

For the Wild



Our commitment to a shaved Future

A mark in ink, still the simplest way to put your name to a letter, a petition, to a contract, to a cause. Our cause is the wild. We believe that we all, humankind and animals, have a future together. We believe in a world that we can share, a world where all our wild species can make a comeback. Where the wild can remain wild. And we believe that for this future to become reality, one species must lead us there... ours.



*We the undersigned
believe that humans and animals
can share this planet...*

In June 2012, we gathered prints from many of our animals and shared them in a public statement for the wild. We also invited staff, volunteers and visitors to pledge their support for the wild by adding their own handprint alongside the prints of our animals. With this simple action, hundreds of people joined us on our journey to secure a shared future for wildlife and people.



Nicole Whitfield helps visitors make their mark for the wild.

Overview

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

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

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



Symbol

Platypus
(*Ornithorhynchus anatinus*)

Opened

October 1916
Site: 28 hectares

Animals

Number of Animals: 4,988
Species/sub-species: 322

Contact

Bradleys Head Rd
Mosman NSW 2088

PO Box 20
Mosman NSW 2088

Tel: 02 9969 2777
Fax: 02 9969 7515

Hours

9:30am – 5:00pm
(September – April)
9:30am – 4:30pm
(May – August)

www.taronga.org.au

Symbol

Giraffe
(*Giraffa camelopardalis*)

Opened

February 1977
Site: 788 hectares

Animals

Number of Animals: 452
Species/sub-species: 70

Contact

Obley Rd
Dubbo NSW 2830

PO Box 831
Dubbo NSW 2830

Tel: 02 6882 5888
Fax: 02 6884 1722

Hours

9:00am – 4:00pm daily

www.taronga.org.au

The Hon. Robyn Parker MP

Minister for Environment and Heritage
Parliament House
Macquarie St
Sydney NSW 2001

Dear Minister,

It is with great pleasure that I present the 39th Annual Report of the Taronga Conservation Society Australia. The report includes the statement of accounts, for your presentation to the NSW Parliament. This report also covers in full, the Taronga Conservation Society Australia's activities for the year ended 30 June 2012 in accordance with Sections 20 and 37 of the *Zoological Parks Board Act 1973* (as amended) and the *Annual Report Statutory Bodies Act 1984* (as amended).

Yours sincerely,

Len Bleasel AM
Chairman

Contents

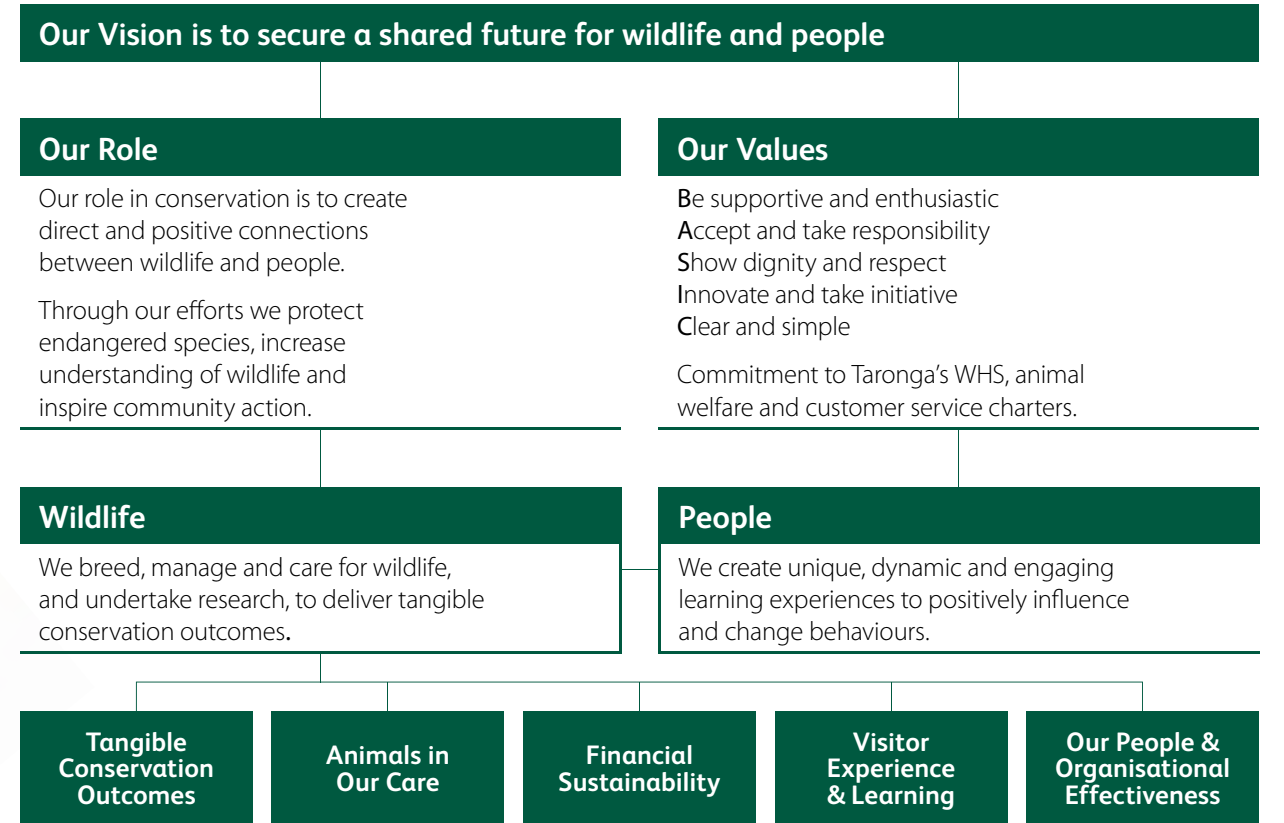
Our Vision, Role and Values	6
Chairman's Report	10
Appointed Board	12
Director and Chief Executive's Report	14
Senior Management Team	16
Organisational chart	17
Year in brief – Financials	18
Year in brief – Visitation	20
Tangible Conservation Outcomes	24
Animals in Our Care	38
Financial Sustainability	48
Visitor Experience and Learning	62
Our People and Organisational Effectiveness	74
Glossary	84
Index	84
Financial Statements	86
Appendices	149

Our Vision, Role & Values



Corroboree Frog. Photo; Rick Stevens.

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



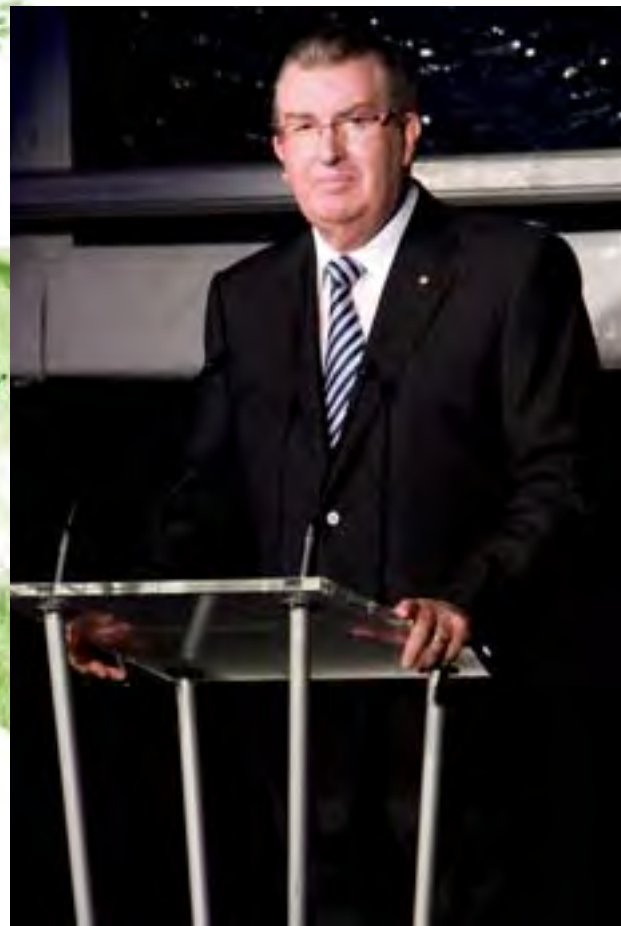


For ^{The} Sumatran Tiger...

... we've bred three new cubs at Taronga Zoo and with four field conservation programs in Indonesia, we are working hard to protect vital tiger habitat.



Chairman's Report



Taronga Chairman, Len Bleasel AM, speaking at the Zoofari Black & White Lemur Ball, November 2011. Photo: Ben Symons.

I am proud to present the 39th Annual Report of the Taronga Conservation Society Australia. 2011/12 has been another groundbreaking year for Taronga, with important milestones reached both within and outside the grounds of our two Zoos. Some of the most significant of Taronga's achievements in the past 12 months are reported below.

In the second last year of the current Master Plan, Taronga, together with the NSW Government, invested more than \$8.9 million in capital development and maintenance. This investment will help deliver improved experiences at both Zoos for more than 1.6 million visitors each year. Significant projects completed include the Taronga Zoo Chimpanzee Sanctuary redevelopment and Taronga Western Plains Zoo Ring-tailed Lemur breeding facility.

The impact of the Master Plan on the visitor experience at Taronga and Taronga Western Plains Zoos was recognised in 2011, with both sites nominated for NSW Tourism Awards. Taronga Zoo won the 2011 NSW Tourism Award for Best Major Attraction, cementing its place as the premier tourist attraction in the state, whilst Taronga Western Plains Zoo was acknowledged as a finalist in the Best Attraction and New Tourism Development categories.

Taronga's fundraising arm – the Taronga Foundation – raised \$11.2 million in 2011/12. Funds raised enable the development of world class facilities at the Zoos, but also provide crucial support for research and conservation programs in Australia and overseas. This year the Foundation established the Taronga Conservation Science Initiative to support research on wildlife ecology, behaviour, reproduction and health. The Initiative has already been well supported and will ensure that Taronga continues to play an increasingly dynamic role in global wildlife research. The Foundation also committed more than \$160,000 in grants to 14 field conservation projects that promote wildlife, ecosystem and human health, involve direct species action or reduce conflict between wildlife and local communities.

Conservation breeding programs continued, with Taronga and Taronga Western Plains Zoos celebrating a number of significant births. Three Sumatran Tiger cubs born in August 2011 were a particular highlight. With between 300 and 400 left in the wild, Taronga's cubs are a significant contribution to the global population of this critically endangered species. Equally important was the birth of an Eastern Bongo calf, of which there are as few as 75 left in the wild.

Taronga has also continued to successfully breed critically endangered reptiles and amphibians. The Blue-tailed Skink and Listers Gecko, both of which are endemic to Christmas Island and may already be extinct in the wild, are being successfully bred at Taronga Zoo. The colony at Taronga Zoo represents one of the last chances to reintroduce these species and establish populations in their natural habitat. Taronga also continues its breed and release programs for Corroboree Frogs and Green-and-golden Bell Frogs, both of which are essential for the survival of these species.

Taronga Western Plains Zoo celebrated an important milestone, its 35th birthday, on 28 February 2012. The Zoo makes a significant contribution to the local community in Dubbo, and has grown from strength to strength in its 35 years. I look forward to reporting on more new and exciting developments in the Zoos 36th and future years.

I would like to take this opportunity to thank my fellow Board members for their guidance and advice during the year. I would particularly like to thank those members who joined the Board in 2011/12 and those whose tenure on the Board expired at the end of the financial year.

Most importantly, I thank each and every staff member for their contribution over the past 12 months. Taronga's achievements both within and outside zoo grounds are a direct result of their dedication and enthusiasm. I would also like to thank Taronga's volunteers who contribute in excess of 100,000 hours each year across the two zoos, and Taronga's sponsors, whose support is crucial to our success.



Len F Bleasel AM
Chairman

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

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

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

(Term of appointment expires 30/6/2013)

Mr Steven Crane (6)
BCom, SF Fin, FAICD

Ministerial appointee. Deputy Chairman and Chair of the Marketing Committee. Mr Crane is a member of the Royal Bank of Scotland Advisory Council, Chairman of Global Valve Technology and NIB, and a Director of Transfield Services, Bank of Queensland and Australian Pipeline Ltd.

(Term of appointment expires 30/06/2013)

Councillor Anne Connon (6)

Representing Mosman Council. Member of the Audit and Risk Committee. Cllr Connon is currently Mayor of Mosman Council, a Board member of the Shore Regional Organisation of Councils and Mosman's representative on the Shorelink Library Network and Community Safety Precinct Committee, Harbourside Command. She is Principal Warden, Scotland Australia Cairn, a co-organiser of the Australia Day Celtic Festival (North Sydney) and a member of the Celtic Council of Australia.

(Term of appointment expires 01/11/2012)

Ms Jennifer Cowley (5)

Representing the local community in Dubbo. Member of the Marketing Committee. Ms Cowley is an active member of the local community in Dubbo. She is Editor of the Dubbo Weekender, a volunteer media and current affairs commentator on ABC Radio (Western Plains) and sits on various community advisory boards.

(Term of appointment expires 30/06/2014)

Dr Anthony English AM (6)
RFD, BVSc (Hons), PhD, FACVSc

Representing veterinary science and animal welfare. Chair of the Wildlife Conservation, Health and Welfare Committee. Retired and now Honorary Associate Professor in the Faculty of Veterinary Science, University of Sydney and inaugural Director of the University of Sydney's Wildlife Health and Conservation Centre. Dr English is Founder and Past President of the Australian Veterinary Conservation Biologists, and Past Chairman of the World Association of Wildlife Veterinarians. He is a Fellow and Life Member of the Australian Veterinary Association, a Fellow of the Australian College of Veterinary Scientists and a member of the Game Council of NSW.

(Term of appointment expired 30/06/2012)

Ms Nancy Fox (5)

BA(History), JD(Law), FAICD
Ministerial appointee. Member of the Audit and Risk Committee. Ms Fox is the Chairperson of Adelaide Managed Funds Ltd and a Director of HCF Life, ThinkSmart and APA Ethane Ltd. She is a Council Member of the Energy Security Council and a Director of the Australian Theatre for Young People.

(Term of appointment expires 30/06/2014)

Mr Richard Humphry AO (5)

FCA, FAICD, AFIN, MACS
Ministerial Appointee. Chair of the Finance and Capital Works Committee. Mr Humphry is a Director and Chairman of the Audit and Risk Committee for HSBC Australia Ltd and UGL Ltd, and Director and member of the Audit and Risk Committee of Bupa Australia Holdings Pty Ltd, and a Director or Bupa Australia Pty Ltd, Bupa Foundation (Australia) Ltd and O'Connell Street Associates. Mr Humphry is also a member of the Australian Olympic Committee (NSW) Fundraising Committee – London 2012.

(Term of appointment expires 30/06/2014)

Councillor Greg Matthews (5)

Representing Dubbo City Council. Member of the Wildlife Conservation, Health and Welfare Committee. Cllr Matthews is an elected member of Dubbo City Council and a Local Government Association executive. He is Chair of the Local Government Learning Review Committee and a Member of the Local Government Operations and Reform Committee.

(Term of appointment expires 1/11/2012)

Ms Gae Raby (4)

Ministerial Appointee. Chair of the Audit and Risk 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. Current member of the Council of the University of New England.

(Term of appointment expires 30/06/2013)

Ms Catherine Strassberg (5)

Representing Zoo Friends. Member of the Wildlife Conservation, Health and Welfare Committee and Audit and Risk Committee. Ms Strassberg has been a member of Zoo Friends since 1995 and is the Chair of the Taronga Conservation Society Australia Education Committee. She is also Treasurer of the Children's Tumour Foundation.

(Term of appointment expires 30/06/2014)

Board Committees

Finance Committee (6)

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

Audit and Risk Committee (3)

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

Marketing Committee (6)

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

Wildlife Conservation, Health and Welfare Committee (6)

Chair – Dr Anthony English AM
Monitors collection management, wildlife conservation, research and veterinary services. Consists of selected Board members plus the following external contributors from appropriate specialist fields:
~ Professor Chris Dickman (Professor, School of Biological Sciences, University of Sydney)
~ Professor Richard Kingsford (Professor, School of Biological, Earth and Environmental Sciences, University of NSW)
~ Mr Steve Coleman (Chief Executive Officer, RSPCA NSW)
~ Tshering O'Gorman (Independent representative)

Animal Ethics Committee (6)

Statutory committee through which all research projects involving animal research must be approved. Constituted in accordance with the *Animal Research Act 1985* and consists of the following representatives:
~ Dr Rebecca Spindler, Chair (Researcher)
~ Dr Jo Wiszniewski (Researcher)
~ Dr Frances Hulst (Veterinarian)
~ Dr Benn Bryant (Veterinarian)
~ Ms Cecily Stuart-Prentice (Animal welfare representative)
~ Mr Tony Gregory (Animal welfare representative)
~ Justice Michael Foster QC (Independent representative)
~ Mr Harold Eagleton AM (Independent representative)

The Committee reviewed 20 new projects, 19 of which were approved. The Committee also reviewed and approved 18 ongoing projects with two amendments.



From left – right: Mr Steven Crane, Councillor Anne Connon, Ms Nancy Fox, Mr Richard Humphry, Ms Gae Raby, Mr Leonard Bleasel, Mr Greg Matthews, Ms Jennifer Cowley, Ms Catherine Strassberg and Dr Anthony English.
Photos: Ben Symons.

Director and Chief Executive's Report



Taronga Director and Chief Executive, Cameron Kerr, making his mark for the wild. Photo: Rick Stevens.

2011/12 has been an exciting year for Taronga. With the Master Plan nearing completion, Taronga and Taronga Western Plains Zoos continue to deliver extraordinary experiences for visitors. Taronga has also continued its support for research, conservation and education programs to help secure a shared future for wildlife and people.

Despite the relatively tough economic climate, Taronga maintained strong attendances and revenue streams in 2011/12. The Taronga Foundation also delivered a strong result, raising \$11.2 million to support capital development at the Zoos and research and conservation programs in Australia and overseas.

Taronga's contribution to research and conservation continues to evolve. Indeed, the work within the grounds of Taronga and Taronga Western Plains Zoos is just the tip of the iceberg; only a part of Taronga's efforts to help secure a shared future for wildlife and people. One of the most significant projects in 2011/12 was the establishment of the first Australian genome resource bank for Great Barrier Reef coral at the Wildlife Reproductive Centre at Taronga Western Plains Zoo in Dubbo. In collaboration with the Smithsonian and other local research groups, Taronga collected billions of coral cells during the annual coral spawning to be frozen, transported to and cryogenically stored at the Wildlife Reproductive Centre. These cells may one day be needed to reseed Australia's world famous reef.

Taronga has also increased the number and scope of its conservation partnerships. Taronga now works in partnership with 11 organisations, community groups and conservation experts across the globe to secure and support priority species and habitats including Chimpanzees in the Republic of Congo, and Asian Elephants in Thailand.

Closer to home, Taronga's flagship community conservation campaign, Fish4Life, was relaunched in March 2012 to promote sustainable seafood consumption. The campaign raises awareness and consumer support for the Marine Stewardship Council's (MSC) ecolabel which can be found on seafood products at all major Australian supermarkets and indicates that the fishery from which the fish was sourced has been independently judged as being sustainable. Taronga's very own Harbourview Café also became the first MSC certified sustainable seafood café.

Within the Zoos, Taronga has celebrated some significant births in the last 12 months. In addition to our three Sumatran Tiger cubs and Eastern Bongo calf, Taronga welcomed a Francois' Leaf-monkey, a Southern Hairy-nosed Wombat joey, an Andean Condor chick and meerkat pups at Taronga Western Plains Zoo. The success of these and other breeding programs is a testament to the expertise and commitment of Taronga staff, and critical to the future of endangered and critically endangered species.

Taronga's education programs have also continued to grow during the year, with over 162,092 school students participating in curriculum-based environment programs across both Zoos. Taronga also launched the organisation's inaugural Reconciliation Action Plan in May 2012. With the objective of closing the gap between Aboriginal and Torres Strait Islander Australians and their fellow Australians, this is an important step in Taronga's journey as an organisation.

Some of the most significant events this year, including the birth of the tiger cubs but also the arrival of Kibali, Taronga's future Western Lowland Gorilla Silverback, were featured on film as part of ABC1's 8-part documentary series 'Wild Life at the Zoo'. The series was an important opportunity to highlight the scope of Taronga's work, reaching a total audience of 4,459,932 across 8 weeks.

I would like to thank Taronga Chairman, Len Bleasel AM, and the Board for their support during the year. As always, I would also like to thank Taronga's sponsors, donors and Zoo Friends. Your support enables Taronga to continually expand the scope of its activities and contribution to conservation, research and education.

Finally I would to express my sincere thanks and appreciation to all staff and volunteers at Taronga and Taronga Western Plains Zoos for their contribution over the past year. Their passion and commitment underpins Taronga's efforts to secure a shared future for the wild.

Cameron Kerr



Cameron Kerr
Director and Chief Executive

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

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

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

Hunter Rankin
BCom
General Manager,
Corporate Services

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

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

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

Senior Management Team



From left – right: Mr Alex Halliburton, Mr Paul Davies, Ms Bettina Sammut, Mr Hunter Rankin, Mr Cameron Kerr, Mr Simon Duffy and Mr Matthew Fuller. Photos: Ben Symons.

Minister for Environment and Heritage

Taronga Conservation Society Australia Board

Director and Chief Executive

Senior Management Team

Management Divisions

Corporate Services

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

Taronga Western Plains Zoo

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

Marketing Guest and Commercial Operations

- ~ Marketing and Product Development
- ~ Retail
- ~ Guest Services and Admissions
- ~ Tourism and Group Sales
- ~ Fundraising/Taronga Foundation
- ~ Design Studio
- ~ Media and Public Relations

Capital Works, Infrastructure and Operations

- ~ Capital Planning and Development
- ~ Management of Capital Works Procurement and Contracts
- ~ Facilities and Asset Operations and Maintenance
- ~ Horticulture
- ~ Commercial Operations
- ~ Security Services
- ~ Sky Safari
- ~ Cleaning
- ~ Catering
- ~ Master Plan exhibit planning and animal coordination

Life Sciences, Research and Conservation

- ~ Life Sciences Strategy and Operations
- ~ Animal Husbandry
- ~ Keeping Operations
- ~ Public Presentations
- ~ Strategic communications
- ~ Wildlife Conservation Programs
- ~ Research Programmes
- ~ Reproductive Laboratory
- ~ Behavioural Science
- ~ AMMRC
- ~ Curatorial Services
- ~ Government Liaison and Regulatory Interface
- ~ Animal Transactions
- ~ Species Management

People and Learning

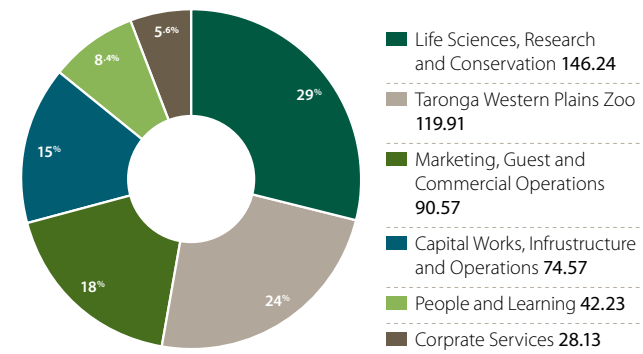
- ~ Payroll, Recruitment and HR Services
- ~ Employee and Industrial Relations
- ~ Equity and Diversity
- ~ Staff Training and Development
- ~ Registered Training Organisation Management
- ~ Organisation Development and Change Management
- ~ Work Health and Safety and Risk Management
- ~ Environmental Policy and Management
- ~ Formal and Community Education
- ~ Visitor Education (interpretation)

Year in brief, FINANCIALS

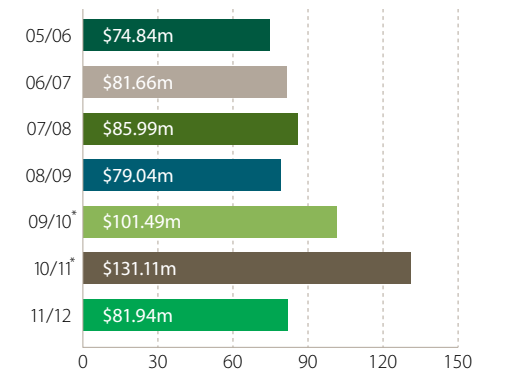


Heidi Quine and Ring-tailed Lemur.

