud	Certificate Business Studies
ANFFS	Australian Native Flora and Fauna Sanctuary	CITES	Convention for the International Trade in Endangered Species
ANU	Australian National University	CPEng	Chartered Professional Engineer (Australia)
AO	Officer of the Order of Australia	CSIRO	Commonwealth Scientific and Industrial Research Organisation
AQIS	Australian Quarantine and Inspection Service	CWI	Capital Works and Infrastructure
APU	Animal Presentation Unit	DEC	Department of Conservation and Environment
ARAZPA	Australasian Regional Association of Zoological Parks and Aquaria	DET	Department of Education and Training
ARKS	Animal Record Keeping System	DipAquaculture	Diploma of Aquaculture
ASAF	Australian Shark Attack File	Dip OHS Mgt	Diploma of Occupational Health and Safety
ASMP	Australasian Species Management Program	DipPark Mngt	Diploma of Park Management
ASX	Australian Stock Exchange	DoCS	Department of Community Services
ASZK	Australasian Society of Zoo Keepers	DSTO	The Defence Science and Technology Organisation
AWHN	Australian Wildlife Health Network	EEO	Equal Employment Opportunity
BA	Bachelor of Arts	ESL	English as a Second Language
BA (Comm)	Bachelor of Arts (Communications)	FACVSc	Fellow, Australian College of Veterinary Science
BA (Hons)	Bachelor of Arts (Honours)	FAICD	Fellow of the Australian Institute of Company Directors
BAppSc	Bachelor of Applied Science	FAIM	Fellow of the Australian Institute of Management
BArch	Bachelor of Architecture	FCA	Fellow of Chartered Accountants
BBus	Bachelor of Business	GMQ	Graduate Management Qualification
BCom	Bachelor of Commerce	GOHR	Greater One-horned Rhinoceros
BE(Hons)	Bachelor of Engineering (Honours)	GrDip Comm	Graduate Diploma Communications

GradDip ProfComm	Graduate Diploma Professional Communications	OHS&E	Occupational Health, Safety and Environment
GSO	Great Southern Oceans	PhD	Doctor of Philosophy
GST	Goods and Services Tax	PR	Public Relations
Hon	Honourable	QC	Queen's Counsel
HSC	Higher School Certificate	Qld	Queensland
HR	Human Resources	QPWS	Queensland Parks and Wildlife Service
IRF	International Rhinoceros Foundation	RFD	Reserve Forces Decoration
ISIS	International Species Information System	RNS	Royal North Shore
IUCN	International Union for the Conservation of Nature	RSPCA	Royal Society for the Prevention of Cruelty to Animals
IT	Information Technology	SA	South Australia
IVF	In Vitro Fertilisation	SAFE	Saving Animals From Extinction
IZWR	Institute for Zoo and Wildlife Research, Berlin	SAG	Specialist Advisory Group
JP	Justice of the Peace	SAP	Systems Analysis and Program Development
KEST	Koala and Endangered Species Trust	SES	Senior Executive Service
LAAI	Licentiate of the Australian Advertising Institute	SCAR	International Scientific Committee for Antarctic Research
MACS	Member of the Australian Computer Society	SSC	Species Survival Commission
MACVSc	Member of the Australian College of Veterinary Science	TAFE	Technical and Further Education
MRCVS	Member Royal College Veterinary Surgeons	TCSA	Taronga Conservation Society Australia
MBA	Master of Business Administration	TWPZ	Taronga Western Plains Zoo
MBE	Member of the British Empire	TZ	Taronga Zoo
MBus	Masters of Business	UK	United Kingdom
MCom	Master of Commerce	US or USA	United States or United States of America
MEng	Master of Engineering	UV	Ultra Violet
MFIA	Member of Fundraising Institute of Australia	VIC	Victoria
MIE	Member of Institution of Engineers Australia	VQC	Veterinary Quarantine Centre
MIKE	Monitoring the Illegal Killing of Elephants	WA	Western Australia
MSc	Master of Science	WAZA	World Association of Zoos and Aquariums
MSDS	Material Safety Data Sheets	WELL	Workplace, English Language and Literacy
MVS	Master of Veterinary Science	WIRES	NSW Wildlife Information and Rescue Service
Naidoc	National Aboriginal and Islander Day Observance Committee	WPZ	Western Plains Zoo
NESB	Non-English Speaking Background	WRAPP	Waste Reduction and Purchasing Policy
NPWS	National Parks and Wildlife Service	YATZ	Youth at the Zoo
NT	Northern Territory	YoTF	Year of the Frog
NSW	New South Wales	YoTG	Year of the Gorilla
		YWCA	Young Women's Christian Association
		ZPB	Zoological Parks Board of New South Wales

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

The principal office of the Board is at Taronga Zoo.  
Office Hours: 8.30am to 5.00pm  
Monday to Friday.

Both Zoos have wheelchair access to most exhibits and facilities, as well as special toilet facilities for people with disabilities.

The current annual report is available on the Taronga Conservation Society Australia (TCSA) website.

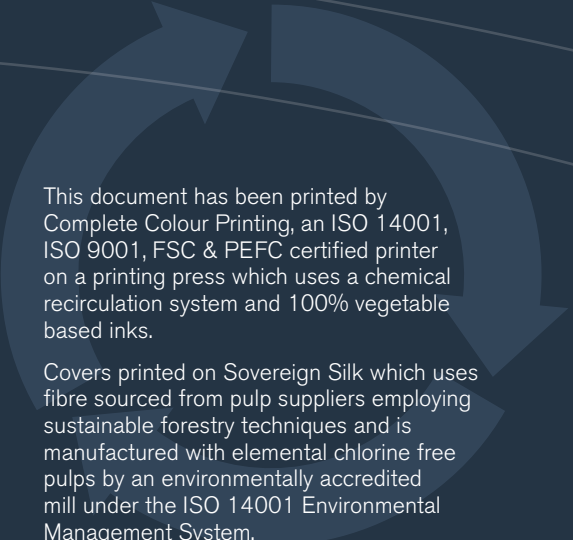
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