Allocation of employees by Taronga division

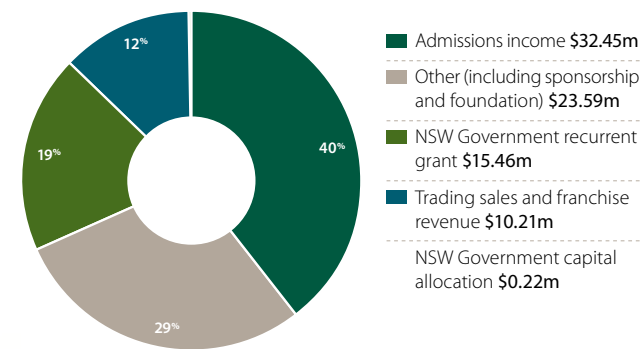


Total income

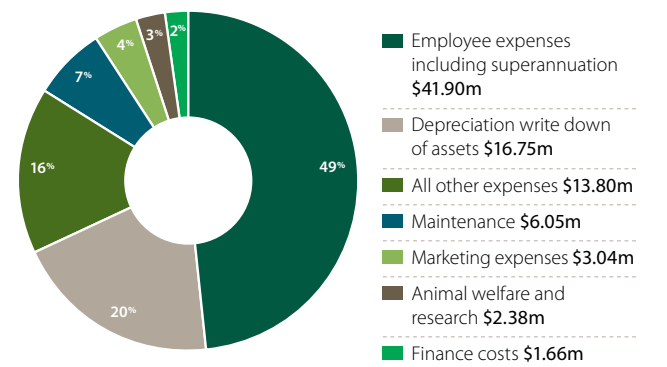


*Asian Elephant calves born in 2009/10 and 2010/11.

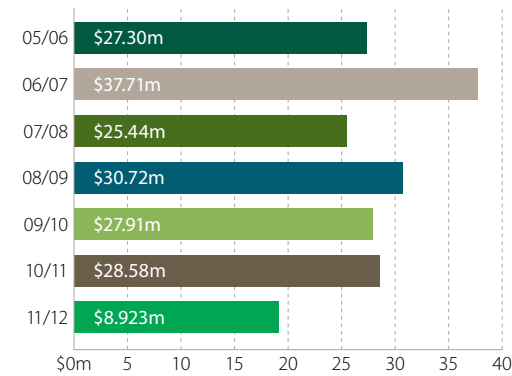
Sources of income for Taronga programs



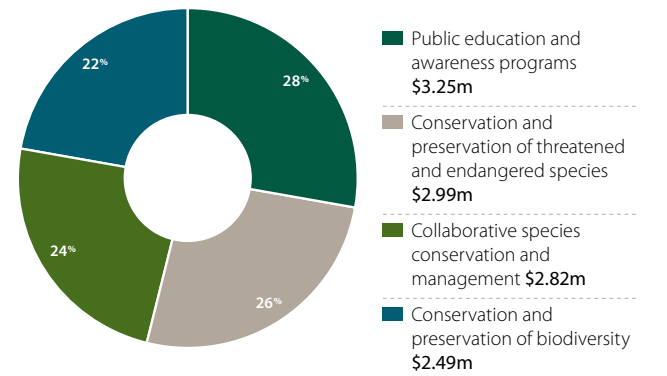
Allocation of recurrent resources to expense types



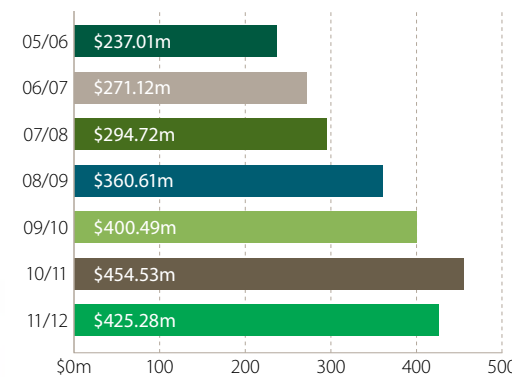
Expenditure on capital development and maintenance



Total cost of Social Program Policy activities

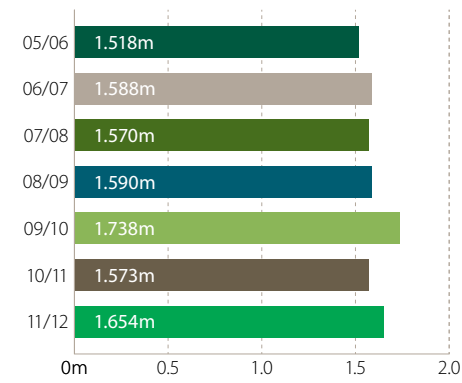


Total assets

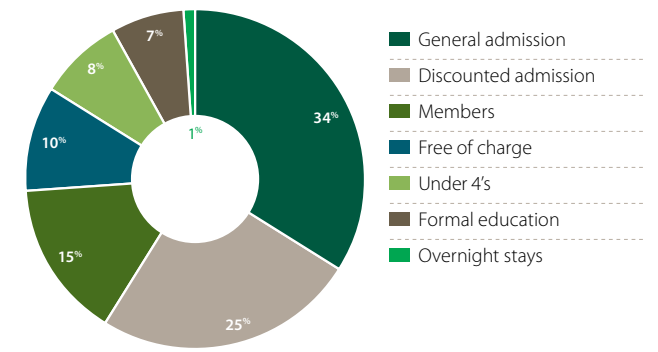


Year in brief Visitation

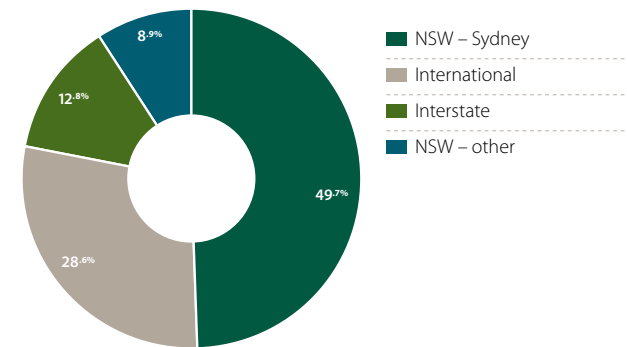
Total visitation



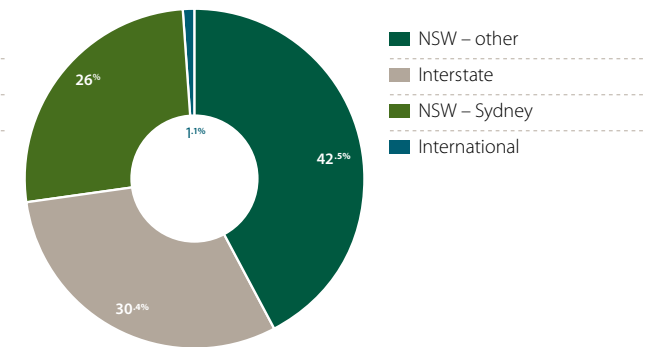
Guest ticketing mix



Origin of guests – Taronga Zoo



Origin of guests – Taronga Western Plains Zoo



Guest attendance

	2010/11	2011/12	Variance	Variance %
Consolidated result				
Paid attendance	1,267,605	1,298,200	30,595	2.41%
Paid and FOC* attendance ⁽²⁾	1,572,980	1,654,406	81,426	5.18%
Taronga Zoo				
Paid attendance ⁽¹⁾	1,080,225	1,101,113	20,888	1.93%
Paid and FOC attendance ⁽²⁾	1,355,863	1,430,049	74,186	5.47%
Taronga Western Plains Zoo				
Paid attendance ⁽³⁾	187,380	197,087	9,707	5.18%
Paid and FOC attendance	217,117	224,357	7,240	3.33%

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



Fox The Australian Sea Lion...

... and all marine life
we introduced Taronga's
Fish4Life Campaign.
When people switch
to sustainable seafood,
we leave more fish
in the ocean for
endangered species.



Ensuring all our efforts contribute to tangible and measurable conservation outcomes.

Tangible Conservation Outcomes

Key achievements

1. The Australian Registry of Wildlife Health performed diagnostic investigations to help detect parasites that have contributed to significant amphibian declines as part of health screening for the NSW Office of Environment and Heritage
2. In collaboration with the Smithsonian, Taronga staff joined other research groups at the Australian Institute of Marine Science near Townsville during the annual coral spawning to freeze coral species of the Great Barrier Reef. Samples are now cryogenically stored at the Wildlife Reproductive Centre at Taronga Western Plains Zoo
3. The Taronga Conservation Committee committed over \$160,000 in grants to 14 field projects that promote wildlife, ecosystem and human health, involve direct species action or reduce conflict between wildlife and local communities
4. Taronga increased the number and scope of its conservation partnerships across the globe. Significant partnerships established in 2011/12 support priority species and habitats including in: Bukit Tigapuluh, Sumatra; Tchimpounga, Republic of Congo; Queensland, Australia; and Kui Buri, Thailand
5. Taronga's flagship community conservation campaign, Fish4Life, was relaunched in March 2012 to promote sustainable seafood consumption
6. Taronga was recognised by the NSW Office of Environment and Heritage as a Bronze Level Partner for organisational commitment to sustainability, environmental performance and advocacy
7. Taronga Green Mini Grants were awarded to five staff driven projects to promote workplace sustainability and support the goals of Taronga's Sustainability Action Plan.

Performance indicators	2010/11	2011/12
Collection species which are classified as threatened		
Taronga Zoo	28%	30%
Taronga Western Plains Zoo	41%	47%
Threatened species in conservation programs		
Taronga Zoo	44%	43%
Taronga Western Plains Zoo	66%	70%

Mr Munro making his mark for the wild. Photo; Rick Stevens.

Key principles

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

Strategic objectives

- ~ Establish Taronga as a leading conservation organisation
- ~ Improve the environmental sustainability of the organisation's operations
- ~ Increase the integration of and outcomes from the organisation's efforts in field conservation projects
- ~ Increase breeding, recovery and reintroduction programs for threatened species by 50% by 2015
- ~ Undertake scientific research that aligns with and promotes the Taronga conservation and animal collection strategy
- ~ Increase public action for conservation through successful and measurable implementation of community campaigns linked to the organisation's focus areas
- ~ Develop partnership and stakeholder relationships that increase the organisation's position and impact in field conservation and research activities.

Dr David Slip assessing the impact of human-borne pathogens on Leopard Seals in Antarctica.



Conservation science programs

Taronga has a strong commitment to science and dedicated research staff across the disciplines of animal behaviour, reproduction, ecology, nutrition, genetics and wildlife health. Conservation science programs supported during 2011/12 are outlined below.

Australian Marine Mammal Research Centre

The Australian Marine Mammal Research Centre (AMMRC) is a partnership between Taronga and the University of Sydney and University of New South Wales (UNSW). AMMRC supports post-graduate students from the University of Sydney, UNSW and Macquarie University studying all aspects of marine science. Significant research projects undertaken in 2011/12 include:

The impact of whale watching boats and construction activity on the behaviour of migrating Humpback Whales off the Sydney coastline

Results from this project indicate that for this population at least, adult Humpback Whales are relatively robust to disturbance by whale watching. Recommendations have been put forward to inform regulations for Australian tourism boats.

The risk of human-borne pathogens to Antarctic wildlife

With Leopard Seals as the target species, the project has improved understanding of the role of gut bacteria and the transfer of gut biota to population health via studies at Taronga and in the wild. Investigations continue to understand the potential for human pathogens, and use of antibiotics, to upset this delicate balance.

The foraging ecology of the marine predators of Montague Island

Recently commenced, this project will collect information on feeding behaviour as well as environmental parameters such as sea temperature, via seals and seabirds equipped with miniature dataloggers. This high quality oceanographic data will be integrated with data streams from Australia's Integrated Marine Observing System (IMOS) to identify marine areas of ecological significance and recommend actions for protection of these areas.

"Taronga scientists are studying our animals to better understand, protect and conserve marine fauna."



A breaching Humpback Whale. AMMRC is examining the impact of whale watching boats and construction activity on the behaviour of this species.

Wildlife Reproductive Centre at Taronga Western Plains Zoo

Australia's only dedicated wildlife reproductive research centre studies reproductive and adrenal physiology of wildlife, across gamete biology and the non-invasive assessment of hormones in wildlife. Focal areas of research activity include reproductive function, stress physiology and the use of reproduction as an index of animal and population health. Key projects undertaken this year include:

Examination of oocyte activation patterns of marsupial spermatozoa

This project determined that the activation pattern of oocytes resulting from koala sperm fertilization was significantly different from guinea pig sperm. This data will help us understand the physiology of koala sperm and most importantly, provides an insight into the fertilisation mechanisms of this species. Additional experiments into koala sperm physiology also provided important information on the cryo-sensitivity of koala sperm. Understanding the causes of cryo-injury, common in marsupial sperm, will help with the development of cryopreservation procedures that produce viable sperm after thawing – an essential step in long term storage of sperm for the future production of offspring.

Study of the health and viability of free-ranging Dugongs using non-invasive hormone measurements

In collaboration with the University of Queensland and SeaWorld, faecal progesterone was quantified in over 300 wild Dugongs. Concentrations of faecal hormones could be used to determine gender, reproductive status and seasonal fluctuations, coincident with the onset of a spring breeding season. This approach provides an efficient, non-lethal method for the census of reproductive status and seasonality in Dugongs, to increase understanding of this elusive and vulnerable species

Establishment of the first Australian genome resource bank for Great Barrier Reef coral

In collaboration with the Smithsonian, Taronga staff joined other research groups at the Australian Institute of Marine Science (AIMS) near Townsville during the annual coral spawning to freeze coral species of the Great Barrier Reef. Over 70 billion sperm cells and 1.5 billion dissociated embryonic cells were cryopreserved from two species, chosen because they are important to the structure and function of the ecosystem. Some sperm samples were thawed and used to fertilise eggs that developed well and were nurtured by staff at AIMS. The banked samples were transported to the Wildlife Reproductive Centre at Taronga Western Plains Zoo where they are now stored.



Dr Rebecca Spindler working with coral samples at the Wildlife Reproductive Centre in Dubbo.

Australian Registry of Wildlife Health

The Australian Registry of Wildlife Health is based at Taronga and has been operating for 27 years as a wildlife health diagnostic and resource centre. The growing collection of case studies and resources of the Registry, and expertise of veterinary pathologist Dr Karrie Rose, enable the detection and investigation of emerging disease and provide excellent education resources for students, veterinary and conservation professionals and wildlife managers. In 2011/12, the Registry's work included:

Development of an online registry

In partnership with the Australian Biosecurity Intelligence Network (ABIN) funded by the Federal Department of Industry, Innovation, Science and Research, and Arcitecta Pty Ltd, an online registry was developed to enable wildlife and biosecurity professionals to access a unique collaborative environment to support disease diagnosis, surveillance, research and education. This project epitomises global 'One Health' philosophy, facilitating information and resource sharing across the animal, plant, human and environmental health sectors.

Tammar Wallaby disease investigation

Sudden death in Tammar Wallabies occurred in several institutions across three states this year. Registry staff toured all affected institutions to review the patterns of disease, collected samples and conducted necropsies on infected animals. The mosquito borne virus was identified as the same virus linked to a similar event in 1998. As a result of this research, the CSIRO's Australian Animal Health Laboratory will study the impacts of the virus on macropods and will develop more rapid and sensitive diagnostic tests.

Health assessment of hand-fed Yellowtail Kingfish from Lord Howe Island

Yellowtail Kingfish from Lord Howe Island have been hand fed bread by members of the public as a tourism and cultural activity. The Registry investigation was requested by the Federal Environment Minister when fish appeared sick. Hand fed fish showed evidence of significant increase in disease prevalence compared with control fish from Lord Howe Island. Policies and procedures have now changed to better protect the fish.

Investigation of a Salmonella outbreak in humans on Sydney's Northern Beaches

The Registry collaborated with NSW Health to examine gastroenteritis along Sydney's Northern Beaches. Research links the ongoing outbreaks to playground sand and identifies the unusual Salmonella species in 30% of Long-nosed Bandicoots sampled. Understanding the reservoir of this organism in the environment has contributed to mitigation efforts undertaken by NSW Health and Pittwater Council.

Australian Wildlife Health Network

The Australian Wildlife Health Network is an initiative of the Australian government, comprising a national network of government and non-government stakeholders with an interest in wildlife health in Australia. The Network is hosted by Taronga and the NSW Department of Primary Industries and facilitates and supports wildlife disease surveillance, identifying emerging diseases and trends in known diseases that may affect trade, human health or biodiversity. Additionally, the Network manages and provides information; data is collated, analysed and disseminated to support Australia's lead agencies. In 2011/12, the Network continued to assist the National Avian Influenza Wild Bird Steering Group coordinate the National Avian Influenza Surveillance Plan.

Australian Shark Attack File

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

There were 20 shark attack cases recorded in 2011/12 of which five have been fatal. During the year there were over 350 email, written and telephone requests for information from the national and international media (television & print), university researchers, state and Federal Government agencies, publishers, and the general public. Summary information can be accessed by the general public on Taronga's web page.

Taronga Conservation Field Grants

In September 2011, the Taronga Conservation Committee committed over \$160,000 in grants to fourteen field projects that promote wildlife, ecosystem and human health, involve direct species action or reduce conflict between wildlife and local communities. These projects, summarised below, will be completed over two years and provide support to:

Build a shared future for people and primates in Uganda

The Kibale Fuel Wood Project (KFWP) reduces exploitation of the Kibale National Park in Uganda. Run by Ugandan staff, the KFWP promotes building fuel-efficient stoves, planting native trees well suited for firewood, and incorporates an extensive education campaign to drive participation and improve community resources.

"The Australian Registry of Wildlife Health plays a critical role in disease detection and wildlife protection across Australia."



Conduct a Flora and Fauna Audit in the Ipolera Region

Taronga staff and resources helped perform a study on the flora and fauna of a region near Hermannsburg. The study will inform management decisions relating to pest species, fire management and restoration required to protect locally threatened species and allow the Tjilpa (Western Quoll) to return to its spiritual home.

Enhance wildlife protection in the Berbak ecosystem

Taronga supports the Zoological Society of London to help protect tigers from poaching through direct patrolling and engagement of local communities in Sumatra, Indonesia.

Regenerate the home of Nigeria's only endemic primate

This project directly addresses the threat of habitat destruction by logging, oil exploration and unsustainable agricultural practices by engaging local experts to help develop sustainable agriculture practises, improve yield from farms, restore important habitat and protect the Sclater's Guenon.

Protect crocodiles and people in the Philippines

To address the high number of human-wildlife conflicts, protect livestock from predation and increase nesting success for Philippine Crocodiles, a vegetative buffer zone of at least 5 metres on both sides of the creek will be reforested.

Undertake large-scale reforestation in Indonesia

Continuing Taronga's partnership with the Friends of National Parks, 40 Hectares of the Lamandau River Wildlife Reserve will be reforested. This reserve is one of the last areas of original forest in Borneo and is crucial habitat for many unique and important species, including the orang-utan.

Protect key habitats for Fishing Cats in Nepal

Actively engaging local communities in Koshi Tappu Reserve of Nepal to protect the Fishing Cat and its habitat will form an important part of an innovative conservation approach that aims to develop a more sustainable fishing industry in the region.

Conserve Asian Wild Dogs in Cambodia

As top order predators, Asian Wild Dogs, or Dholes, are keystone species for Asian ecosystems. Understanding the biology of the Dhole is essential to determining the key conservation steps that must be taken to protect it.

Develop recovery strategies for the Northern Corroboree Frog

Amphibian declines are occurring at an unprecedented rate, likely due to disease caused by chytrid fungus. Taronga's Herpetofauna team are working with the Australian National University to understand the disease ecology of chytrid fungus to help maximise the survival of reintroduced eggs bred at Taronga Zoo.

Establish a new population of Hihi

As with many New Zealand birds, the Hihi has suffered as a result of the introduction of predators, competitors and habitat modification. This translocation will move 60 birds to a protected mainland park, directly reducing threats to the Hihi as well as restoring a key component to the forest ecosystem.

Protect the Lowland Tapir

Taronga proudly supports the Lowland Tapir Conservation Initiative to expand their efforts to conserve tapirs and their habitats throughout Brazil. Activities include research on basic tapir ecology, demography, epidemiology, genetics, as well as education and habitat restoration efforts.

Conserve South America's Giant Armadillo

The Giant Armadillo is the largest of the armadillo species and plays an important role in the ecosystem by providing thermal refuges to other species. Brazilian scientists are taking the challenge to acquire much needed knowledge of Brazil's biodiversity and ecology.

Support anti-poaching and provide veterinary support in Zambia

The ongoing ivory and meat trades and the use of illegal homemade guns present a very real and growing threat to wildlife. Taronga supports village scout anti-poaching patrols to continue to reduce illegal snaring activities and offer rescue and treatment to injured wildlife in South Luangwa.

Assess human-bear conflicts in Nepal

This project will support local experts to determine the distribution of two bear species and evaluate and mitigate the economic loss caused by bears in Manaslu Conservation Area.

Conservation partnerships

Taronga has exceptional expertise in its Zoos, but must work in partnership with organisations, community groups and conservation experts across the globe to secure and support priority species and habitats. Some partnerships, for example, with International Rhinoceros Foundation, date back to the early 1990s and continue to achieve significant outcomes for wildlife. The development of close partnerships helps ensure that Taronga's contributions have long-term effects and outcomes for biodiversity.

Significant partnerships established in 2011/12 support priority species and habitats including in:

Bukit Tigapuluh, Sumatra

Home to at least 30 Sumatran Tigers, Bukit Tigapuluh has been identified as one of 20 critical habitats for global tiger survival. It is also critical habitat for the Sumatran Elephant and Sumatran Rhinoceros. Taronga has committed to long term support of Wildlife Protection Units to protect this valuable habitat.

Tchimpounga, Republic of Congo

Between 20,000 and 30,000 Chimpanzees are estimated to be found in Tchimpounga, making the Republic of Congo 1 of 5 African countries holding more than 85% of the world's last remaining wild populations of Chimpanzees. Taronga has pledged to support a release project for 60 Chimpanzees as well as provide skilled staff to assist in the building of sanctuary fences and facilities, and assist in the selection of individual animals most likely to survive in the new and challenging environment.

Queensland, Australia

Taronga is supporting efforts to reforest essential habitat for the 1,000 Cassowaries that remain in the wild. The partnership with Rainforest Rescue to plant native fruit trees will expand existing and create new wildlife corridors.

Kui Buri, Thailand

Kui Buri National Park is located in southwest Thailand and is recognised as home to one of the largest remaining populations of Asian Elephants – estimated at 300. Taronga supports the Thailand Department of National Parks, Wildlife and Plant Conservation's work to reduce human-elephant conflict caused by activities such as farming. Funding is provided for two 'guard stations' that protect two areas of the park and local farmers are involved in monitoring, data collection and actions to reduce conflict.



"Taronga supports conservators around the world to protect species, maintain habitats and work with local communities."

Dr Jane Goodall visits Taronga's chimpanzees prior to their move to the redeveloped Taronga Chimpanzee Sanctuary. Photo; Rick Stevens.



Lucinda Cveticanin speaking to school children while on a Zoo Friends Fellowship in Sri Lanka.

Community conservation campaigns

Taronga's community conservation program continues to expand its reach to inspire and empower tangible conservation action through behaviour change from staff, visitors and partners. A formal policy and process has been developed to guide Taronga in the identification of community campaign priorities and approaches.

Taronga's flagship campaign, Fish4Life, was relaunched in March 2012 and promotes sustainable seafood consumption. The campaign raises awareness and consumer support for the Marine Stewardship Council's (MSC) ecolabel which can now be found on seafood products at all major Australian supermarkets. This ecolabel indicates that the source fishery has been independently judged as being sustainable.

Taronga's Ausgrid Seal Show is an important vehicle for communication and asks visitors to give seals a future full of fish by choosing MSC labelled seafood. The show also encourages visitors to 'like' the Taronga Fish4Life Facebook tab, a purpose-built social media platform aimed at extending the campaign's impact beyond Taronga Zoo. Fans can share facts about sustainable seafood as well as search for MSC seafood suppliers within their postcode. To date, over three thousand fans have shared posts about sustainable seafood through this application. In November 2011, Taronga also hosted a Sustainable Seafood Forum to facilitate discussion between fisheries, retail suppliers, government representatives, non-government organisations (NGOs) and researchers.

To increase the reach of the campaign Taronga has partnered with Woolworths to ask Australian shoppers to 'Fish4Life'. Woolworths awarded Taronga a \$50,000 Community Grant to support the development of the Fish4Life campaign and from March 2012, trialled a 3-tiered labelling system to help customers identify sustainable seafood in the fresh fish section of four Sydney Woolworths stores. Pending the success of the trial, this partnership has the potential to deliver Fish4Life sustainable seafood messages in all Woolworths stores across Australia, reaching 18 million customers each week.

In March 2012, Taronga Western Plains Zoo launched Beads for Wildlife a conservation campaign centered around the sale of beadwork products on behalf of communities in Northern Kenya. The beadwork is made by over 600 women from different communities across the remote Northern Rangelands Trust (NRT) region. In the NRT, native wildlife is threatened by a lack of water and vegetation from long-standing drought, and competition with livestock on which communities depend for their livelihood. In this context, beadwork provides an alternative livelihood to support Kenyan families, leaving more resources available for local wildlife.

Funds raised from the sale of beads are directed to support core conservation activities within a critical wildlife hotspot of the NRT, Billiqo Bullesa. Activities include anti-poaching scouts, national park allocation and conservation land management in an arc of protection alongside areas of protection supported by Zoos Victoria and Zoos South Australia.

They're Calling on You continues to deliver great outcomes. This campaign is designed to conserve precious gorilla habitat by reducing the demand for coltan through mobile phone recycling. To date, over \$34,000 from over 17,000 phones has been generated through Taronga in support of the Jane Goodall Institute and the Taronga Foundation.



Rachel Hanlon, Karen Ellis and Nick Hanlon showcase the 'Beads for Wildlife' offering.

"Taronga's community conservation campaigns encourage behaviour change for our shared future."

Nikki Bodel and children 'Take 3' from a Sydney Harbour beach. Photo: Dr Rebecca Spindler.

Taronga Green Grants

In 2010, the International Year of Biodiversity, Taronga celebrated wildlife and the ingenuity of Australians by launching the Taronga Green Grants. The inaugural winner, 'Take 3 – A Clean Beach Initiative', focused on marine debris as a threat to wildlife health. This campaign was directly in line with the goals of the Taronga Green Grant, and focuses on personal responsibility for rubbish on beaches and waterways by asking people to 'Take 3' pieces of rubbish to the bin every visit.

The Taronga grant has expanded the reach of Take 3. Significant outcomes of Take 3 in 2011/12 include:

- ~ 'Runner Up' Best New Environmental Organisation, Nature Conservation Council NSW (2011).
- ~ 2nd Place Bin Aid Short Film competition (2011).
- ~ Establishment of a 'Take 3 Environment Award' for litter prevention in Central Coast schools.
- ~ Starring in 'One Beach' by Barefoot Wine – a film about creativity, optimism and the environment.
- ~ Presentations: over 100 film nights, school visits and beach clean-ups.
- ~ Media presence: 47 printed articles, 5 television appearances, 15 radio interviews and 10 feature blog or articles around the world. Take 3 also has a regular 1-minute community service announcement on Port Stephens FM.



Take 3 recognises the role of the Taronga Green Grants in its development: *'Winning the Inaugural Taronga Green Grant has allowed our grassroots organisation to develop into a nationally and globally recognised voice in combating marine debris. People around the world are 'taking three' and adopting other simple actions as a result of our success.'*

Environmental sustainability NSW Government Sustainability Advantage Program, Bronze Partner

This year Taronga Zoo was recognised by the NSW Office of Environment and Heritage as a Bronze Level Partner for organisational commitment to sustainability, environmental performance and advocacy. Achievements recognised included Taronga's Sustainability Commitment and Action Plan, strategies to engage stakeholders, measurement of environmental performance and target setting, and active involvement in completion of the program modules including Resource Efficiency and Energy Saver.



Staff engagement and culture

Taronga Green Mini Grants are awarded to five staff driven projects each year to promote workplace sustainability and support the goals of Taronga's Sustainability Action Plan. This year grants were awarded for the following projects:

Taronga Green Mini Grants

Water efficiency	Installation of rainwater tank to irrigate browse for Black Rhinoceros at TWPZ
Sustainable purchasing	Sustainable herb garden to support commercial catering for Zoofari Lodge at TWPZ
Sustainable purchasing	Establishment of stingless native bee hives to reduce the need to externally source and transport insects for bird collection
Waste reduction	Green cone food digester to reduce food waste for overnight school program Zoo Snooze
Energy efficiency	Installation of screening and a clothesline to reduce the need to use a clothes dryer

Waste Reduction and Purchasing Policy Action Plan

The progress of Taronga's Waste Reduction and Purchasing Policy (WRAPP) Action Plan was reported to the NSW Office of Environment and Heritage this year in accordance with WRAPP policy biennial reporting requirements. Three key achievements of the WRAPP Action Plan for this reporting period were:

- ~ Development and implementation of criteria to ensure sustainable design is integrated into the concept, design and construction phase of a capital works program. Specifically, the criteria focuses on increasing the purchase of sustainable products and reuse of materials; waste avoidance; and the promotion of resource efficiency in the design and operation of new or existing infrastructure.
- ~ Development of Key Performance Indicators (KPIs) to measure Taronga's environmental performance which are reported to Senior Management and the Board.
- ~ Development and implementation of Taronga's Sustainable Purchasing Policy to align with the requirements of the NSW Government Sustainability Policy.

Environmental performance	Note(s)	2009/10	2010/11	2011/12	Performance ⁽⁹⁾
Resource					
Total Electricity (MJ)	1	9,770,151	9,495,380	9,403,781	(1.0%)
Natural Gas (MJ)	2	4,460,518	5,491,914	5,803,347	5.7%
LPG (L)	3	35,633	28,783	33,978	18.0%
Potable Water (KL)		185,572	186,188	152,879	(17.9%)
Recycled Water Used (KL)	4	80,000	67,000	77,678	15.9%
River Water (Mg)	5	307	277	290	4.7%
General Waste to Landfill (tonnes)	6	175	177	158	(10.7%)
Bulk Waste to Landfill (tonnes)	7	251	197	177	(10.2%)
Co-mingled Waste Recycled (tonnes)	8	247	338	367	8.6%
Paper and Cardboard Recycled (tonnes)		215	210	255	21.4%

Notes:
 1. 6% of total energy purchased is sourced from green power.
 2. Natural gas is used at Taronga Zoo only.
 3. LPG is used at Taronga Western Plains Zoo only.
 4. Recycled water is produced at Taronga Zoo only.
 5. River water is used at Taronga Western Plains Zoo only.
 6. General waste is defined as non recyclable staff and visitor waste.
 7. Bulk waste is defined as operational waste and is for Taronga Zoo only.
 8. Co-mingled waste is defined as aluminium, glass and plastic.
 9. Performance is based on performance against the previous (2010/11) financial year.



"Taronga is actively working to reduce its waste and has a green purchasing policy to lighten the organisation's footprint."

Kimberley Vinette Herrin and chimpanzee at the Jane Goodall Institute in Tchimpounga, Republic of Congo.



Lucas Crabtree and White-lipped Tree Frog. Photo; Ben Symons.



Fox
The
Western
Lowland
Gorilla...

... we encourage recycling
and processing
of mobile phones.
This reduces the
demand for coltan,
a mineral mined
in the jungle habitat
of this already
threatened species.



The care and management of a sustainable collection of animals supporting conservation and research outcomes and providing inspirational visitor experiences.

Animals in Our Care



Key achievements

1. Over 1,123 animals were treated at Taronga's Wildlife Hospitals including 38 endangered marine turtles found along the coastline between Port Stephens and Jervis Bay
2. In May 2012, 447 Taronga bred Southern Corroboree Frog eggs were returned to Kosciuszko National Park to help boost critically low numbers in the wild
3. Taronga Zoo celebrated a number of significant births including three healthy Sumatran Tiger cubs, an Eastern Bongo calf, a Francois' Leaf-monkey, a Southern Hairy-nosed Wombat joey and an Andean Condor chick
4. A new breeding Meerkat female arrived at Taronga Western Plains Zoo from Auckland Zoo, and since her arrival has produced nine pups in three litters
5. Taronga Zoo's future Western Lowland Gorilla Silverback, 'Kibali', arrived in Australia from France. 'Kibali' was selected based on his genetic value and behavioural characteristics, both of which will hold him in good stead as the future leader of Taronga's gorilla family
6. The Life Sciences team at Taronga Western Plains Zoo successfully introduced Ring-tailed Lemurs into a new facility in advance of plans to commence breeding as part of a regionally coordinated program for this species
7. Daily presentations at Taronga and Taronga Western Plains Zoos continued to evolve and expand and include conservation messaging to increase visitor learning
8. The Taronga Behavioural Studies Unit collaborated with the Jane Goodall Institute to assist in the selection of individual male chimpanzees to be released in groups into new conservation areas in the Republic of Congo.

Performance indicators	2010/11	2011/12
Collection in conservation programs		
Taronga Zoo	12%	13%
Taronga Western Plains Zoo	28%	33%
Wildlife rehabilitation		
Number of cases	1,162	1,123

Samantha Elton and Koala, McAuley.

Key principles

- ~ Maintaining high standards of animal care and welfare
- ~ Establishing a long term sustainable collection of animals
- ~ Ensuring a strong integration between the animal collection plan and inspiring, educational experiences for our guests.

Strategic objectives

- ~ Ensure that animal populations are sustainable and aligned with conservation and research activity, visitor experience and learning outcomes
- ~ Maintain high standards of animal welfare that meets Taronga's welfare charter and relevant legislation
- ~ Enhance the proportion of animals and exhibits that deliver engaging visitor experiences
- ~ Operate a relevant, efficient and effective program for the care and rehabilitation of injured wildlife
- ~ Position Taronga as a leader in influencing legislation and stakeholder management.



Francois' Leaf-Monkey 'Tam Dao'. Photo; Rick Stevens.



Life Sciences Taronga Zoo

The last twelve months saw the Taronga Life Sciences team striving to provide the highest possible care and welfare for the animals in our care, while also expanding the reach and effectiveness of conservation projects including reintroduction of species to the wild. The team has celebrated several significant animal births and continues to improve the learning experiences of visitors.

As a conservation organisation with responsibility for the care of wildlife, the needs, interests, and welfare of the animals in our care are a primary consideration. Taronga believes good animal welfare is essential and continues to focus on excellent husbandry, veterinary management and housing. In this context, Taronga has recently implemented an integrated animal welfare strategy and is currently investigating ways to measure and thereby improve the welfare of animals in our care. Workshops and discussion groups with staff from all divisions are improving the internal knowledge base and reinforcing the responsibility of all staff members to ensure good animal welfare. To further public engagement and understanding, a comprehensive document outlining Taronga's commitment to animal welfare is available on the Taronga website.

"Continuous improvement of the welfare of animals in our care is of the utmost importance."

Taronga's frog breeding programs have again been very successful in 2011/12. Breeding of Southern and Northern Corroboree Frogs at Taronga Zoo has enabled eggs of both species to be reintroduced to boost critically low numbers in the wild. In May 2012, 447 Southern Corroboree Frog eggs were returned to Kosciuszko National Park. In August 2011, 146 Northern Corroboree Frog eggs were released in the Northern Brindabella Mountains, with close to 300 more eggs being prepared for release in early July 2012. Taronga Zoo was also successful in breeding Green-and-golden Bell Frogs, with 6,300 tadpoles released into a restored wetland at Woonona in early 2012.

The conservation breeding program for critically endangered Christmas Island lizards has also been very effective. Since the program at Taronga Zoo was established in 2011, breeding of the Blue-tailed Skink and the Listers Gecko was immediately successful, a significant result as both species may already be extinct in the wild. The colony at Taronga Zoo represents one of the last chances to reintroduce these species and reestablish populations in their natural habitat on Christmas Island.

This year the Regent Honeyeater 'Release to the Wild' program continued to thrive and was bolstered by several observations of zoo bred and released birds in the wild. Seven zoo bred birds have already been observed one year after being released and this year the first observation of a two-year post-release zoo bred bird was documented. A zoo bred female paired up with a wild male was also observed to be sitting on eggs.



Taronga Western Plains Zoo celebrated the arrival of Meerkat kits in 2011/12. Photo; Karen Ellis.

In 2011/12 there were a number of significant births at Taronga including:

- ~ Three healthy Sumatran Tiger cubs – Sumatran Tigers are a breeding priority for the Australasian region but had not been bred at Taronga for seven years. With between 300 and 400 left in the wild, the cubs are a significant addition to the global population. Two years of regular introductions and matings were required before the successful pregnancy and subsequent birth of one female and two male cubs.
- ~ Female Eastern Bongo calf 'Kiazi' – with wild populations of this species estimated at between 75 and 140 individuals, the birth of 'Kiazi' showcases the importance of well-managed insurance breeding programs in zoos.
- ~ Male Francois' Leaf-monkey 'Tam Dao'. Francois' Leaf-monkeys are among the world's rarest monkeys; their populations continue to dwindle in the wild. Taronga Zoo is the only zoo in Australasia to care for this highly endangered south-east Asian primate.
- ~ The first Southern Hairy-nosed Wombat joey – the birth provided Backyard to Bush keepers with a rare opportunity to further develop husbandry skills for this native marsupial which could be later transferred to other species such as the critically endangered Northern Hairy-nosed Wombat.
- ~ A healthy female Andean Condor chick – the chick was the first of this endangered species to successfully hatch without keeper assistance at Taronga Zoo.
- ~ Numerous breeding successes with Australian invertebrates which are notoriously difficult to breed including the Rhinoceros Beetle, Burrowing Cockroach and Rainforest Scorpion.

Taronga Zoo's future Western Lowland Gorilla Silverback, 'Kibali', arrived in Australia from France in January 2012. 'Kibali' was selected based on his genetic value and behavioural characteristics, both of which will hold him in good stead as the future leader of Taronga's gorilla family. After the quarantine period he was moved to his new home on display in the Zoo and quickly paired up with young female 'Kimya'. 'Kibali' has proven to be an adaptable, calm and patient young male and over the next 12 months will be introduced to more females as he continues to grow into his new role.

With the goal of improving the learning experience for visitors the daily presentations provided by Taronga's keepers now include an interactive 'discovery' tour for children in the Backyard to Bush house. The tour showcases the wildlife that can be found in an 'Aussie' backyard. The Seal Show is continuously evolving with the addition of the Australian Pelican and has been instrumental in delivering key messages relating to sustainable energy use and the Taronga Fish4Life sustainable seafood community conservation campaign.

The Free Flight Bird Show has been expanded and now includes Red-tailed Black-cockatoos, an Andean Condor chick and a Common Ringtail Possum. The Bird Show team continued to successfully raise funds to support Taronga's conservation partnerships during the show, and showcase a diverse range of animals including critically endangered bird species.

Herpetofauna Keepers worked with Melbourne Zoo to better understand how to manage and care for the critically endangered Lord Howe Stick Insect which will ultimately become a part of Taronga Zoo's animal population.

Taronga Western Plains Zoo

The Life Sciences team at Taronga Western Plains Zoo has had another busy year with the successful implementation of the future planning program.

A number of births have been celebrated including Addax, Zebra, Wapiti and Giraffe. A particular highlight was the arrival of a new breeding Meerkat female from Auckland Zoo, who since her arrival has produced nine pups in three litters. Watching these young Meerkats grow and interact has been a joy for staff and visitors alike.

These births were supported by the acquisition of Scimitar Horned Oryx, Waterbuck, Ostrich, Bison, Bongo, Eland, Koala and Quokka. Animals movements out of the Zoo included Cheetah, Guanaco and Przewalski's Horse and the transfer by road and sea of a Giraffe to Auckland Zoo, New Zealand as was featured in the ABC1 series 'Wild Life at the Zoo'. In line with Taronga Western Plains Zoo's strong commitment to continue to enhance the visitor experience, a number of animal movements have also occurred within the Zoo. Keeper presentations and animal experiences have also been reviewed leading to a change in scheduled talk times and the range of experiences available to visitors.

"Animals born at Taronga contribute to regional and global insurance breeding programs for endangered and critically endangered species."

Brendan Host and Andean Condor chick 'Konira' during the QBE Free Flight Bird Show. Photo; Danielle McGill.

The Life Sciences team successfully introduced Ring-tailed Lemurs into a new breeding facility and plans are well underway to commence a breeding program at the zoo as part of the regionally coordinated program for this species. Taronga Western Plains Zoo's Australian experience has also been enhanced throughout the year with the completion of the Aussie Walkabout exhibit, including the addition of a number of wallabies and emus. This exhibit has been well received by visitors.

Sadly, the Life Sciences team mourned the passing of five Southern White Rhinoceros, including four to an undiagnosed illness, and 21 year old Sumatran Tiger 'Selatan'.

During 2011/12, a number of staff have participated in external workshops and conservation programs to build knowledge and capacity at Taronga Western Plains Zoo. Mr Pascale Benoit, Unit Supervisor, attended an Ungulate Workshop in Werribee to discuss the management of hoof stock. Titled the 'Big Herd Project', this project aims to apply new tools to measure and monitor gene diversity in herd management. Ms Jennifer Conaghan attended the International Rhino Keepers Conference in the USA and Mr Todd Jenkinson, Mr Greg Kirk and Ms Rachel Hanlon completed Zoo Friends Fellowships. Mr Andrew O'Brien undertook a three month rotation to Taronga Zoo working within the Carnivore Unit and Ms Addy Watson, a six month secondment with the Curatorial Unit.

The Life Sciences team has also seen a number of changes over the past 12 months with staff moving to support conservation projects in various locations around the world. This has provided the opportunity to welcome new staff to support the team's commitment to the high level of animal care and husbandry that Taronga is proud to demonstrate.

Taronga Wildlife Hospitals Taronga Zoo

Preventative medicine is the cornerstone of veterinary management of zoo animal populations. Taronga Wildlife Hospital prides itself in having a very strong emphasis on preventative medicine. The move of the chimpanzee community back to their newly refurbished facility was seen as a perfect opportunity for thorough health checks on the animals. During these examinations, one of the chimpanzees was diagnosed with tuberculosis. With significant implications for animal and human health and the Zoo's collection management, this culminated in the most significant disease investigation the veterinary team has had to deal with, and has dominated veterinary activities for the past 12 months. The infection in the chimpanzee was confirmed as the same organism that was found in one of Taronga's Asian Elephants 10 months earlier.

Enhanced infection control measures, staff screening and education, in conjunction with NSW Health were immediately implemented. A working group comprising experts from NSW Health, tuberculosis specialists and the Zoo's veterinarians was convened to investigate and manage the outbreak. The entire chimpanzee community were screened twice and six were found to have been in contact with the infection, but without active disease and were treated. Screening of the remaining mammal population was prioritised based on susceptibility to tuberculosis and availability of validated screening protocols.

Over 250 mammals have been screened and screening is ongoing. Over 145 staff and volunteers were screened and subjected to a detailed questionnaire to assess exposure risk. The investigation concluded that the transmission pathway from the elephant to the chimpanzee could not be identified and no case of active tuberculosis has been found in any other animal or human within the Zoo.



Taronga Wildlife Hospitals treat many hundreds of native animals each year including Ring-tailed Possums. Photo; Bobby-Jo Clow.

Despite the significance and seriousness of this outbreak, it has been an opportunity for the Zoo's veterinary team to develop expertise and knowledge in management of tuberculosis, a disease that is emerging as a threat to zoo populations around the world.

Taronga Western Plains Zoo

Veterinary medicine in a zoo setting encompasses many disciplines including preventative health management, quarantine, disease investigation and pathology. This year the team faced an immense challenge which encompassed all areas, in investigating and managing a rapidly fatal neurological syndrome in the Southern White Rhinoceros group at the Zoo. The condition was considered to be an emerging disease in this species and affected all five breeding females over the course of one month. Tragically, four of these animals succumbed to the disease. The fifth female, along with the two bulls, survived following implementation of a range of individual supportive measures. Based on the clinical signs, pattern of disease and initial pathology findings, a viral or toxic cause was thought most likely to be responsible. However, despite comprehensive diagnostic testing and widespread consultation with a host of laboratories, pathologists and senior government officials, no specific cause could be identified.

The Zoo's Southern White Rhinoceros group is part of a cooperative breeding program run between a number of Australasian zoos and the loss of four valuable females has been felt across the region. Despite the sadness experienced by all the staff during the disease outbreak, spirits have been buoyed by the news that three months after stopping her treatment, the surviving female has returned a positive pregnancy test.

In addition to dealing with group specific health issues, individual animal medicine is also a part of daily veterinary work at the Zoo. Successful cases of note this year include managing progressive renal disease in one of the Zoo's male Cheetah, surgically removing an ingested foreign body from the stomach of a Meerkat and treating constipation in a Galápagos Tortoise hatchling.

Nutritional management, a vital component of the Zoo's health program, involved diet reviews for several taxa including the lemurs and macropods.

Wildlife rehabilitation Taronga Zoo

720 sick, injured and orphaned native animals were presented to the Taronga Wildlife Hospital by veterinarians, government wildlife authorities, wildlife rescue groups and members of the community.

Among these were 38 endangered marine turtles found along the coastline between Port Stephens and Jervis Bay. Many of the turtles were affected by marine debris either by ingestion of plastics and other pieces of discarded rubbish, or entanglement in fishing line. Four of these turtles are being monitored post release via satellite trackers. These include a 110kg male Green Turtle, a sub-adult Green Turtle, a Hawksbill Turtle and an immature Green Turtle all suffering illness or injury related to marine debris. The trackers are providing excellent data on their survival and movements.

Another juvenile Loggerhead Turtle was rehabilitated and released off Lord Howe Island with a satellite transmitter as part of collaborative research between the Hawaiian National Oceanographic and Atmospheric Administration, Lord Howe Island Marine Parks and Taronga.



An 18 month old Sub-Antarctic Fur-seal was presented to the e Hospital in a very weak and debilitated state. Due to restrictions on the release of Sub-Antarctic seals imposed by the Australian Antarctic Division, the seal was retained by Taronga Zoo and trained for the Zoo's Seal Show where he now plays a leading role.

The Taronga Wildlife Hospital Divisional Manager umpired an oil spill exercise in Gladstone at the request of the Great Barrier Reef Marine Park Authority. The exercise involved all marine area commanders plus field and marine park rangers. On-site debriefs and final reports were supplied to the relevant Queensland government authorities.

Community awareness was further enhanced by involvement in the production of a wildlife road safety video for use in schools. The video will assist in educating children on first aid and transport for wildlife and emphasising the dangers faced by urban wildlife.

Taronga Western Plains Zoo

Free-ranging native wildlife is brought to the Taronga Western Plains Wildlife Hospital for veterinary assessment via members of public, registered carers and representatives of government agencies. The success of rehabilitation efforts often relies on the cooperative relationship that the Hospital has with these groups. In addition to Hospital admissions for which the Zoo oversees the daily care and rehabilitation of animals, a proportion of cases in the clinic are seen on an outpatient basis.

This year 403 native animals were presented to the Wildlife Hospital. The largest influx of patients came in the form of a consignment of reptiles which had been confiscated by the NSW National Parks and Wildlife Service (NPWS). Forty-eight lizards representing seven species were assessed. Two animals were euthanased on medical grounds but the remainder underwent rehabilitation and were either returned to the wild or transferred into permanent care. Over 50 species of bird were seen throughout the year accounting for approximately 45% of cases. Other commonly seen taxa included bats, macropods and possums.

To contribute to wildlife disease surveillance efforts in the Central West region of NSW, significant and unusual fatal injuries and illnesses seen in native wildlife were investigated by post-mortem examination and histopathology.

Behavioural Studies Unit

Taronga's Behavioural Studies Unit (BSU) undertakes research to better understand the species in the Zoos' care, and inform Taronga's management practises. This year the BSU was proud to welcome senior scientist, Dr Vicky Melfi, an internationally recognised expert in animal welfare. The BSU is supported by a number of volunteers who perform thousands of hours of observations each year.

Significant achievements of the BSU in 2011/12 include:

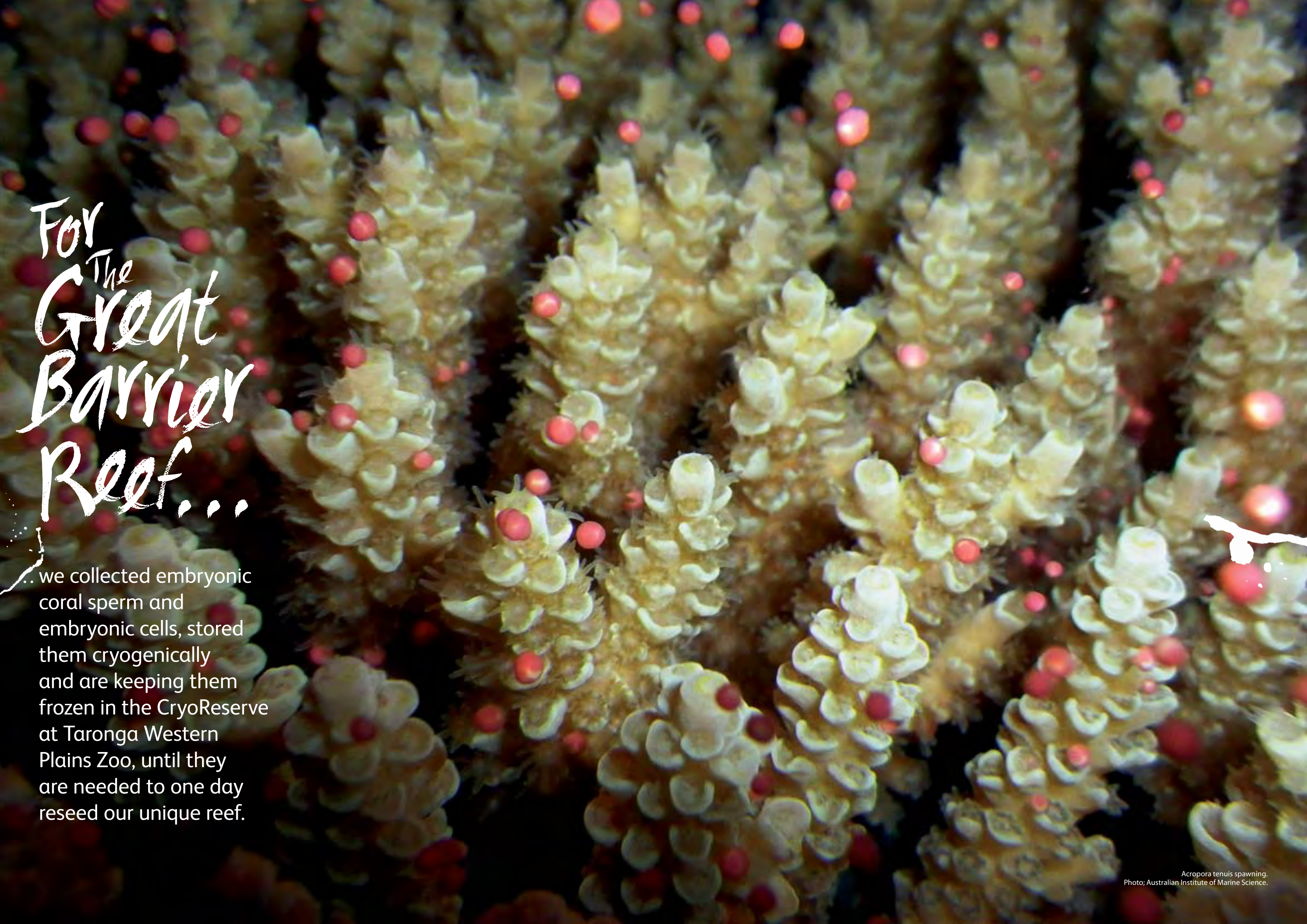
- ~ Collaboration with the Jane Goodall Institute (JGI) to assist in the selection of individual male chimpanzees to be released in groups into new conservation areas in the Republic of Congo. The first stage of this process has begun with a visit from Margaret Hawkins, Associate Behavioural Biologist and BSU volunteer, Pauline Forrester, to collect personality and group affiliation data.
- ~ Investigation of optimal harness attachments for radio transmitters for released Regent Honeyeaters, in collaboration with the Australian Fauna team. The BSU attached three different types of harness, designed by Birds Australia, to Regent Honeyeaters and released them into the Wollemi Free Flight Aviary. The birds' were observed closely to determine if carrying the harnesses would impact behaviour. After two weeks the harnesses were removed and all the birds were examined by Taronga's veterinary team. As a result of the trial, one harness type which caused minor irritation over this period was discontinued and the remaining designs improved for use with birds released to the wild.
- ~ Examination of the characteristics of nutrition affecting Feathertail Glider behaviour. Gliders were more active with the addition of native flowers when compared to a diet of artificial nectar, even when the flowers had been refrigerated for three days. The nectar content of fresh and stored flowers was not significantly different although the proportions of carbohydrates were slightly higher in fresh flowers.

Under the direction of Dr Melfi, the BSU's work program in 2012/13 will include the validation of welfare indices in wildlife species, and introduction of the concept of 'flow' which suggests that when animals' skills match challenges in their environment, their welfare is good.

"Taronga's Wildlife Hospitals play an important role in the rehabilitation and release of injured native wildlife."



Dr Frances Hulst and Becky Usmar perform a health check on a Tasmanian Devil joey. Photo; Ben Gibson.



For The Great Barrier Reef...

... we collected embryonic coral sperm and embryonic cells, stored them cryogenically and are keeping them frozen in the CryoReserve at Taronga Western Plains Zoo, until they are needed to one day reseed our unique reef.

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

Key achievements

1. Total admissions* to Taronga Zoo were 1.43 million, a 5.47% increase on 2010/11. Taronga Western Plains Zoo admissions increased by 3.3% to 224,357
2. The Taronga Foundation raised \$11.2 million, to support capital developments and conservation and research projects
3. Taronga's new communications campaign, "For the Wild", was launched to align with the organisation's vision to secure a shared future for wildlife and people
4. Taronga's digital supporter base grew significantly. Facebook fans increased by 164% to 43,014, and Twitter followers by 90% to 5,280
5. Taronga Zoo won the 2011 NSW Tourism Award for Best Major Attraction and Taronga Western Plains Zoo was a NSW state finalist in the Best Attraction and Silver Award winner in the New Tourism Development categories
6. Taronga Western Plains Zoo celebrated its 35th birthday on 28 February 2012
7. 27,000 guests enjoyed the 2012 Sun Herald Twilight at Taronga concert series at Taronga Zoo
8. A new tour, 'Nura Diya, Taronga's Aboriginal Wildlife Experience', was launched at Taronga Zoo focusing on Aboriginal culture and its relationship to Australian fauna and flora
9. More than 7,100 visitors have enjoyed the multi award winning Zoofari Lodge experience at Taronga Western Plains Zoo.

*Paid and free of charge including function guests.

Financial Sustainability



James Morrison and Giraffe, 'Nyota' preparing to perform at the Twilight at Taronga series.

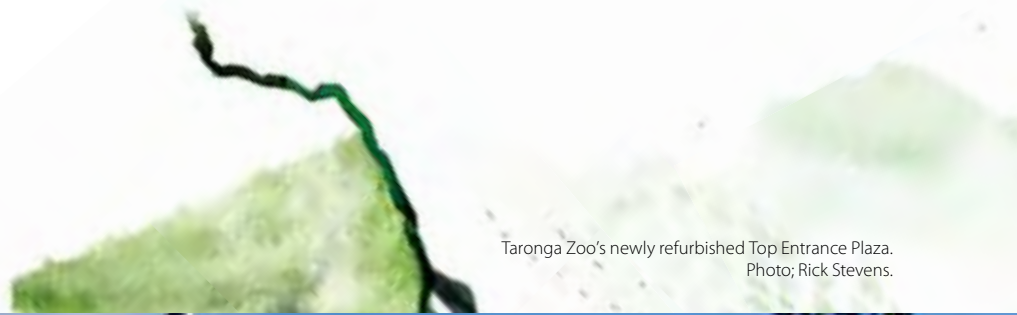
Performance indicators	2010/11	2011/12
Direct Government support per visitor (Including contribution for capital development)		
Taronga Zoo	\$15.69	\$9.66
Taronga Western Plains Zoo	\$14.45	\$10.62
Operating expenses per visitor (Excluding Taronga Foundation)		
Taronga Zoo	\$43.50	\$44.33
Taronga Western Plains Zoo	\$63.99	\$63.47
Capital expenditure per visitor		
Taronga Zoo	\$16.80	\$3.09
Taronga Western Plains Zoo	\$11.22	\$3.18
Taronga Foundation fundraising revenue	\$18.5m	\$11.2m

Key principles

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

Strategic objectives

- ~ Increase existing business revenue and net contribution by 5% per annum
- ~ Develop a number of new business projects generating a total of at least \$8 million in additional revenue by 2015
- ~ Reduce cash operating costs as a percentage of revenue to 94% over 5 years
- ~ Ensure the long term financial sustainability of Taronga Western Plains Zoo's operations
- ~ Increase ability to invest in our business through increasing the Taronga Foundation's gross fundraising to \$10 million per annum
- ~ Annually review and align budget process and resources to strategic plan priorities.



Taronga Zoo's newly refurbished Top Entrance Plaza. Photo; Rick Stevens.



**Admissions
Taronga Zoo**

Taronga Zoo total admissions* of 1.43 million represent a 5.47% increase on the previous year. However, resultant admission revenue at Taronga Zoo was 5.1% lower than 2010/11 due in part, to a lower proportion of total visitation coming from paid admissions. Given the difficult trading conditions due to both economic factors and adverse weather at peak holiday periods, this is a good result.

Unusually wet weather impacted admission numbers throughout the year with a high proportion of wet weather days falling during peak visitation periods. The total number of wet weather days during the year was 11% higher than in the previous year and 39% higher than the previous five year average.

The international tourism market showed small signs of growth throughout the year, with arrivals increasing by 15%. Coupled with new product development, this slight recovery resulted in a year on year increase of over 12% for tourism derived revenues. Across all markets, the strongest growth came from China where low-yielding group travel continues to dominate. Ongoing financial stresses in Europe and the USA and the consistently strong Australian dollar continued to adversely affect tourist demand.

Significant activity from competitor attractions, including renovations and new attraction openings, coupled with continuing weak consumer confidence due to economic conditions, further compounded a very challenging trading year.

*Paid and free of charge attendance including function guests.

Taronga Western Plains Zoo

Despite unseasonable weather and high rainfall across much of regional NSW, Dubbo and its surrounds were not significantly affected and Taronga Western Plains Zoo enjoyed a very successful year. Paid admissions were 1.4% higher than the previous year at 135,451, with total visitation of 224,357 people. The yield per visitor and admission revenue also increased in 2011/12.

A strong focus was placed on both the Dubbo local and regional NSW markets. In 2011/12 regional NSW visitation increased by 1.19% year on year and contributed to the increase in total visitation.

"Despite the tough economic climate, total admissions at both Zoos have increased."*



Visitors enjoying a Giraffe in Focus animal encounter at Taronga Western Plains Zoo.

Marketing and promotional activities Taronga Zoo

The arrival of three Sumatran Tiger cubs at Taronga Zoo on Saturday 27 August 2011 was a major cause for celebration and provided an opportunity to raise awareness of the threats faced by this critically endangered species. Advertising across the summer period highlighted the importance of Taronga's Sumatran Tiger breeding program whilst inviting people to come and see the cubs. Interpretative signage, videos and talks at the exhibit educated visitors about simple actions they can take to help protect tiger habitat. In total, 411,630 people visited the cubs in November, December and January. The cubs also contributed to Taronga Zoo's busiest Christmas week on record.

Taronga Zoo won the 2011 NSW Tourism Award for Best Major Attraction in November 2011 for the second year running and in March 2012, received a silver award for Best Major Attraction at the National Qantas Australian Tourism Awards. These awards cemented Taronga Zoo's reputation as a must-do major tourism experience and reconfirmed the ongoing depth of interest and support for wildlife and conservation.

Strong partnerships with Taronga's sponsors were fundamental to the Zoo's success in 2011/12. The year began with a highly effective Zoo month partnership with Fairfax, including a trail along which children became investigative wildlife reporters. Fairfax's support was also marked by a special edition of the Sun Herald on 3 July. This edition featured a cover wrap celebrating Taronga's conservation programs and was co-sponsored by partner, Bing Lee. Throughout the year, further partnerships with CBeebies, Qantas and Coca-Cola Amatil saw the successful roll-out of concerts and various customer promotions to drive visitation to the Zoo.

A new tour experience was launched in April 2012. 'Nura Diya, Taronga's Aboriginal Wildlife Experience' is a small group tour led by an Aboriginal Guide, that allows visitors to get up-close to Australian flora and fauna whilst learning about Aboriginal culture and its relationship to plants and animals. This tour is specifically designed for the international market and has been well received by the tourism industry following its promotion at the annual Australian Tourism Exchange in Perth in June 2012, where Taronga hosted its own promotional stand.

Strengthening and re-enforcing Taronga's role in conservation has been a strategic imperative for all communication. In this context, the most significant marketing achievement during the year has been the development of a new communications platform 'For the Wild'. 'For the Wild' was developed after the appointment of a new creative agency, Whybin TBWA in 2012, and launched to the public at the end of June. It is an inspirational and motivating campaign against which people can pledge their support and a platform for communication of Taronga's vision to secure a shared future for wildlife and people.

Taronga Western Plains Zoo

Taronga Western Plains Zoo built on last year's successful regional NSW media partnership with Channel 7 affiliates. Support from both Destination NSW and Inland NSW Tourism enabled the Zoo to increase its marketing spend through matched funding. This meant marketing could be extended into Southern Queensland and Northern Victoria with great success.

The partnership included a new television advert which aired across 30 and 15 second television segments, website banners, sponsorship of family programs and a dedicated website. The partnership also delivered targeted weekly content through a dedicated Taronga Western Plains Zoo segment in the popular television program 'Possum Club', as well as a dedicated episode shot at the Zoo.

Cross promotional activity with major partners also continued throughout the year with co-operative television campaigns conducted with CountryLink in May 2012 and Dubbo City Council in April 2012. Taronga Western Plains Zoo also partnered with Inland NSW Tourism to sponsor the Stockmen's Ride at the Royal Easter Show. Dubbo and the Zoo were promoted to large show audiences via 30 second television segments prior to and following the nightly Stockmen's Ride.

Local promotional activity, including a series of colourful banners displayed in the Dubbo CBD, centred on Taronga Western Plains Zoo's 35th birthday celebrations. The official cake cutting on 28 February 2012 and subsequent media opportunities, generated six front page articles in local publications. To coincide with the Zoo's birthday the Qantaslink Q400 plane featuring Taronga Western Plains Zoo branding, completed its first flights from Sydney to Dubbo in March 2012. Over 70 donors, corporate partners and media representatives travelled to Dubbo on the plane to experience Taronga Western Plains Zoo.

Digital marketing

The take-up of digital technologies increased rapidly throughout the year and has helped grow Taronga's supporter base. Taronga had 43,014 Facebook fans at 30 June 2012 representing a year on year increase of 164%. The email database also increased by 42% to 77,686. In both instances, audience groups have been highly engaged and strong advocates for Taronga's work.

Total visitation to the Taronga website increased by 9% during the year and overall time on site, a key measure of engagement, increased by 5%. Improvements to the news pages, central navigation and a focused search advertising program have all contributed to this result.

A major trend in the 2011/12 year has been the shift to mobile devices. For example, more than 22% of Taronga's website visitors now access the website via a mobile device. In response to this trend, a mobile version of the website was launched in December 2011 and has been widely used. The Taronga Zoo app, Monkey Mayhem, has also continued to be popular and during the year the user base increased by 19% to 77,248. The supporting newsletter, 'Marley News', now reaches a database in excess of 1,663 children on a monthly basis and contains fun animal and conservation stories.

Retail Taronga Zoo

Net profit from Taronga Zoo's retail facilities contributed \$1.48 million in 2011/12, an increase of 22.4% on last year. Average spend-per-visitor also increased by 5.5%, from \$3.27 to \$3.45. This good result was achieved in a particularly difficult overall retail environment.

A commitment to product development with links to Taronga's conservation programs provided exclusive branded merchandise and gross margin improvement in retail. Specific product development activities included the successful 'Beads for Wildlife' offering. A range of traditional colourful beads are sold at both Taronga and Taronga Western Plains Zoos to support the 'Beads for Wildlife' campaign. The campaign offers an alternative income stream for Northern Kenyans who otherwise raise livestock which has a damaging effect on the local environment.

Taronga Western Plains Zoo

Taronga Western Plains Zoo retail has enjoyed its first full year of operations since the opening of the new retail outlet in the Savannah Visitor Plaza. The increased floor space, visibility and location of the new outlet, along with new product lines, resulted in an encouraging increase in spend-per-visitor. Net profit in 2011/12 was \$628,994 representing a 36.5% increase on the previous year.



Left: Paul Davies (centre) makes his mark for the wild with Whybin/TBWA staff Joel and Joolia. Photo: Rick Stevens.
Right: Beads for Wildlife.

"Digital technologies and social media enable Taronga to regularly engage with a diverse supporter base."



Gary Miller and Cheryl Cummins help Asian Elephants 'Thong Dee' and 'Luk Chai' make their mark for the wild. Photo: Rick Stevens.

**Catering and functions
Taronga Zoo**

The catering and functions business at Taronga Zoo performed very well over the year considering the number of weather affected days. Catering partners, Compass Group, capitalised on the excellent weather between Christmas and New Year by introducing new BBQ Marquees serving gourmet sausages and burgers with condiments to suit in-grounds. The marquees were strategically located in high foot traffic areas such as the Top Plaza, Elephant Plaza and Giraffes and helped boost the spend per head and total revenue for the peak period. BBQ Marquees were also used on busy weekends and during the Easter Holidays with similar success. The food offering at Taronga was also enhanced by the designation of Café Harbourview as the first MSC certified sustainable seafood café in Australia. Overall, In-grounds revenue of \$1.616m was 4% higher than last year with per cap spend of \$6.28.

The function business also performed well, delivering \$699,000 in revenue, 17% higher than last year. 61 weddings were held in 2011/12, the same as the previous year. 74 bookings have already been taken for 2012/13.

An open tender process for a new Catering Services Agreement commenced in November 2011. The tender sparked considerable interest in the industry with 39 requests for tenders. Tenders closed in late February followed by presentations from complying tenderers. A preferred tenderer was identified through the process and finalisation of the contract commenced. In June 2012, Compass Group (trading as Restaurant Associates) was awarded the contract for a five year term. It is estimated that the contract will generate approximately \$15 million over the contract period.

Taronga Western Plains Zoo

The function business at Taronga Western Plains Zoo increased significantly in 2011/12 driven by growth in weddings and conferences. Net profit increased by 61% to \$183,211. Strong advanced bookings for 2012/13 and a review of functions packages have the Zoo in good stead for continued growth.

Taronga Western Plains Zoo Catering has seen an overall increase in per-visitor spend. This increase is due, in part, to special event offerings during the year including Mothers Day Breakfast & Lunch, Valentine's Day Dinner and the Zoo's 35th birthday specials. The new, freely accessible Savannah Visitor Plaza also provides revenue from walk-in locals who are now able to meet for coffee at the Zoo.

**Inground Commercial Operations
Taronga Zoo**

Taronga's photographic experiences include animal encounters and 'green screen' opportunities. In 2012 a new supply and sponsorship arrangement with Fujifilm Australia Pty Ltd was implemented and will enable Taronga to continue to increase the photographic experiences available to its visitors with high quality prints that will be available to share online.

The Sun Herald Twilight at Taronga concert series enjoyed its 17th season. Over 27,000 patrons attended 17 concerts held over 11 summer weekends. Offering stunning Sydney Harbour views and unreserved picnic seating, the series enjoyed many return guests and introduced new markets as the range of performances was increased.

Zoofari Lodge at Taronga Western Plains Zoo.
Photo; Mark James.



Taronga Western Plains Zoo

More than 7,100 visitors enjoyed the multi award winning Zoofari Lodge experience in 2011/12. Zoofari occupancy was effected by difficult market conditions, and although a 7.7% reduction on the prior year, it still provided a healthy \$894,437 net contribution. In a significant step, Taronga Western Plains Zoo commenced selling inventory through wotif.com, placing Zoofari Lodge in a much more visible marketplace. New wine lists, menus, souvenir products and tours, as well as facility upgrades, have been completed to refresh and rejuvenate the product. These changes have been well received by guests.

Taronga Foundation

The Taronga Foundation has experienced growth in support from individuals, trusts and foundations and corporate sponsors. Contributions to the Foundation support Taronga to achieve its vision to secure a shared future for wildlife and people. The work of the Foundation over the past 12 years has enabled major re-developments at both Zoos, ensuring high standards of animal care and improved visitor experience. While new capital facilities are scheduled to continue to improve the Zoos, the success of the Taronga Foundation has enabled the expansion of fundraising activities to include support for in-situ conservation, education and research projects.

Taronga Foundation Governors and Patrons

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

"Taronga continues to explore new business opportunities to support in-grounds operations and conservation activities in-situ."



Sarah Catorall and Jeremy Cheyne showcase the food offering at Taronga Zoo. Photo; Rod Cheal.

The Taronga Foundation Chairman's Report

The Taronga Foundation achieved another strong result in 2011/12. This financial year the Foundation raised a total of \$11.2 million to support capital developments at Taronga and Taronga Western Plains Zoos, as well as conservation and research projects in Australia and overseas.

The cumulative total secured by the Foundation since its establishment in 2000 is \$54 million against a 12-year target of \$57.6million.

Highlights of the past 12 months include an increase in the funding commitment for in-situ conservation projects, from \$250,000 to \$350,000 per annum. The Foundation also supported 'Project In-Situ', which works with local communities to protect native wildlife habitats, and education programs such as the indigenous youth mentoring program.

The Foundation's annual fundraising events, including Zoofari in November 2011 and the Taronga Dinner in June 2012, raised a total of \$940,000. Both are well established, popular and successful events. New Year's Eve at Taronga Zoo grew and engaged new supporters. There have also been a number of supporter evenings, enabling guests to engage with Taronga's experienced staff to better understand the work that goes on 'behind-the-scenes'. These included information evenings with Tasmanian Devil and Sumatran Tiger keepers and Taronga scientists including Dr David Slip, recently returned from Antarctica where he was carrying out breakthrough research with Leopard Seals.

The Foundation was chosen by the City of Sydney to be the Charity of the Year for Chinese New Year 2012, the Year of the Dragon. Taronga staff participated in Chinese New Year celebrations, including the Chinese New Year parade and Dragon Boat racing in Darling Harbour.

I would like to thank Taronga's Governors and Patrons for their continued support and advocacy again this year, including Deborah Thomas for chairing the Zoofari fundraising committee, Justin Hemmes for providing the venue and support for the Taronga Dinner and Nigel Adams for support and advice on estate matters. I would particularly like to thank Gretel Packer for her significant contribution to the establishment of the Taronga Conservation Science Initiative.

I would also like to thank our corporate partners, donors, and of course, Taronga Chairman Len Bleasel AM and the Taronga Board, Director and Chief Executive Cameron Kerr, and the dedicated staff at Taronga and Taronga Western Plains Zoos.

Thank you all for encouraging and supporting our fundraising endeavours.

Maurice L Newman

Maurice L Newman AC
Chairman
The Taronga Foundation



Taronga staff participated in Dragon Boat racing on Sydney Harbour as part of Chinese New Year celebrations. Photo: Hayley Burgess.

"The Taronga Foundation continues to receive strong support from its corporate partners and donors."

Nicole Whitfield and Cyrelle Field with Mary Coustas as 'Effe' at the 2012 Taronga Dinner. Photo: Ben Symons.

Taronga Foundation events

The 2011 Zoofari dinner, held on 23 November 2011, was themed the Black & White Lemur Ball. As well as being a fabulous night, it was a great financial success. With thanks to Taronga's generous supporters, a total of \$506,000 was raised on the night. This result was a testament to the enormous loyalty and generosity of so many regular donors and supporters, together with the enthusiasm of new supporters. Funds raised on the night support in situ conservation projects and the development of a world-class exhibit, the Lemur Forest Adventure, that will give visitors an opportunity to interact closely with Ring-tailed lemurs at Taronga Zoo.

Two thousand tickets were sold for New Years Eve 2011 at Taronga Zoo, raising \$320,788 for the Taronga Foundation.

The "Leap for Survival" Taronga Dinner in June 2012 was held at the Ivy Room, The Ivy. Mary Coustas as 'Effe' was Master of Ceremonies on the night, and importantly, \$206,000 was raised for the critically endangered Corroboree Frog. With less than 100 individuals in the wild, Taronga is working with NSW National Parks to save the species through a state of the art breeding program and facility. The highlight of the evening was the exciting live auction run by James Hendy of Bonhams. Items included a Wendy Sharpe artwork, lunch with 'Effe' and a once in a lifetime Snowy Mountain adventure with Taronga Keeper Michel McFadden to assist in efforts to conserve the Corroboree Frog.

Major gifts and bequests

A number of supporters generously bequeathed gifts to the Taronga Foundation. One supporter in particular, left a sizable gift to Taronga which took total bequest income to just under \$4 million.

Major donors contributed \$770,000 to the Taronga Foundation in 2011/12. Monies received include funds dedicated to the Taronga Conservation Science Initiative established in 2012 to support research on wildlife ecology, behaviour, reproduction and health.

The Taronga Foundation would particularly like to acknowledge the following generous supporters who have donated \$10,000 or more this financial year:

- Len Bleasel AM & Valerie Bleasel
- Camilla Boyd
- The Denton Family
- Janet Cooke
- Gretchen Dechert
- Daniel Donnelly
- Koko Dowe
- James Fairfax AC
- Girl Guides Association (NSW)
- Peter and Sue Glasson
- Peter Hall
- E J Hart Group
- Henry Pollack Foundation
- Allan and Kay Hill
- Jessica Hore
- Sandra & Graham Humphrey
- Irvine Hunter
- Prue & Andrew Kennard
- Robert & Susan Maple-Brown
- Helen Molesworth
- Mies & Kees Neelemaat
- Gretel Packer
- Roslyn Packer
- Rebel Penfold-Russell OAM
- Renee Pollack Foundation
- Skipper-Jacobs Charitable Trust
- Joyce Sproat
- Mary-Anne Sutherland
- The Bluesand Foundation
- Harry Triguboff
- Wilson HTM Investment Group



Friends of the Future (funds received from estates 2011/12)

Estate of the Late Toni Baber
 Estate of the Late Jacqueline Zoe Crookston
 Estate of the Late Roberta Whitehead

Public appeals

Two public appeals were held during the year. The Christmas appeal focused on the critically endangered Sumatran Tiger and the end of year tax appeal focused on the insurance breeding program for the Tasmanian Devil. These appeals have generated a record amount of \$500,246, an increase of 5% year on the previous year.

Zoo Parent

At the end of June there were over 3,000 Zoo Parents who collectively donated \$469,042 during the year. A range of monthly promotions has and will continue to help create additional growth in this area.

Corporate partnerships

The Foundation has achieved a record level of corporate support with revenue of \$5.2 million in cash and contra support.

Cash sponsorships of \$3.6 million were secured in 2011/12, delivering positive growth of 12.5% on the previous year. This is a significant result given the challenging economic conditions. In addition, essential contra and project support reached a total of \$1.6 million in equivalent value of contributions towards the operations of Taronga and the Taronga Foundation.

The success of the program is due to the valued support of Taronga's long-term partners. Principal Partner Streets, has committed to new sponsorship. Other Principal Partners, ANZ, Ausgrid, Coca Cola, Fairfax and QBE continue to work with Taronga to generate mutual value.

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



Tasmanian Devil joeys. Photo; Danielle McGill.



Taronga Zoo and Taronga Western Plains Zoos' partners in conservation

Sponsorship supports The Taronga Foundation's contribution to conservation

Principal Sponsors



Crown Sponsors



Residential Sponsors



Primary Sponsors

- | | |
|------------------------|---------------------------------|
| APA Group | NRMA Motoring & Services |
| Brookfield | Toshiba |
| Centaman Systems | Treasury Wine Estates Australia |
| Carlton United Brewers | WHYBIN\TBWA |
| Fujifilm Australia | Woolworths |

Champion Sponsors

- | | | | |
|------------------|---------------------|-------------|------------------|
| ARA Group | Deepend Sydney | HULSBOSCH | Minter Ellison |
| ASX | Elam Communications | Lanxess | Radio 2DU/Zoo FM |
| CA Technologies | ELO Digital | Lavazza | SITA Australia |
| Compass Group | Ernst & Young | MasterFoods | Tropicana Banana |
| Daikin Australia | | | |

Supporters

- | | | | |
|--------------------------------------|---------------------------------|----------------------------|-----------------------------|
| Active Travel | Cards4Wildlife | Merivale | Stihl |
| Ant-Eater Environmental Services | Chris Yates Medical | NSW Fire Brigades R&W Fund | Techni-Clean Australia |
| Anthony Suters & Associates | Clearwater Filter Systems | Orion Expedition Cruises | Total Defense |
| Aspen Pharmacare Australia | Event Emporium | Pace Farm | Tourism and Transport Forum |
| Australian Air Express International | Flying Fish Restaurant, Pyrmont | PCT International | Traction Digital |
| Australia Day Council of NSW | Harris & Co Solicitors | Pfizer Animal Health | Troy Laboratories Australia |
| Bayer Australia | Henry Davis York | Powerhouse Logistics | Virbac |
| buds&bowers | Kelato Animal Health | SC Johnson | Visy Beverage |
| Burwood Press | Madzin Productions | Signwave | Wet & Forget |



For The Eastern Bongo...

... with as few as 75 left in the wild, we helped first time mother, Djembe, give birth to her new calf, helping the species secure a foothold on the future.

The creation of innovative and engaging experiences that attract Zoo guests, exceed guest expectations, inspire loyalty and influence positive behaviour change.

Visitor Experience & Learning

Key achievements

1. Visitor satisfaction levels increased to 89% at Taronga Zoo and 85% at Taronga Western Plains Zoo
2. Both Taronga and Taronga Western Plains Zoos were awarded Trip Advisor Awards for Excellence, having received a rating of 4.5/5 from their guests
3. A total of 162,092 students were involved in Taronga learning programs, equivalent to 14% of all NSW school students
4. The Zoo Friends membership program grew by 13% to a record 70,009 members
5. Taronga managed 2,693 news stories, with an equivalent total value of more than \$33 million based on advertising rates
6. ABC1's 8-part documentary series 'Wild Life at the Zoo' reached a national audience of over half a million each Wednesday from 18 April 2012, and a total audience of 4,459,932
7. The Taronga Zoo Chimpanzee Sanctuary redevelopment was completed in August 2011 providing greater flexibility and capabilities to manage the introduction of new chimpanzees into the group
8. Taronga Western Plains Zoo completed the Ring-tailed Lemur breeding facility that will support the Ring-tailed Lemur breeding program and exhibit at Taronga Zoo
9. Restoration of Taronga Zoo's Top Entrance was recognised at the 2012 National Trust Heritage Festival, receiving an award for the conservation of a medium sized built heritage project.



Performance indicators	2010/11	2011/12
Visitation – total	1,572,021	1,654,406
Students visiting on a school excursion		
Taronga Zoo	109,677	107,063
Taronga Western Plains Zoo	15,028	14,397
People participating in Public/Outreach education programs		
Taronga Zoo	36,589	37,127
Satisfied guests as measured through satisfaction surveys		
Taronga Zoo	83%	89%
Taronga Western Plains Zoo	83%	85%
Complaints per 1,000 guests		
Taronga Zoo	0.24	0.18
Taronga Western Plains Zoo	0.51	0.61
Zoofari Lodge	0.50	0.53
Conference and workshop proceedings delivered by staff (including workshops convened)	22	35

Claudia Bianchi and Elliot the Sulphur-crested Cockatoo during the QBE Free Flight Bird Show.

Key principles

- ~ To be the number one wildlife experience of choice in Australia
- ~ Engaging more people in the activities and vision of Taronga
- ~ Facilitating long term, inspiring connections between people and animals
- ~ Investing in innovation and best practice approaches to learning and behavioural change
- ~ Continually investing in enhancing our physical assets.

Strategic objectives

- ~ Engage more people in the activities of the organisation by increasing general visitation to 1.75 million across both Zoos
- ~ Expand the reach of the Zoos' education programs by increasing education program admissions to 200,000
- ~ Deliver outstanding experiences for visitors at our Zoos as measured through "value for money" satisfaction levels in excess of 85%
- ~ Ensure all visitor experiences deliver inspiring connections between people and animals and positively influence visitor pro-wildlife behaviour
- ~ Maintain assets to a high standard and enhance capital infrastructure and exhibits at both Zoos to maintain visitor experience and animal welfare standards
- ~ Increase Zoo Friend membership numbers to 100,000
- ~ Spread the reach and impact of the Taronga organisation through increasing total annual website visitation to 5 million visits.

Gabe Virgona with students at Backyard to Bush.



**Guest services
Taronga Zoo**

The customer experience at Taronga Zoo was enhanced in 2011/12 by the first full year of operation of the new top entry plaza. The open-access area enables large numbers of guests to enjoy a more relaxing, welcoming and stress-free start to their zoo visit. Guests can mingle freely and watch their children play, while planning their day, purchasing tickets or enjoying a coffee in the café.

Taronga Western Plains Zoo

The Guest Services team implemented a range of initiatives to improve the visitor experience at Taronga Western Plains Zoo. Some of these initiatives included the purchase and hire of binoculars and introduction of the Safari Jumping Castle for kid's entertainment. Guests also benefited from the purchase and hire of mobility scooters as well as the availability, as in prior years, of bikes and carts. On the back of strong hire rates for bikes and carts, an additional eight carts have been purchased to meet demand in the 2012/13 year.

Popular experiences in 2011/12 included Giraffe in Focus with over 12,400 participants, and the Early Morning Walk with over 8,900 participants.

Guarantee of Service

Taronga's Guarantee of Service ensures a consistent level of service is provided to all guests, 365 days a year by all Taronga staff. Customer feedback is welcomed, with every form of feedback being personally responded to by the Guest Services team.

Guest Satisfaction Surveys

Self-completion Customer Satisfaction Surveys continued to be implemented as developed by Environmetrics. Results were analysed and key visitor satisfaction levels at each Zoo are outlined below. In 2011/12 Taronga also commenced collection of customer feedback via use of iPads and stationery kiosks.

Visitor customer satisfaction levels; 12 month average

Visitor satisfaction levels	TZ 2010/11	TZ 2011/12	TWPZ 2010/11	TWPZ 2011/12
Overall satisfaction with value for money	4.1	4.1	4.1	4.3
Educational value	4.4	4.6	4.2	4.1
Seats/rest areas	4.3	4.4	4.5	4.1
Ease of finding way around	3.6	4.2	4.3	4.0
Ease of moving around	3.6	4.4	4.6	4.5
Visibility of animals	4.1	4.2	4.0	4.0
Welfare of animals	4.4	4.5	4.7	4.7
Variety of animals	4.7	4.8	4.3	4.3
Helpfulness of staff	4.5	4.7	4.5	4.2
Shows and keeper talks	4.5	4.7	4.6	4.5
Cleanliness of grounds/facilities	4.7	4.8	4.8	4.7

TZ = Taronga Zoo, TWPZ = Taronga Western Plains Zoo.

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.

Formal learning

Formal learning at Taronga is the result of strong partnerships between key stakeholders. The NSW Department of Education and Communities, the Sydney Metropolitan Catholic Education system and the Department of Families and Community Services all work together with Taronga to develop and deliver quality learning programs and workshops across both sites and remotely.

This year a total of 162,092 students were involved in Taronga learning programs, 1% up on last year. This equates to 14% of all NSW students across the different school sectors.

At Taronga Zoo, 107,063 students visited as part of a learning excursion. Of these students, 55,899 participated in workshops at one of the four learning precincts. All workshops are curriculum related and employ the principles of Quality Teaching.

A total of 14,397 students visited Taronga Western Plains Zoo as part of a curriculum related excursion. Of this total, 10,569 participated in formal workshops. The remaining students undertook self directed learning programs.

In addition, another 1,586 students completed the Endanger Ranger program as part of the NSW Government's election promise to support 3,300 students to visit Taronga Western Plains Zoo. This initiative enables students from Western and South Western Sydney to participate in a tailored overnight education program at the Zoo, which they might not otherwise have the opportunity to visit.

ZoosnooZ

At Taronga Zoo, 6,195 students participated in ZoosnooZ. ZoosnooZ is an overnight conservation based program during which students experience a night walk, behind the scenes tours and special animal encounters. At Taronga Western Plains Zoo a total of 1,281 students completed the ZoosnooZ.

Video conferencing

The Department of Education hardware provided at both Zoos has enabled the Education team to take programs out of the zoo and into classrooms all over NSW. This year over 6,127 students participated in video conferences including 800 at Taronga Western Plains Zoo.



Jay Thompson. Photo; Ben Symons.

"Taronga seeks to be a learning environment for all visitors."

Zoomobile school visits

The Zoomobile program was set up to deliver an animal experience to students who face challenges visiting the Zoos; including distance, cost, health or incarceration. This year 21,462 students experienced a workshop as part of the Taronga Zoo Zoomobile program. At Taronga Western Plains Zoo, an additional 2,205 received a Zoomobile experience.

Wildlife workshops

This international language focused program had 490 participants this year. Students predominantly visit from Japan and China, and Australian animals are used as a mechanism for improving their English skills.

Juvenile justice

Both Zoos are involved in programs with juvenile justice centres. Taronga Western Plains Zoo have worked with students to produce artworks installed in exhibits and have also designed and built animal enrichment devices. Taronga Zoo has worked alongside juvenile justice students in bush regeneration and Zoomobile programs to increase engagement and learning.

Ipad applications

Taronga Zoo, in partnership with the NSW Department of Education and Training Curriculum and Learning Innovation Centre, has developed a new learning app called Rainforest Heroes. Students use an iPad to take photos, watch animal video footage, record observations and document conservation actions.

Theme weeks

Both Zoos conducted theme weeks including National Literacy and Numeracy Week, National Science Week, Clean Up Australia Day, World Water Day, World Environment Day, World Rhino Day, Book Week, Ride to School Day and NAIDOC week. This year at both sites, 774 students participated in these programs.

Taronga Teachers Association

The Taronga Teachers Association is a professional association that focuses on teacher quality for the environment and sustainability. It has 150 members who have access to specialised workshops, tours and lectures conducted at both sites.

Vocational training Taronga Training Institute

The Taronga Training Institute was established in 2007 and delivers accredited and non-accredited training to students at both Zoos. The Certificate II and Certificate III in Animal Management are consistently oversubscribed and receive excellent feedback from students. To date 535 students have completed accredited courses including students who have completed the Certificate II at Taronga as part of their HSC studies.

Short courses continue to grow in popularity with accredited courses in Care of Reptiles, Care of Primates and Animal First Aid. The Photography and Animal Training programs continue to grow with 375 participants across both zoos.

Work experience

Both Zoos take year 10 and 11 students for a week of work experience in one of Taronga's divisions. This year 26 participated at Taronga Western Plains Zoo and 284 at Taronga Zoo.

Meet a Keeper

This student program focuses on many career aspects of the animal industry. 1,020 students at Taronga Zoo and 42 at Taronga Western Plains Zoo participated in this zoo keeping taster program in 2011/12.

Community learning Zoo Adventures

Zoo Adventures is a popular animal focused holiday program conducted at both Learning Centres. 1,415 children participated at Taronga Zoo, down 6% on last year, and 575 at Taronga Western Plains Zoo, up from 438 from the previous year.

Boral YATZ

The Youth at the Zoo (YATZ) program continues growing from strength to strength. This year 458 youths participated across both Zoos. The YATZ team utilises the 'kids teaching kids' model to deliver excellent conservation messages to zoo visitors, especially visitors of the same age.

Project In-situ

Project In-situ trains and empowers students to be change agents in their community for local species and threatening processes. This year Project In-situ was delivered to children in communities focusing on the following species – Little Penguin, Squirrel Glider, Glossy Black Cockatoo, Regent Honeyeater and Platypus. In total 2,005 students participated in the program.

"Education programs help students develop awareness and understanding of the threats facing wildlife and habitats in Australia and overseas."



Rod Cheal delivering a Zoomobile program.

Zoomobile – community

The community based Zoomobile visited nursing homes, pre schools, council events, expos and environmental events across NSW in 2011/12. A total of 15,665 people were involved in a Zoomobile program, learning about native species and what they can do to help their survival.

Roar and Snore

At Taronga Zoo, 10,238 people participated in Roar and Snore, down 2% on the prior year. Roar & Snore is the Zoo's premium overnight experience during which visitors participate in a range of behind the scenes experiences. At Taronga Western Plains Zoo, 2,115 people enjoyed the program.

Burbangana and Walanmarra (Department of Families and Communities partnership programs)

The Burbangana and Walanmarra programs continue to achieve outstanding outcomes for highly disadvantaged children. Burbangana, based at Taronga, works with teenagers from the Intensive Support Services Team who are in the full time care of the Minister. Over time the children begin to respond and develop confidence, trust and increased communication skills. This year Burbangana won a National Crime Prevention Award.

Walanmarra, based at Taronga Western Plains Zoo, works with younger children in foster care in the Western region. Like Burbangana, the children help with animal practices, cultural and enrichment activities. To date 12 children have participated in this three month program.

Keeper for a Day

This new community program saw 448 people participate and get their hands dirty shadowing a keeper. Participants help with food preparation, conditioning and exhibit maintenance and also undertake a number of special animal experiences.

Dreamnight

On the first Thursday evening in December, both Zoos open their doors to invited sick, disabled and disadvantaged children as part of an international program called Dreamnight. Staff volunteer their time to help deliver this wonderful experience. Partners include Variety Australia, Camp Quality, Canteen, various hospitals, Autism Australia and special needs schools. This year, 1,080 children participated at Taronga and 120 at Taronga Western Plains Zoo.

Visitor learning and interpretation

Passionate staff and volunteers develop engaging and sometimes provocative interpretations to assist visitors in the learning journey, and communicate and support Taronga's vision. Taronga's interpreters come in a variety of guises and include:

Guest services volunteers – help make the visitor experience accessible, meaningful and enjoyable including by leading interpretive guided walks and tours.

Discovery hosts – offer engaging tours and talks, including to the many thousands of people that participate in overnight experiences at Taronga; deliver daily animal presentations; and assist with a range of programs including Zoo Adventures holiday programs and Keeper for a Day.

Keepers – deliver Taronga's award winning shows and keeper talks that encourage behaviour change and promote positive outcomes for wildlife.



Paul Maguire accepts a National Crime Prevention Award on behalf of Taronga for the Burbangana program.

Interpretation planners – collaborate widely to implement face-to-face experiences and interpretive installations including:

- ~ **Face-to-face initiatives** (shows, talks, tours): Nura Diya, Taronga's Aboriginal Discovery Tour; Backyard to Bush experiences; a special Lunar Year of the Dragon talk; and interpretive conversations about the Sumatran Tiger.
- ~ **New interpretive installations** (immersive exhibits, sculptures, signs and print and digital media): sculptures, the Welcome Arch and other play elements throughout Taronga Zoo's Top Entry Plaza; Sumatran Tiger exhibit enhancement at both zoos; and several new installations at Taronga Western Plains Zoo, including the re-fitted elephant transport crate.

Together, Taronga's interpreters encourage connection, promote exploration, provide orientation and context, build understanding and inspire positive action for wildlife to foster relationships that will secure a shared future for wildlife and people.

Zoo Friends

The Zoo Friends membership program continued to grow in 2011/12, despite the difficult economic climate. In total, there were 70,009 members as at 30 June 2012, an increase of 13% over 2010/11. Membership is now at a record level for the organisation, delivering full year income of \$4.059 million an increase of 14% on the prior year.

The growth of the Zoo Friends membership program is the result of a strong focus on increasing renewal rates and re-engaging members who had previously let their membership expire. A monthly program of events across a variety of communication channels also helped make the renewal process easy and convenient for Zoo Friends members.

Another major success was the promotion of Zoo Friends membership to Dubbo's local residents as part of Taronga Western Plains Zoo's 35th birthday celebrations. Over a period of 4 weeks the membership program grew by 5,010 new members, or 189%, due to take-up of a discount offer uniquely available to those living in Dubbo or the surrounding catchment areas.

Four editions of Wildlife magazine were successfully published during the year. The magazine was also entered into the Magazine Cover Awards, "the Maggies", and won the award for Best Cover in its category of Science, Technology and Nature.

Corporate Communications and Media Relations

Taronga is focused on generating positive media coverage across all news and online platforms to increase public engagement with and awareness of Taronga. Other activities of the Communications and Media Relations team include issues management, ministerial media liaison and coordination of VIP visits. In 2011/12, Taronga managed 2,693 news stories, equating to 7.4 stories daily with an equivalent total value of more than \$33 million based on advertising rates. A detailed breakdown is included in the table on page 69.

ABC1's 8-part documentary series 'Wild Life at the Zoo' reached a national audience of over half a million each Wednesday from 18 April 2012. It was ABC1's 3rd highest-rating program of that night and reached a total audience of 4,459,932 and additional 31,000 on iView.

Significant media coverage across all outlets, national and international, was also generated by the birth at Taronga Zoo of three Sumatran Tiger Cubs in August 2011. Coverage included conservation action messages, particularly in relation to the effects of unsustainable palm oil production on wildlife.

Other traditional media highlights included:

- ~ Extensive news coverage of wildlife successes including Corroboree Frog egg reintroduction to Kosciusko National Park, birth of Eastern Bongo calf 'Kiazi' and the arrival of new male gorilla, 'Kibali', from France.
- ~ Coverage of the commissioning of Taronga Zoo's refurbished historic Main Entrance on 7 October 2011 in national press and on television.
- ~ Wide ranging coverage of the first flight from Sydney to Dubbo of the Qantaslink Q400 aircraft painted with images from Taronga Western Plains Zoo to coincide with the Zoo's 35th birthday. The event was attended by travel and consumer media from traditional and online outlets.
- ~ Live broadcast of Channel 9's Today Show from Taronga Zoo on Good Friday. The broadcast reached over a million viewers, featuring a wide range of zoo projects and conservation messages.
- ~ Public launch of the Reconciliation Action Plan in May with broad coverage across Aboriginal media including television, print and radio.
- ~ Launch of the communications initiative 'For the Wild' with special previews for media and the production of extensive supporting visual material. The launch culminated in an event showing animals and keepers at both zoos making their mark for the wild. This resulted in widespread national and international coverage and public knowledge and support for the campaign.

Social media milestones included reaching 5,000 Twitter followers. Taronga videos on Youtube received 336,283 views including a video of four Tasmanian Devil joeys born at Taronga Zoo in 2011 which received more than 151,500 views in the first 20 days and helped communicate the details of the Tasmanian Devil conservation and breeding program. Total views now exceed 180,000, with highest numbers in the USA, Poland, Canada and Japan.

Negative Media during the year focused on two issues: the positive identification of Tuberculosis in a male chimpanzee at Taronga Zoo; and the deaths of four female Southern White Rhinoceros at Taronga Western Plains Zoo. Both events were addressed with timely public announcements, and information was immediately released to the news media. The chimpanzee Tuberculosis case was also covered positively in "Wild Life at the Zoo".

Media coverage		2011/12
Television media		
Taronga Zoo	445 items	\$13,049,700
Taronga Western Plains Zoo	153 items	\$1,972,050
Total	598 items	\$15,021,750
Print media		
Taronga Zoo	745 articles	\$5,593,892
Taronga Western Plains Zoo	626 articles	\$4,246,613
Total	1,371 articles	\$9,840,505
Radio media		
Taronga Zoo	373 segments	\$440,1203
Taronga Western Plains Zoo	351 segments	\$592,250
Total	724 segments	\$1,032,370
Total value		\$25,894,625
Wild Life at the Zoo series	8 episodes	\$7,459,200
Total value including Wild Life at the Zoo series		\$33,353,825

Capital works and project planning

Capital works and project planning in 2011/12 included the following:

Taronga Zoo Chimpanzee Sanctuary

The Chimpanzee Sanctuary is a facility designed to provide greater flexibility and capability to manage the introduction of new chimpanzees into the group. It comprises a refurbished night house, all weather viewing shelters, and a refurbished main exhibit which is divided into a separation enclosure and an open paddock. Special non-climbable walls and complex tree furniture are some of the particular features of this exhibit. The facility was completed in September 2011 and opened to visitors later that month.

Orang-utan experience

The refurbishment of the existing orang-utan exhibit was required to house the two orang-utans who have returned to the exhibit following an extended period during which the orang-utan exhibit was used to temporarily house the chimpanzees. Works were required to reinstate tree furniture and landscape to the exhibit and to undertake internal modifications to the night house. The facility was completed in June 2012 and the orang-utans moved in shortly thereafter.



"ABC1's series, 'Wild Life at the Zoo', highlighted the complexities of Taronga's operations and the conservation mandate behind all activities."



Rod Cheal, Cyrelle Field and Sunrise presenters show their support for the wild. Photo: Ben Gibson.

Male gorilla facility refurbishment

The refurbishment of the male gorilla exhibit was required to accommodate male gorilla 'Kibali', recently arrived from France to join the Taronga breeding program. The former De Brazza's Monkey exhibit has been refurbished with landscape works, a sun shade structure and modifications to the night house area. This facility was completed in May 2012.

Frog breeding facility

A state of the art frog breeding facility was completed in June 2012 to house and breed the critically endangered Yellow-spotted Bell Frog. It comprises a refrigerated container with complex life support and climate control equipment to maintain optimal conditions.

Lemur Forest Adventure

The Lemur Forest Adventure will accommodate Ring-tailed Lemurs in a walkthrough exhibit that encourages visitor interaction and participation. The site at the former upper seal pool area will combine an animal exhibit with visitor adventure play activities. The detailed design is now complete and construction will commence in July 2012. It is anticipated that the new exhibit will open to visitors in October 2013.

Theatre Redevelopment

The Theatre Redevelopment will comprise major modification of the existing 300 seat lecture theatre at Taronga Zoo. A specialist international consultancy has identified an opportunity to better leverage this existing asset through the development of a leading edge audio visual, visitor experience. The facility will provide visitors with a unique multi sensory experience and importantly, increase awareness of Taronga's conservation activities. The redevelopment will include significant modification to accommodate the proposed usage including reconfiguration of the stage and backstage areas. It is anticipated that detailed planning for this work will be undertaken in 2012/13 with construction to be completed in 2015.



The Taronga Lemur Forest Adventure will open to visitors in October 2013. Photo; Dave Swift.

Ropes course

Both Taronga Western Plains Zoo and Taronga Zoo will develop a ropes based adventure course to appeal to key target audiences. These include the Education Centre programs and will have a particular focus on increasing visitation by secondary school age visitors. There is also scope for the ropes courses to operate as an attraction in their own right, targeting both the local leisure market and visiting tourists as a separate paid activity. The ropes courses will also create opportunities for a value add to the zoo visit including as part of school holiday programs, and onsite accommodation options. They will enhance the Zoos' commercial objectives as tourism destinations and attract visitors from across Australia.

Taronga Western Plains Zoo

Ring-tailed Lemur breeding facility

Capital development at Taronga Western Plains Zoo focused on the completion of a Ring-tailed Lemur breeding facility. The breeding facility will support the Ring-tailed Lemur breeding program and exhibit at Taronga Zoo. The site at the gibbon lake utilises the former lemur island exhibit. The facility was completed in December 2011 and Ring-tailed Lemurs have now moved in.

Billabong Camp (Roar and Snore)

The proposed Billabong Camp will expand the current commercial operation to a site at the existing Australian Picnic Ground within the Zoo circuit. The facility will provide an Australian themed camping experience with up to 25 tents. Other facilities to be provided include a dining area, barbeque area, amenities building and a camp fire pit. It is anticipated that construction will commence in July 2012 and the facility will be opened to visitors in June 2013.

Zoofari Accommodation Redevelopment

The Zoofari Accommodation Redevelopment is a key commercial project and will build upon the existing well performing product to provide additional revenue. High quality 'tented' accommodation for visitors will replace aging facilities on site. The project also includes infrastructure upgrades and refurbishment of the existing Zoofari Lodge. The Zoofari Lodge refurbishment will be completed in September 2012. The consultant design services for the Zoofari tented accommodation will continue into 2013.

Heritage asset management

As guardians of a complex heritage asset and beloved community place, Taronga Zoo continues to ensure heritage considerations are integrated into Master Plan developments. In 2011/12, the Taronga Top Entrance Building and the former Tram Shed were restored to their original grandeur. The restoration was recognised at the 2012 National Trust Heritage Festival, with Taronga receiving an award for the conservation of a medium sized built heritage project. This iconic project and the continued commitment of the Capital Works, Infrastructure and Operations division to the management of Taronga's heritage portfolio of built and landscape assets, is evidence of the importance Taronga Zoo places on the need to preserve the heritage of the site.

Brad McKenzie and Australian Sea-lion Male.
Photo; Ben Symons.

Facilities and infrastructure

asset maintenance

Master Plan maintenance

Contract works for maintenance of Master Plan projects included repairs and upgrades at Great Southern Oceans, the Male Elephant Holding Facility, Rainforest Trail, Backyard to Bush and Wollemi Precincts. Works completed include a new shade structure for the male elephant, escalator canopy at the Hillside Link Building and new water circulation pipe work for the female elephant moat.

Routine maintenance contracts

Period service contracts were let to specialist contractors for routine and corrective maintenance of den slides, pumping systems, air conditioning, refrigeration, lifts, escalators, CCTV, perimeter fox proof fencing, perimeter weed and tree management, termite management, fire protection systems and equipment.

General maintenance

Projects undertaken included reroofing of the security building, replacement filters for the water treatment plant, servicing of the life support systems for the Great Southern Oceans Precinct, replacement shelters for the Red Kangaroo exhibit, new Cassowary holding, new balustrades for visitor pathways and painting of the ANZ Lecture Theatre.

Taronga Western Plains Zoo maintenance

Projects undertaken included de-silting of lakes, restoration of roadways, painting of Zoofari Lodge and refurbishment of the African viewing tower.

Security

In line with the 2010/11 security review, recommended changes to security operations at Taronga Zoo were implemented. A new Security Access Control Portal was constructed on the perimeter of the Zoo in February and opened in May, with new CCTV, access control, alarm, induction, key and fire technology systems.

Horticulture

The Horticulture team at Taronga Zoo has adapted to the continuing changes brought about by the Master Plan and focused on maintenance of the site's horticultural assets in 2011/12. The team continues to supply an ever increasing amount of animal fodder to a wider range of Zoo's animals and the enthusiastic Taronga Artists Camp bush regeneration volunteers continue to restore vegetation along the foreshore.

The Taronga Western Plains Zoo Horticulture team was assisted by good rainfall which helped many new landscape projects establish for the years ahead. Achievements throughout the year included new landscape planting and turf installation at the Ring-tailed Lemur Breeding Facility, upgrade of many back of house areas and establishment of the new Savannah Visitor Plaza.



Fox The Platypus...

... we taught 530 kids
in western NSW
how to help protect
waterways and
conserve this
precious species.



The alignment of people and processes with strategy and values.

Our People

& Organisational Effectiveness



Key achievements

1. Taronga's inaugural Reconciliation Action Plan was launched in May 2012 with the objective of closing the gap between Aboriginal and Torres Strait Islander Australians and their fellow Australians
2. 11 Indigenous Scholarships for Taronga's Registered Training Organisation, the Taronga Training Institute, were awarded
3. 16 staff members were awarded Zoo Friends Fellowships to participate in diverse local and international work experience and research projects
4. 3 inductees were welcomed into the prestigious '20 Year Club'. The '20 Year Club' recognises staff who have contributed to the work of Taronga for 20 years or more
5. With the assistance of government funding, 12 staff completed the Certificate IV in Occupational Health and Safety to support Taronga's continued focus on Work Health and Safety
6. The number of workplace injury claims decreased. Workers' compensation claims fell from 64 to 44 and claims that resulted in a Lost Time Injury fell from 33 to 18
7. A detailed volunteer survey was conducted to identify priorities for improvement of volunteer programs and an intense development program run to improve and refresh core skills
8. Taronga and Taronga Western Plains Zoos benefited from the efforts of the more than 125 new volunteers.

Performance indicators	2010/11	2011/12
Severity rate		
Lost time injury frequency/workplace accidents for both Zoos	37.3	20.8
Staff turnover		
Taronga Zoo	6.8%	5.2%
Taronga Western Plains Zoo	4.9%	4.9%

Mica Rios Meza and Spotted Python Slinky. Photo: Ben Symons.

Key principles

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

Strategic objectives

- ~ Create an organisational culture that embraces and demonstrates the vision, values and roles of Taronga
- ~ Create a performance-focused organisation
- ~ Improve leadership effectiveness
- ~ Support our people by ensuring structures and processes enable them to best achieve objectives
- ~ Ensure a safe workplace for our people and safe sites for our visitors
- ~ Grow volunteers from 400 to 1,000 by 2015 and improve contribution to strategic goals
- ~ Deliver innovative, relevant efficient and effective IT systems to enable delivery of the strategic plan.

Laura Jones and Goodfellow Tree Kangaroo, 'Salsa'.
Photo: Rick Stevens.



Volunteer programs

In 2011/12, Taronga focused on consolidating and improving its existing volunteer programs. A detailed survey of volunteers returned well over 200 responses and revealed the diversity of motivations for volunteering with Taronga and the activities volunteers most enjoy. The predominant outcome of the survey was that volunteers have a strong desire to be well-informed, engaging frontline ambassadors for Taronga.

The results of the survey also informed Taronga's priorities for improvement of volunteer programs in 2011/12. 'Guided Walks' were created and are expected to be available to guests in late 2012. The volunteer team has also rolled out an intense development program for improving and refreshing the core skills and knowledge associated with being an ambassador for Taronga including animal handling and zoo and animal knowledge. 184 volunteers already trained in animal handling completed refreshers with the Education and Life Sciences departments, the Volunteer Education Committee ran a 5 session program on zoo & animal knowledge training, and the Behavioural Studies Unit ran capacity building workshops open to all volunteers.

National Volunteer Week 2012 was again a focus for Taronga and an opportunity to show appreciation for the efforts of Taronga's volunteers through an awards program and ceremony. This year, Taronga also partnered with other cultural institutions such as the Powerhouse Museum and State Library to offer volunteers reciprocal free entry and unique Volunteer Week activities.

Volunteer recruitment remained a focus in 2011/12, with 40 new volunteers joining Guest Services, 64 joining Life Sciences, 17 joining the Behavioural Studies Unit and 4 new Early Morning Walk guides at Taronga Western Plains Zoo. New volunteer opportunities were also created in the Curators Unit, Zoo Friends and the Taronga Wildlife Hospital. Volunteer information sessions held quarterly continue to assist prospective volunteers to engage with the organisation and help determine the right program for each individual.

"Taronga's volunteers generously contribute more than 100,000 hours of service each year."



Volunteers assisting guests at Taronga Western Plains Zoo.

Volunteer statistics Number of volunteers

Taronga Zoo	
Guest Services volunteers	276
Life Sciences volunteers	129
Behavioural Science volunteers	66
Other volunteers	25
Total active volunteers	496
Average volunteer hours per day	272
Taronga Western Plains Zoo	
Total active volunteers	84
Average volunteer hours per day	13
Consolidated	
Total active volunteers	580

Human Resources

'Our people and organisational effectiveness' was identified as a key pillar of the Strategic Plan to align the actions of Taronga's people to whole of organisation goals. The following specific actions have been implemented to support this pillar:

- ~ Upgrade of the human Resources Information System (SAP) to ensure Taronga's information system is compliant and conditions of employment are accurately implemented through payroll.
- ~ Introduction of a values aligned reward and recognition program to support the adoption of these values into everyday behaviours.
- ~ Implementation of an e-learning system to support Taronga's people in skills development.

During 2011/12, 3 new trainee positions were established and 4 apprentices recruited to support industry skill development. These positions are in a range of areas including Human Resources, Education, Horticulture and specific trades.

Training and development

Taronga continues to develop its employees through internal and external training and development initiatives.

A delegation of Taronga employees from both Zoos were supported by the Zoo Friends membership program to attend and present papers at the regional Zoo and Aquarium Association (ZAA) conference in 2011. The ZAA Conference is an important forum for sharing ideas and gaining broad understanding of industry related issues.

In 2011/12, 16 employees were also awarded Zoo Friends Fellowships. These fellowships enable staff to participate in diverse local and international work experience and research projects, for example participation in the National Asian Elephant Census to ascertain the population of elephants throughout Sri Lanka and assist with development of strategies to reduce human-elephant conflict.

With the assistance of government funding, Taronga also supported 12 staff to complete the Certificate IV in Occupational Health and Safety to support Taronga's continued focus on Work Health and Safety. In May 2012 over 25 staff commenced the certificate IV in Project Management and the Certificate IV Training and Assessment under the same funding arrangement.

Staff recognition

The annual 'Silver Shovels' awards were held in September 2011 to recognise outstanding staff achievements including in animal management, breeding, exhibit design, innovation and conservation and environment initiatives. A diverse range of achievements and staff were acknowledged on the night including Nardi Simpson, who won the Director's Award for her work with children who are in the full time care of the Minister via the Burbangana program. Staff were also recognised on a quarterly basis for initiatives and behaviours that reflect Taronga's values.

In November, long serving employees were honoured at ceremonies held at Taronga Zoo and Taronga Western Plains, including 3 inductees who were welcomed into the prestigious '20 Year Club'.

Equal Employment Opportunity

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

Equal Employment Opportunity initiatives undertaken this year include:

- ~ Celebration of Harmony Day and International Women's Day in March 2012.
- ~ Review and update of Taronga's Disability Action Plan (DAP) in accordance with the *Disability Services Act 1993* Section 9. Taronga's DAP addresses the five recommended priority outcome areas to eliminate, as far as possible, discrimination in services, programs, facilities and employment for people with a disability.
- ~ In partnership with the Department of Corrective Services and Department of Juvenile Justice, provision of community service order schemes at Taronga. Over 60 participants have worked alongside Taronga staff to support and assist with various projects and conservation initiatives including in the areas of mechanical works, carpentry repairs, plumbing, cleaning, grounds and garden maintenance at Taronga and Taronga Western Plains Zoos. A team of youths, for example, recently assisted the Australian Fauna team to replant the Rainforest Aviary.
- ~ Support for staff, family and friends taking part in the annual City to Surf event to raise awareness of Taronga's sustainable seafood campaign. The group drew much interest from other runners as they pounded the pavement wearing green lifesaver caps and handed out campaign information along the way.

For details of Taronga's commitment to equal opportunity, see Appendix 13 (EEO Target Groups), Appendix 20 (Multicultural Policies and Services Program) and Appendix 22 (Action Plan for Women).

This year Taronga continued to achieve successful outcomes in relation to its Aboriginal Employment Achievement Strategy with identified positions continuing to be filled including for Aboriginal Discovery Officers to lead 'Nura Diya, Taronga's Aboriginal Wildlife Experience' tour.

Taronga has also continued its support of the Aboriginal and Torres Strait Islander community through an annual offering of 11 Indigenous Scholarships for Taronga's Registered Training Organisation, the Taronga Training Institute. Two scholarships were offered in the Certificate II in Animal Studies and 9 placements in the Certificate III in Tourism.

Significantly, Taronga's inaugural Reconciliation Action Plan (RAP) was launched in May 2012. The RAP aims to close the gap between Aboriginal and Torres Strait Islander Australians and their fellow Australians by introducing a number of measurable targets across the organisation. These targets focus on partnerships, education, participation, employment and cultural awareness within a Respect, Relationships and Opportunities context. Reconciliation is a long journey that requires commitment, flexibility and passion. The RAP will be reviewed every six months and revised annually to ensure it is an effective and relevant tool.



Aboriginal Discovery Hosts at Taronga Zoo.

"Taronga proudly launched its Reconciliation Action Plan in May 2012 to promote equal employment."



Ms Lois Birk addressed staff and guests at the launch of Taronga's Reconciliation Action Plan. Photo: Anders Alexander.

Work Health and Safety and Injury Management Workers Compensation

This year Taronga has worked closely with employees who have had a workplace injury to ensure a speedy return to work. This 'hands on' approach has had two major benefits. First, an improvement in the Work Health and Safety (WHS) culture as a result of increased staff awareness and indeed acknowledgement, that Taronga supports people back to work as quickly as possible. Second, a reduction in the actual number of claims that result in a Lost Time Injury (LTI), from 64 to 41 claims.

Taronga's proactive approach to managing claims at all levels includes the following:

- ~ Managers or supervisors accompanying injured employees to an initial doctor's appointment immediately following an incident occurring. This ensures all parties understand the nature of the injury and can offer the necessary support.
- ~ Senior Managers are notified of a LTI or potential LTI and are provided with all essential information.
- ~ Return to Work Coordinators provide specific and targeted support including determination of suitable interim duties and an efficient return to the employees pre injury role.
- ~ Adoption of a proactive approach to relationship management with all stakeholders including quarterly claims reviews with workers compensation insurer QBE. Return to Work Coordinators are also in regular and frequent contact with all service providers involved in each claim.

Changes to Work Health and Safety legislation

The new WHS legislation came into effect on 1 January 2012, commencing with a 12 month transitional period. Policies and procedures have been updated and will continue to be updated as Codes of Practice are finalised and further information obtained.

Taronga has partnered with WorkCover NSW and provided the Board and Leadership Team at both sites with training on the new legislation including implications for Taronga. Training for the Leadership Team consisted of an e-learning pre-session module, providing an overview on the changes and new terminology, and a face to face session was then delivered by WorkCover NSW. The face-to-face session included case studies and an opportunity for Q&A.

Claire Robinson. Photo; Ben Symons.



Manual handling program

Based on incident analysis, it was determined that a manual handling program be developed and implemented as a priority in the Life Science and Capital Works, Infrastructure and Operations divisions at Taronga Zoo. As a result of this training, manual handling injuries which have historically had a significantly higher occurrence rate, longer recovery time and higher claims cost, are expected to decrease.

A rehabilitation provider was engaged to assist with the development of the manual handling program including completion of workplace assessments on high risk manual handling activities, one on one training sessions and appointment of manual handling champions to assist with future training. Issues addressed during the training include how to be fit for work, preventing injuries and correct manual handling techniques specific to roles and departments.

New incident reporting tool

A review of the current Hazard/Incident and Injury/Illness Report was undertaken, resulting in the development of a new reporting tool. The report requires the user to provide more detailed information which will assist with the statistical analysis of incidents and help to provide trend data to ensure WHS programs can be more effectively targeted.

The second section of the form requires a formal investigation to be completed, risk assessment done and controls implemented to stop the incident from reoccurring. This process is in line with the new WHS legislation and risk management process.

"The safety of Taronga's people is of the utmost importance. The organisation seeks continuous improvement in Work Health and Safety."



Lucy Melo and Asian Elephant calf Pathi Harn. Photo; Mandy McLellan.

Tuberculosis management

The WHS team worked closely with Life Sciences staff and NSW Health following the diagnosis of tuberculosis in an Asian Elephant and chimpanzee at Taronga Zoo. This included coordination of employee interviews and skin testing, personal protection equipment requirements and suitability, and employee inquiries. No case of active tuberculosis has been found in any human within the Zoo and further immunisation requirements are being assessed and implemented.

Taronga's community support and giving back programs

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

Taronga and Taronga Western Plains Zoos provide heavily discounted and free of charge entry to a range of charity, community and special needs groups. General admissions for children under the age of four years continue to remain free of charge, as do identified carers, teachers accompanying school groups, approved protocol and VIP tours, NSW Ministers and financial members of the Zoo and Aquarium Association and Royal Zoological Society of NSW.

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

Identified lost property is donated to various charities throughout the year including the The Salvation Army and St Vincent de Paul.

Taronga also supports the NSW Girl Guides, with the annual Sleepout taking place at Taronga Zoo on the second Friday evening in August each year. On 2 September 2011, 1,500 Guides and Leaders from all over NSW participated in the Sleepout on the Concert Lawns at Taronga to raise money for chosen fundraising activities within NSW Girl Guides. The Girl Guides Sleepover at Taronga consists of a full program of entertainment including animal presentations and encounters by Life Sciences staff, karaoke, campfire and a movie. Guides are also invited to stay in the Zoo grounds the following day.

Fifty per cent of funds raised were donated to the Taronga Foundation. As part of the event Taronga donated 20 YATZ memberships to Girl Guides NSW, along with a Roar and Snore family pass to the Guide who raised the most money and two family passes to competition winners.

Risk Management

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

The major risks relating to income generation and expenditure control include poor weather, an increase in commercial competition, unplanned increases in labour costs, tightness of the economy and changes in the provision of funding from the public and private sources. In recent times, factors such as international conflict, a softening of the global economy, relatively high Australian dollar and declining tourism, and domestic natural disasters including floods, have also affected income.

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

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



Top: Nick de Vos and Koala, 'Hunter'. Photo; Rick Stevens.
Bottom: Mark Domenici. Photo; Ben Symons.

"Taronga is a proud and active member of the local communities in Sydney and Dubbo."

A young visitor enjoys an encounter with one of Taronga's Feathertail Gliders. Photo; Lorinda Taylor.



Glossary and Index

Glossary

ABIN: Australian Biosecurity Intelligence Network	FACVSc: Fellow, Australian College of Veterinary Science
AC: Companion of the Order of Australia	FAICD: Fellow of the Australian Institute of Company Directors
AFAIM: Associate Fellow of the Australian Institute of Management	FAIM: Fellow of the Australian Institute of Management
AFIN: Associate of the Financial Services Institute of Australia	FCA: Fellow of Chartered Accountants
AIMS: Australian Institute of Marine Science	FCCA: Fellow of Certified Practising Accountants Australia
AM: Member of the Order of Australia	GMQ: Graduate Management Qualification
AMMRC: Australian Marine Mammal Research Centre	GOHR: Greater One-horned Rhinoceros
AO: Officer of the Order of Australia	GSO: Great Southern Oceans
AQIS: Australian Quarantine and Inspection Service	GST: Goods and Services Tax
ARC: Australian Research Council	IMOS: Integrated Marine Observing System
ARKS: Animal Record Keeping System	IRF: International Rhinoceros Foundation
ARWH: Australian Registry of Wildlife Health	ISIS: International Species Information System
ASAF: Australian Shark Attack File	IUCN: International Union for the Conservation of Nature
ASMP: Australasian Species Management Program	IVF: In Vitro Fertilisation
ASZK: Australasian Society of Zoo Keepers	IZWR/IZW: Institute for Zoo and Wildlife Research, Berlin
ATE: Australian Tourism Exchange	JGI: Jane Goodall Institute
AWHN: Australian Wildlife Health Network	JP: Justice of the Peace
B2B: Backyard to Bush	KFWP: Kibale Fuel Wood Project
BioSIRT: Biosecurity, Surveillance, Incident Response and Tracing	KPI: Key Performance Indicator
BSU: Behavioural Science Unit	MACVSc: Member of the Australian College of Veterinary Science
CA: Chartered Accountants	MBA: Master of Business Administration
CBSG: Conservation Breeding Specialist Group	MFIA: Member of Fund raising Institute of Australia
CCTV: Closed Circuit Television	MICE: Member of the Institution of Civil Engineers
CEO: Chief Executive Officer	MIE: Member of Institution of Engineers Australia
CES: Chief Executive Service	MOU: Memorandum of Understanding
CITES: Convention for the International Trade in Endangered Species	MPM: Master Project Manager
CMP: Captive Management Plan	MRCVSc: Member Royal College Veterinary Surgeons
CPEng: Chartered Professional Engineer (Australia)	MSC: Marine Stewardship Council
CSIRO: Commonwealth Scientific and Industrial Research Organisation	NAIDOC: National Aboriginal and Islander Day Observance Committee
CWIO: Capital Works, Infrastructure and Operations	NESB: Non-English Speaking Background
DAP: Disability Action Plan	NPWS: National Parks and Wildlife Service
DEC: Department of Education and Communities	NRT: Northern Rangelands Trust
DoCS: NSW Department of Community Services	NSW: New South Wales
EEO: Equal Employment Opportunity	OEH: (NSW) Office of Environment and Heritage

Index

Admissions	51
Animals in Our Care	38
Appendices	149
Appointed Board	12
Australian Registry of Wildlife Health	28
Australian Shark Attack File	29
Australian Wildlife Health Network	29
Capital works and project planning	69
Community conservation campaigns	32
Conservation science programs	27
Corporate Communications and Media Relations	68
Director and Chief Executive's Report	14
Environmental sustainability (and WRAPP report)	33
Financial Statements	86
Financial Sustainability	48
Formal learning	65
Glossary	84
Heritage asset management	70
Human Resources	78
Life Sciences activities	
Taronga Zoo	41
Taronga Western Plains Zoo	42
Marketing and promotional activities	52
Our People and Organisational Effectiveness	74
Roar and Snore	67
Senior Management Team	16
Tangible Conservation Outcomes	24
Taronga Conservation Field Grants	29
Taronga Foundation	55
Taronga Green Grants	33
Taronga Wildlife Hospitals	43
Visitor Experience and Learning	62
Visitor satisfaction levels	65
Volunteer programs	77
Work Health and Safety and Injury Management	80
Year in brief	
Financials	18
Visitation	20

Financial Statements and Appendices

Taronga Conservation Society Australia (Taronga)

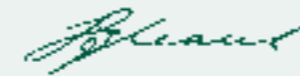
Statement	87
Independent auditor's report	88
Income statement	90
Statement of comprehensive income	91
Statement of financial position	92
Statement of changes in equity	93
Statement of cash flows	95
Notes to the Financial Statements	96

Financial Statements and notes For the year ended 30 June 2012

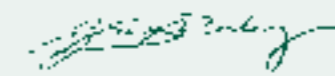
Statement

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

- a) in our opinion the Financial Statements and notes thereon exhibit a true and fair view of the financial position and transactions of Taronga for the year ended 30 June 2012;
- b) the Financial Statements have been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which include Australian equivalents to International Accounting Standards and the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010*;
- c) we are not aware of any circumstances which would render any particulars included in the Financial Statements to be misleading or inaccurate; and
- d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chairman of the Board



Member of the Board



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT
Taronga Conservation Society Australia

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Taronga Conservation Society Australia (TSCA), which comprise the statement of financial position as at 30 June 2011, the income statement, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information of both TSCA and the consolidated entity. The consolidated entity comprises the TSCA and the entities it controlled at the year's end or from time to time during the financial year.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the TSCA and the consolidated entity as at 30 June 2011, and of their financial performance for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *Public Finance and Audit Act 1983* (the PF&A Act) and the *Public Finance and Audit Regulation 2010*.

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

Board's Responsibility for the Financial Statements

The members of the Board are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the members of the Board determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

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

My opinion does not provide assurance:

- about the future viability of the TSCA
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information which may have been hyperlinked to/from the financial statements

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

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

Steven Martin
Director, Financial Audit Services

28 September 2012
SYDNEY

Income statement

For the year ended 30 June 2012

	Notes	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Revenue					
Admissions		32,451	33,066	32,451	33,066
Trading and franchise revenue	2	10,207	8,750	10,207	8,750
Corporate sponsorship		3,592	3,242	3,592	3,242
Government grants	3	15,686	60,392	15,686	60,392
Investment revenue	4	2,398	1,280	2,398	1,280
Donations and bequests		3,276	10,599	3,276	10,599
Other income	5	14,665	13,775	14,665	13,775
Profit/(Loss) on sale of assets	6	(337)	8	(337)	8
Total revenue		81,939	131,112	81,939	131,112
Expenses					
Employee benefits expense	7(a)	38,807	37,179	–	–
Superannuation		3,093	2,992	–	–
Personnel services	7(b)	–	–	46,022	40,036
Trading cost of sales	2	3,161	2,721	3,161	2,721
Marketing expenses	7(c)	3,035	2,830	3,035	2,830
Depreciation and amortisation		16,746	14,674	16,746	14,674
Insurance		401	387	401	387
Maintenance	7(d)	6,049	4,984	6,049	4,984
Finance costs		1,660	2,492	1,660	2,492
Other expenses	8	12,614	13,562	12,614	13,562
Total expenditure		85,565	81,820	89,687	81,686
Surplus/(Deficit) for the year		(3,627)	49,292	(7,748)	49,427

The accompanying notes form part of these Financial Statements.

Statement of comprehensive income

For the year ended 30 June 2012

	Notes	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Surplus/(Deficit) for the year					
		(3,627)	49,292	(7,748)	49,427
Other comprehensive income:					
Gain on revaluation of land, buildings and infrastructure	23	–	7,442	–	7,442
Loss on revaluation of available-for-sale financial assets	23	(851)	(155)	(851)	(155)
Transferred realised losses	23	135	–	135	–
Superannuation actuarial gains/(losses)	23	(4,122)	134	–	–
Other comprehensive income for the year		(4,838)	7,421	(716)	7,287
Total comprehensive income for the year	23	(8,464)	56,714	(8,464)	56,714

The accompanying notes form part of these Financial Statements.

Statement of financial position

As at 30 June 2012

Assets	Notes	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Current assets					
Cash and cash equivalents	22(a)	41,738	56,794	41,738	56,794
Trade and other receivables	10	2,615	2,338	2,615	2,338
Inventories	11	1,269	1,276	1,269	1,276
Available-for-sale financial assets	12	3,804	7,165	3,804	7,165
Total current assets		49,425	67,573	49,425	67,573
Non-current assets					
Property, plant and equipment	13	375,612	386,662	375,612	386,662
Intangible assets	14	242	298	242	298
Total non-current assets		375,853	386,960	375,853	386,960
Total assets		425,278	454,533	425,278	454,533
Liabilities					
Current liabilities					
Trade and other payables	15	4,448	6,015	20,881	17,876
Other liabilities	16	1,179	1,232	1,179	1,232
Borrowings	17	–	11,762	–	11,762
Provisions	18	8,727	8,103	–	–
Total current liabilities		14,353	27,112	22,060	30,871
Non-current liabilities					
Borrowings	17	16,431	28,411	16,431	28,411
Provisions	18	7,707	3,758	–	–
Total non-current liabilities		24,138	32,170	16,431	28,411
Total liabilities		38,491	59,282	38,491	59,282
Net assets		386,787	395,251	386,787	395,251
Equity					
Reserves	23	186,478	187,194	186,478	187,194
Accumulated funds	23	200,309	208,057	200,309	208,057
Total equity		386,787	395,251	386,787	395,251

The accompanying notes form part of these Financial Statements.

Statement of changes in equity

For the year ended 30 June 2012

Consolidated	Accumulated funds \$'000	Reserves \$'000	Total \$'000
Balance at 1 July 2011	208,057	187,194	395,251
Surplus/(Deficit) for the year	(3,627)	–	(3,627)
Other comprehensive income:			
Revaluation of land, buildings and infrastructure	–	–	–
Loss on revaluation of available-for-sale financial assets	–	(851)	(851)
Transferred realised losses	–	135	135
Superannuation actuarial losses	(4,122)	–	(4,122)
Total other comprehensive income	(4,122)	(716)	(4,838)
Total comprehensive income for the year	(7,748)	(716)	(8,464)
Balance at 30 June 2012	200,309	186,478	386,787

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

Statement of changes in equity (continued)

For the year ended 30 June 2012

Parent	Accumulated funds \$'000	Reserves \$'000	Total \$'000
Balance at 1 July 2011	208,057	187,194	395,251
Surplus/(Deficit) for the year	(7,748)	–	(7,748)
Other comprehensive income:			
Revaluation of land, buildings and infrastructure	–	–	–
Loss on revaluation of available-for-sale financial assets	–	(851)	(851)
Transferred realised losses	–	135	135
Total other comprehensive income	–	(716)	(716)
Total comprehensive income for the year	(7,748)	(716)	(8,464)
Balance at 30 June 2012	200,309	186,478	386,787

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

The accompanying notes form part of these Financial Statements.

Statement of cash flows

For the year ended 30 June 2012

	Notes	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Cash flows from operating activities					
Receipts from customers and sponsors (inclusive of GST)		66,335	68,241	66,335	68,241
Interest received		2,120	1,091	2,120	1,091
Dividends received		212	91	212	91
Government capital grant		222	9,487	222	9,487
Government recurrent grant		15,564	14,905	15,564	14,905
Government other grant		–	36,000	–	36,000
		84,454	129,815	84,454	129,815
Payments to suppliers and employees (inclusive of GST)		(68,377)	(65,693)	(68,377)	(65,693)
Interest and finance costs paid		(2,040)	(2,395)	(2,040)	(2,395)
		(70,417)	(68,087)	(70,417)	(68,087)
Net cash (outflow)/inflow from operating activities	22(b)	14,037	61,728	14,037	61,728
Cash flows from investing activities					
Payments for property, plant and equipment		(7,402)	(30,157)	(7,402)	(30,157)
Proceeds from sale of property, plant and equipment		4	86	4	86
Proceeds from sale of available-for-sale financial assets		2,305	–	2,305	–
Net cash (outflow)/inflow from investing activities		(5,093)	(30,071)	(5,093)	(30,071)
Cash flows from financing activities					
Proceeds from borrowings		–	–	–	–
Repayment of borrowings		(24,000)	–	(24,000)	–
Net cash (outflow)/inflow from financing activities		(24,000)	–	(24,000)	–
Net increase/(decrease) in cash and cash equivalents		(15,056)	31,657	(15,056)	31,657
Cash and cash equivalents at beginning of the year		56,794	25,137	56,794	25,137
Cash and cash equivalents at end of year	22(a)	41,738	56,794	41,738	56,794

The accompanying notes form part of these Financial Statements.

Notes to the Financial Statements

1	Summary of significant accounting policies	97
2	Trading and franchise revenue	102
3	Government grants	102
4	Investment revenue	102
5	Other income	103
6	Profit/(Loss) on sale of assets	103
7a	Employee expenses	104
7b	Personnel services	104
7c	Marketing expenses	104
7d	Maintenance	104
8	Other expenses	105
9	Financial instruments	106
10	Trade and other receivables	110
11	Inventories	110
12	Available for sale financial assets	111
13	Property, plant and equipment	111
14	Intangible assets	113
15	Trade and other payables	114
16	Other liabilities	114
17	Borrowings	114
18	Provisions	115
19	Restriction on revenue – The Taronga Foundation	121
20	Remuneration of auditors	121
21	Board remuneration	121
22	Notes to the cash flow statement	122
23	Reserves and retained surplus	123
24	Commitments	124
25	Contingent assets and liabilities	125
26	Subsequent events	125
27	Divisional information	125

Notes to and forming part of the Financial Statements For the year ended 30 June 2012

1. Summary of significant accounting policies

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

a) Reporting equity

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

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

These consolidated Financial Statements for the year ended 30 June 2012 have been authorised for issue by Taronga on 28 September 2012.

b) Basis of preparation

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

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

Historical cost convention

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

Critical accounting estimates

The preparation of Financial Statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying Taronga's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to Financial Statements are disclosed in the relevant notes to the Financial Statements. All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

c) Statement of compliance

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

d) Revenue recognition

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

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

Revenue is recognised for major business activities as follows:

i. Sale of goods

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

ii. Rendering of services

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

iii. Interest revenue

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

iv. Government grants

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

v. Sponsorship

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

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

e) Acquisition of assets

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

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

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

f) Capitalisation thresholds

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

g) Revaluation of property, plant and equipment

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

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

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

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

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

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

i. Land

A desk top valuation conducted by the Land and Property Management Authority in May 2012 resulted in no change to the land value at Taronga Zoo or Taronga Western Plains Zoo from the fair values reflected as at 30 June 2011. The land values reflect the sites' 'value in use' as indicated by the zoning, heritage restrictions and other controls over the property.

ii. Infrastructure

The value of Taronga's infrastructure is based on a desktop valuation conducted by the Land and Property Management Authority in May 2011 with Taronga Management assessing that this continues to represent the fair value at 30 June 2012. 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.

iii. Buildings, exhibits and improvements

The value of Taronga's buildings, exhibits and improvements is based on a desk top valuation conducted by the Land and Property Management Authority in May 2011 with Taronga Management assessing that this continues to represent the fair value at 30 June 2012.

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

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

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

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

h) Impairment of property, plant and equipment

As a non-for-profit with no separable cash generating units, Taronga is effectively exempted from *AASB 136 Impairment of Assets* and impairment testing. This is because *AASB 136* modifies the recoverable amount to the higher of fair values less costs to sell and depreciated replacement cost. This means that for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

i) Depreciation and amortisation

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

Category of asset	Rate of depreciation
Motor vehicles	10.0%
Computer equipment	33.3%
Other items	20.0%
Infrastructure	The rate being determined by the estimated life of the asset (10–40 years as appropriate)
Building, exhibits and improvements	The rate being determined by the estimated life of the asset (10–50 years as appropriate)

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

Category of asset	Rate of depreciation
Financial application and other software	10.0% – 33.3%

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

j) Maintenance

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

k) Leased assets

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

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

l) Intangible assets

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

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

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

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

m) Employee benefits

i. Salaries and wages, annual leave, sick leave and on-costs

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

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

All accrued annual leave is treated as a current liability with the expectation that annual leave will be taken when due. The on-costs i.e. payroll tax, workers' compensation insurance premiums and superannuation which are consequential to employment have been taken into account in calculating annual leave provisions. Long-term annual leave that is not expected to be taken within 12 months is measured at present value in accordance with market yields on government bonds which are used to discount long-term annual leave.

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

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

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

i. Long service leave

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

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

n) Animal collection

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

o) Accounting for Goods and Services Tax

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

- ~ The amount of GST incurred by Taronga as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense
- ~ Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included with other receivables or payables in the balance sheet.

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

p) Trade and other receivables

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

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

q) Inventories

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

r) Borrowings

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

s) Trade and other payables

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

t) Finance costs

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

u) Insurance

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

v) New Australian Accounting Standards and interpretations issued

Taronga has adopted all new and revised Accounting Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operation and effective for annual reporting periods beginning on 1 July 2011.

At date of authorisation of the Financial Statements, the following relevant Australian Accounting Standards and Interpretations had been issued or amended but are not yet effective and have not been adopted for the full year reporting period ended 30 June 2012:

- ~ AASB 2011-9 regarding presentation of items of other comprehensive income
 - mandatory for 2013 Financial Statements
- ~ AASB 9 and AASB 2010-7 regarding financial instruments
 - mandatory for 2014 Financial Statements
- ~ AASB 119 and AASB 2011-10 regarding employee benefits
 - mandatory for 2014 Financial Statements
- ~ AASB 13 and AASB 2011-8 regarding fair value measurement
 - mandatory for 2014 Financial Statements

w) Financial risk management

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

- ~ Credit risk
- ~ Liquidity risk
- ~ Market risk

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

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

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

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

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

i. Credit risk

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

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

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

Cash

Cash comprises cash on hand and bank balances at call with ANZ Banking Corporation, Westpac Banking Corporation and NSW Treasury Corporation which have been rated 'AA-', 'AA-' and 'AAA' by Standard and Poor's respectively. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 4.83% (2011 5.35%), the weighted average interest rate for the year was 5.30% (2011 5.39%). None of these balances are past due or impaired.

Receivables – trade debtors

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

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

Quantitative disclosures in relation to the ageing and demographics of debtors are made in Note 9 to these accounts.

ii. Liquidity risk

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

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

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

An analysis of the maturity profile of Taronga financial liabilities is in Note 9 of the accounts.

Taronga maintains a direct payments facility of \$1.431m. This was unused at 30 June 2012.

iii. Market risk

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

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

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

Cash deposited at the bank and in Treasury's TCorp Hour-Glass cash facility earns interest at a variable rate. A sensitivity analysis of the impact of an interest rate rise or fall of 100 basis points is included in Note 9 to these accounts.

Taronga holds equities which are subject to price risk. This arises from shares bequeathed to Taronga. To manage its price risk Taronga seeks to sell shares in an orderly manner with independent expert advice from a professional broker.

2. Trading and franchise revenue

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
i) Catering sales	1,837	1,327	1,837	1,327
Less: cost of sales	(822)	(637)	(822)	(637)
Gross profit	1,014	690	1,014	690
ii) Souvenir and book shop sales	6,056	5,314	6,056	5,314
Less: cost of sales	(2,339)	(2,084)	(2,339)	(2,084)
Gross profit	3,717	3,230	3,717	3,230
iii) Catering franchise commissions	2,315	2,109	2,315	2,109
Total sales	10,207	8,750	10,207	8,750
Less total cost of sales	(3,161)	(2,721)	(3,161)	(2,721)
Total gross profit	7,046	6,029	7,046	6,029

3. Government grants

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Capital grant	222	9,487	222	9,487
Recurrent grant	15,464	14,905	15,464	14,905
Other grant	–	36,000	–	36,000
Total government grants	15,686	60,392	15,686	60,392

4. Investment revenue

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Dividend income	201	136	201	136
Term deposits and bank interest	2,197	1,144	2,197	1,144
Total investment revenue	2,398	1,280	2,398	1,280

5. Other income

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Animal sponsorship	529	482	529	482
Animal encounters	621	602	621	602
Bike and cart hire	746	640	746	640
Car parking	1,575	1,413	1,575	1,413
Concert commission	378	290	378	290
Consultancy fees	124	486	124	486
Educational and recreation activities	3,681	3,612	3,681	3,612
Event income	857	1,047	857	1,047
Provision of services	362	326	362	326
Research project income	926	909	926	909
Sponsorship of goods and services	551	436	551	436
Taronga Training Institute	670	442	670	442
Zoo Friends joining and events fees	166	86	166	86
Zoofari Lodge	2,090	2,107	2,090	2,107
Sundry income	1,387	897	1,387	897
Total other income	14,665	13,775	14,665	13,775

6. Profit/(Loss) on sale of assets

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Profit on sale of plant and equipment	4	8	4	8
Loss on sale of financial assets	(341)	–	(341)	–
Total profit/(loss) on sale of assets	(337)	8	(337)	8

7. Expenses

a) Employee expenses

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Salaries and wages	34,730	33,393	-	-
Long service leave	682	524	-	-
Payroll tax	1,998	2,025	-	-
Workers' compensation insurance	1,031	933	-	-
Other	366	303	-	-
Total employee expenses	38,807	37,179	-	-

Employee related costs amounting to \$169,546 have been capitalised during the year (\$1,037,488 in 2011) and \$193,693 (\$213,378 in 2011) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

b) Personnel services

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Salaries and wages	-	-	34,730	33,393
Long service leave	-	-	682	524
Payroll tax	-	-	1,998	2,025
Workers' compensation insurance	-	-	1,031	933
Superannuation	-	-	7,215	2,858
Other	-	-	366	303
Total personnel services	-	-	46,022	40,036

c) Marketing expenses

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Advertising	1,257	1,093	1,257	1,093
Promotions	607	659	607	659
Other marketing	1,171	1,078	1,171	1,078
Total marketing expense	3,035	2,830	3,035	2,830

d) Maintenance

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Contracted labour and other (non employee related)	5,855	4,771	5,855	4,771
Employee related maintenance expenses (Asset Maintenance Grant)	194	213	194	213
Total maintenance expense	6,049	4,984	6,049	4,984

8. Other expenses

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Animal transport	186	82	186	82
Animal husbandry and research support	2,379	1,889	2,379	1,889
Audit fees – audit of Financial Statements	90	86	90	86
Bad debts written off	1	-	1	-
Bank charges and fees	274	332	274	332
Board Honoraria	205	202	205	202
Carrying value of assets disposed:				
– Land and buildings	323	619	323	619
– Plant and equipment	18	8	18	8
Catering	828	766	828	766
Cash collection	41	90	41	90
Communications	419	397	419	397
Computing costs	344	483	344	483
Consultancy	277	456	277	456
Contract services	1,378	1,067	1,378	1,067
Discount on loan	258	-	258	-
Education projects	41	77	41	77
Energy costs	1,370	1,347	1,370	1,347
Internal audit fees	63	51	63	51
Legal fees	41	32	41	32
Minor equipment and stores	499	451	499	451
Postage and couriers	267	232	267	232
Printing and stationery	455	455	455	455
Provision for impairment of trade receivables	-	(7)	-	(7)
Travelling expenses	346	328	346	328
Vehicle costs	235	262	235	262
Vehicle leasing expenses	295	315	295	315
Water and sewerage	362	448	362	448
Work in progress written off	-	1,705	-	1,705
Zoofari Lodge expenses	198	211	198	211
Sundry expenses	1,418	1,175	1,418	1,175
Total other expenses	12,614	13,562	12,614	13,562

9. Financial instruments

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

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

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

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

Financial instrument categories

Category		2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Financial assets					
Class:					
Cash and cash equivalents	N/A	41,738	56,794	41,738	56,794
Trade and other receivables ⁽¹⁾	Loans and receivables at amortised cost	2,239	1,454	2,239	1,454
Financial assets at fair value	Available-for-sale financial assets (at fair value)	3,804	7,165	3,804	7,165
Financial liabilities					
Class:					
Payables ⁽²⁾	Financial liabilities measured at amortised cost	4,429	5,568	20,863	17,429
Borrowings	Financial liabilities measured at amortised cost	16,431	40,173	16,431	40,173

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

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

a) Market risk

i. Price risk

Taronga holds equities which are subject to price risk. This arises from a portfolio of shares that were bequeathed from donors to Taronga during the 2010/11 financial year. These shares are classified on the balance sheet as available for sale. To manage its price risk Taronga seeks to sell shares in an orderly manner with independent advice from a professional broker.

ii. Interest rate risk

Financial instruments

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

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Fixed rate instruments				
Financial assets	-	-	-	-
Financial liabilities	16,431	40,173	16,431	40,173
Variable rate instruments				
Financial assets	41,738	56,794	41,738	56,794

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

Summarised sensitivity analysis

	Carrying amount \$'000	Interest rate risk		Other price risk	
		-1%	+1%	-10%	+10%
2012					
Financial assets					
Cash and cash equivalents	41,738	(417)	(417)	417	417
Receivables	2,239	-	-	-	-
Available for sale financial assets	3,804	-	-	-	(380)
Financial liabilities					
Payables	4,429	-	-	-	-
Borrowings	16,431	-	-	-	-

	Carrying amount \$'000	Interest rate risk		Other price risk	
		-1%	+1%	-10%	+10%
2011					
Financial assets					
Cash and cash equivalents	56,794	(568)	(568)	568	568
Receivables	1,454	-	-	-	-
Available for sale financial assets	7,165	-	-	-	(717)
Financial liabilities					
Payables	5,568	-	-	-	-
Borrowings	40,173	-	-	-	-

b) Credit risk

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

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Cash and cash equivalents	41,738	56,794	41,738	56,794
Total trade receivables	2,239	1,454	2,239	1,454
Financial assets at fair value	3,804	7,165	3,804	7,165
	47,781	65,413	47,781	65,413

9. Financial instruments (continued)

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

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Trade receivables owing from NSW Government entities	56	11	56	11
Trade receivables owing from Non-Government educational bodies	-	1	-	1
Trade receivables owing from tourism operators	645	655	645	655
Trade receivables owing from other entities	605	497	605	497
Trade receivables owing from sponsors	776	117	776	117
Trade receivables owing from catering franchise operator	158	173	158	173
Less: allowance for impairment	-	-	-	-
	2,239	1,454	2,239	1,454

Taronga does not hold any collateral as security over receivables.

Impairment as at 30 June 2012

	Consolidated			
	Gross 2012 \$'000	Impairment 2012 \$'000	Gross 2011 \$'000	Impairment 2011 \$'000
Not Past Due	2,214	-	1,451	-
Past due 0-30 Days	25	-	3	-
Past due 31-90 days	-	-	-	-
Past due > 90 Days	-	-	-	-
	2,239	-	1,454	-

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

	Consolidated 2012 \$'000	Consolidated 2011 \$'000	Parent 2012 \$'000	Parent 2011 \$'000
Balance at 1 July	-	7	-	7
Impairment (gain) recognised	-	(7)	-	(7)
Balance at 30 June	-	-	-	-

c) Liquidity risk

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

30 June 2012	Carrying amount	Contractual cash flows	<6 mnths	6-12 mnths	>1yr <2 yrs	2-5 yrs	>5 yrs
Non-derivative financial liabilities							
Trade and other payables	4,429	(4,429)	(4,429)	-	-	-	-
NSW Treasury Loans	16,431	(21,948)	(484)	(484)	(969)	(13,154)	(6,857)

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

Fair value

Fair value compared to carrying amount

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

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

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

	Carrying amount		Fair value	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Financial assets				
Cash and cash equivalents	41,738	56,794	41,738	56,794
Trade and other receivables	2,239	1,454	2,239	1,454
Financial assets at fair value	3,804	7,165	3,804	7,165
	47,781	65,413	47,781	65,413
Financial liabilities				
Payables	4,429	5,568	4,429	5,568
Borrowings	16,431	40,173	16,431	40,173
	20,860	45,741	20,860	45,741

9. Financial instruments (continued)

Fair value recognised in the Statement of Financial Position

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

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

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial assets at fair value				
TCorp Hour-Glass Investment Facility	–	11,738	–	11,738
Shares	3,804	–	–	3,804
	3,804	11,738	–	15,542

10. Trade and other receivables

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Debtors	2,415	1,938	2,415	1,938
Less: Allowance for impairment	–	–	–	–
	2,415	1,938	2,415	1,938
Prepayments	199	400	199	400
Total trade and other receivables	2,615	2,338	2,615	2,338

11. Inventories

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Held for distribution				
Food for animals	141	125	141	125
Stores and spare parts	275	270	275	270
	416	394	416	394
Held for resale				
Catering	41	39	41	39
Souvenirs	811	843	811	843
	853	882	853	882
Total inventories	1,269	1,276	1,269	1,276

12. Available for sale financial assets

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Requested shares	3,804	7,165	3,804	7,165

During the 2011/12 financial year shares with a Written Down Value of \$2.646m were sold.

13. Property, plant and equipment

	Work in progress \$'000	Land and buildings \$'000	Plant and equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2011 – fair value					
Gross carrying amount	16,016	432,843	6,891	66,666	522,415
Accumulated depreciation & impairment	–	(116,111)	(4,556)	(15,086)	(135,753)
Net carrying amount	16,016	316,732	2,334	51,580	386,662
At 30 June 2012 – fair value					
Gross carrying amount	2,518	442,668	7,859	71,093	524,137
Accumulated depreciation & impairment	–	(125,707)	(4,947)	(17,872)	(148,526)
Net carrying amount	2,518	316,961	2,912	53,221	375,612

13. Property, plant and equipment (continued)

Reconciliation

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

	Work in progress \$'000	Land and buildings \$'000	Plant and equipment \$'000	Infrastructure \$'000	Total \$'000
Year ended 30 June 2012					
Net carrying amount at 1 July 2011	16,016	316,732	2,334	51,580	386,662
Additions	4,641	102	1,092	140	5,976
Transfers	(18,140)	13,711	142	4,287	-
Disposals	-	(3,988)	(265)	-	(4,254)
Expensed	-	-	-	-	-
Revaluation increment	-	-	-	-	-
Depreciation expense	-	(13,261)	(639)	(2,785)	(16,685)
Depreciation on disposals	-	3,665	248	-	3,912
Net carrying amount at 30 June 2012	2,518	316,961	2,912	53,221	375,612
At 1 July 2010 – fair value					
Gross carrying amount	30,688	393,039	6,359	58,118	488,204
Accumulated depreciation and impairment	-	(101,801)	(4,571)	(12,411)	(118,783)
Net carrying amount	30,688	291,238	1,787	45,708	369,421
At 30 June 2011 – fair value					
Gross carrying amount	16,016	432,843	6,891	66,666	522,415
Accumulated depreciation and impairment	-	(116,111)	(4,556)	(15,086)	(135,753)
Net carrying amount	16,016	316,732	2,334	51,580	386,662

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

	Work in progress \$'000	Land and buildings \$'000	Plant and equipment \$'000	Infrastructure \$'000	Total \$'000
Year ended 30 June 2011					
Net carrying amount at 1 July 2010	30,688	291,238	1,787	45,708	369,421
Additions	25,027	394	1,142	244	26,806
Transfers	(37,993)	31,398	-	6,595	-
Disposals	-	(1,782)	(610)	(34)	(2,427)
Expended	(1,705)	-	-	-	(1,705)
Revaluation increment	-	6,138	-	1,303	7,442
Depreciation expense	-	(11,818)	(516)	(2,270)	(14,604)
Depreciation on disposals	-	1,164	531	34	1,728
Net carrying amount at 30 June 2011	16,016	316,732	2,334	51,580	386,662

Land

Mosman – Taronga Zoo (28.1 hectares)

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

Land and Property Management Authority's valuation as at 30 June 2012, based on comparable values for open recreation land, \$58,800,000.

Dubbo – Taronga Western Plains Zoo (758.3 hectares)

Zoning: Special Uses 5A – Institution Zone.

Land and Property Management Authority's valuation as at 30 June 2012, based on comparable zoning values \$2,600,000.

14. Intangible assets

	Total \$'000
At 1 July 2011	
Cost (gross carrying amount)	569
Accumulated amortisation and impairment	(271)
Net carrying amount	298
At 30 June 2012	
Cost (gross carrying amount)	573
Accumulated amortisation and impairment	(332)
Net carrying amount	242
Year ended 30 June 2012	
Net carrying amount at 1 July 2011	298
Additions (acquisitions)	4
Transfers	-
Disposals	-
Amortisation	(61)
Amortisation on disposals	-
Net carrying amount at 30 June 2012	242

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

15. Trade and other payables

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Operating expense creditors	2,314	2,343	2,314	2,343
Capital creditors	252	1,675	252	1,675
Accruals and other creditors	1,881	1,998	1,467	1,904
Amounts owing to the division	–	–	16,848	11,955
Total trade and other payables	4,448	6,015	20,881	17,876

16. Other liabilities

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Unearned Income	1,179	1,232	1,179	1,232
Total other liabilities	1,179	1,232	1,179	1,232

17. Borrowings

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
NSW Treasury Corporation	16,431	40,173	16,431	40,173
These loans are due to mature as follows:				
Not later than one year	–	11,762	–	11,762
Later than one year but not later than two years	–	–	–	–
Later than two years but not later than five years	10,712	13,772	10,712	13,772
Later than five years	5,720	14,639	5,720	14,639
	16,431	40,173	16,431	40,173

Face value and capital value of loans

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Face value of loans	17,057	41,057	17,057	41,057
Add unamortised premium	–	–	–	–
Less discount	(626)	(884)	(626)	(884)
Capital value of loans	16,431	40,173	16,431	40,173

During the 2011/12 financial year Taronga repaid Master Plan loans of \$24m.

18. Provisions

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Current liabilities				
Annual leave	3,196	2,999	–	–
Long service leave	5,531	5,104	–	–
Total current liabilities	8,727	8,103	–	–
Non current liabilities				
Long service leave	494	474	–	–
Superannuation	7,213	3,285	–	–
Total non current liabilities	7,707	3,758	–	–
Total employee related liabilities	16,434	11,861	–	–

a) Provision for annual and long service leave

In 2011/12, on-costs of \$1,417,750 included components for payroll tax calculated at 5.45%, workers' compensation calculated at 4% and superannuation calculated at 9% of the relevant leave liability (\$1,336,879 in 2010/11).

The current 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	2,526	401	2,927
Expected to be settled outside twelve months	669	5,130	5,800
Total	3,196	5,531	8,727

b) Superannuation

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

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

Accounting policy

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

18. Provisions (continued)

Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Present value of partly funded defined benefit obligations at beginning of the year	5,359	996	8,358	5,821	1,038	8,258
Current service cost	209	43	52	233	48	53
Interest cost	271	49	432	290	51	418
Contributions by fund participants	116	–	39	122	–	36
Actuarial (gains)/losses	110	84	3,003	(259)	(14)	(105)
Benefits paid	(664)	(146)	(400)	(848)	(127)	(302)
Present value of partly funded defined benefit obligations at end of the year	5,420	1,025	11,484	5,359	996	8,358

Reconciliation of the fair value of fund assets

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Fair value of fund assets at beginning of the year	4,821	698	5,909	5,139	717	5,626
Expected return on fund assets	403	57	496	433	59	472
Actuarial gains/(losses)	(401)	(54)	(470)	(258)	(3)	17
Employer contributions	192	42	59	233	50	61
Contributions by fund participants	116	–	39	122	–	36
Benefits paid	(644)	(146)	(400)	(848)	(127)	(302)
Fair value of fund assets at end of the year	4,487	596	5,634	4,821	698	5,909

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

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Present value of partly funded defined benefit obligations at end of year	5,420	1,025	11,484	5,359	996	8,358
Fair value of fund assets at end of year	(4,487)	(596)	(5,634)	(4,821)	(698)	(5,909)
Net liability/(asset) recognised in statement of financial position at end of year	934	429	5,850	538	298	2,449

Expense recognised in income statement

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Components recognised in income statement						
Current service cost	209	43	52	233	48	53
Interest cost	271	49	432	290	51	418
Expected return on fund assets (net of expenses)	(403)	(57)	(496)	(433)	(59)	(472)
Actuarial losses/(gains) recognised in year	–	–	–	–	–	–
Expense/(income) recognised	76	35	(12)	89	39	–

Amounts recognised in other comprehensive income

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Actuarial (gains)/losses	511	138	3,472	(1)	(12)	(122)
Adjustment for limit on net asset	–	–	–	–	–	–

Cumulative amount recognised in other comprehensive income

The cumulative amount of actuarial gains and losses recognised in the Statement of Comprehensive Income since 1 July 2004 is \$6.302m loss.

Fund assets

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

	30 June 12	30 June 11
Australian equities	28.0%	33.4%
Overseas equities	23.7%	29.5%
Australian fixed interest securities	4.9%	5.7%
Overseas fixed interest securities	2.4%	3.1%
Property	8.6%	9.9%
Cash	19.5%	5.1%
Other	12.9%	13.3%

18. Provisions (continued)

Fair value of fund assets

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

Expected rate of return on assets

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

Actual return on fund assets

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Actual return on fund assets	7	3	(2)	418	57	469

Valuation method and principal actuarial assumptions at the balance sheet date

i) Valuation method

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

ii) Economic assumptions

	30 June 12	30 June 11
Salary increase rate (excluding promotional increases)	2.5% pa	3.5% pa
Rate of CPI increase	2.5% pa	2.5% pa
Expected rate of return on assets	8.60% pa	8.60% pa
Discount rate	3.06% pa	5.28% pa

iii) Demographic assumptions

The demographic assumptions at 30 June 2012 are those that were used in the 2009 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

Historical information

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Present value of defined benefit obligation	5,420	1,025	11,484	5,359	996	8,358
Fair value of fund assets	(4,487)	(596)	(5,634)	(4,821)	(698)	(5,909)
(Surplus)/deficit in fund	934	429	5,850	538	298	2,449
Experience adjustments – fund liabilities	110	84	3,003	(259)	(14)	(105)
Experience adjustments – fund assets	401	54	470	258	3	(17)

Historical information previous reporting periods

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of defined benefit obligation	5,821	1,038	8,258
Fair value of fund assets	(5,139)	(717)	(5,626)
(Surplus)/deficit in Fund	682	321	2,632
Experience adjustments – fund liabilities	499	81	520
Experience adjustments – fund assets	(123)	(3)	(66)

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present value of defined benefit obligation	5,115	907	7,501
Fair value of fund assets	(4,666)	(649)	(5,291)
(Surplus)/deficit in fund	449	258	2,210
Experience adjustments – fund liabilities	(337)	15	1,475
Experience adjustments – fund assets	969	126	1,075

	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present value of defined benefit obligation	5,168	852	6,155
Fair value of fund assets	(5,216)	(720)	(6,345)
(Surplus)/deficit in Fund	(48)	132	(190)
Experience adjustments – fund liabilities	(228)	32	(155)
Experience adjustments – fund assets	832	112	824

Expected contributions

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Expected employer contributions	221	46	63	232	51	58

18. Provisions (continued)

Funding arrangements for employer contributions

i) Surplus/deficit

The following is a summary of the 30 June 2012 financial position of the Fund calculated in accordance with AAS 25 'Financial Reporting by Superannuation Plans':

	SASS 30 June 12 \$'000	SANCS 30 June 12 \$'000	SSS 30 June 12 \$'000	SASS 30 June 11 \$'000	SANCS 30 June 11 \$'000	SSS 30 June 11 \$'000
Accrued benefits	4,789	864	6,219	5,020	907	5,981
Net market value of Fund assets	(4,487)	(596)	(5,634)	(4,821)	(698)	(5,909)
Net (surplus)/deficit	302	268	585	200	210	72

ii) Contribution recommendations

Recommended contribution rates for Taronga are:

	SASS 30 June 12 multiple of member contributions	SANCS 30 June 12 % member salary	SSS 30 June 12 multiple of member contributions	SASS 30 June 11 multiple of member contributions	SANCS 30 June 11 % member salary	SSS 30 June 11 multiple of member contributions
	1.9	2.5	1.6	1.9	2.5	1.6

iii) Funding method

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

iv) Economic assumptions

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

Weighted-average assumptions	
Expected rate of return on fund assets backing current pension liabilities	8.3% pa
Expected rate of return on fund assets backing other liabilities	7.3% pa
Expected salary increase rate	4.0% pa
Expected rate of CPI increase	2.5% pa

Nature of asset/liability

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

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

19. Restriction on revenue – Taronga Foundation

Taronga received certain amounts into the Taronga Foundation for specific purposes. As required by the Australian Accounting Standards, amounts have been recognised as revenues in the Income Statement which are yet to be spent in the manner specified. Unexpended amounts totalling \$4,062,000 (\$2,172,000 in 2010/11) have been included in Accumulated Funds as at 30 June 2012. The unexpended restricted funds are held as cash in separate bank accounts from Taronga's unrestricted funds.

	Unexpended Amount	
	2012 \$'000	2011 \$'000
Capital redevelopment fundraising	2,783	959
Taronga Foundation recurrent projects	1,278	1,213
Total	4,062	2,172

20. Remuneration of auditors

The Audit Office fees for auditing Taronga's financial report \$90,000 (\$85,500 in 2010/11). The auditors received no other benefits.

21. Board remuneration

Members of Taronga received reimbursement of expenses incurred in carrying out their duties as members of the Board. In addition, Board remuneration (including superannuation and payroll tax) of \$204,634 (\$202,415 in 2010/11) was paid. This amount included Honoraria of \$33,228 (\$33,228 in 2010/11) paid to the Chairman of the Board and \$147,579 (\$144,604 in 2010/11) paid to the other members of the Board. The rates of remuneration were fixed and approved by the NSW Premier's Department.

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

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
\$10,000 – \$19,999	8	8	8	8
\$20,000 – \$29,999	1	1	1	1
\$30,000 – \$39,999	1	1	1	1
	10	10	10	10

22. Notes to the cash flow statement

a) Reconciliation of cash and cash equivalents

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

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Cash and cash equivalents	41,738	56,794	41,738	56,794

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

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

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Operating surplus/(deficit)	(3,627)	49,292	(3,627)	49,292
Depreciation and amortisation	16,746	14,674	16,746	14,674
Non cash donation (shares)	–	(7,320)	–	(7,320)
(Profit)/Loss on sale of assets	337	(8)	337	(8)
Amounts capitalised in prior years transferred to profit and loss	341	2,332	341	2,332
Change in assets and liabilities:				
(Increase)/decrease in GST receivable	306	826	306	826
(Increase)/decrease in accounts receivable	(837)	504	(837)	504
(Increase)/decrease in inventories	7	(157)	7	(157)
Increase/(decrease) in creditors and accruals	(466)	837	(466)	837
(Increase)/decrease in prepayments	200	1,021	200	1,021
Increase/(decrease) in employee entitlements	965	(38)	965	(38)
(Increase)/decrease in prepaid superannuation	–	–	–	–
Increase/(decrease) in unfunded superannuation	(193)	(216)	(193)	(216)
Movement in unamortised (premium)/discount on loans	258	(19)	258	(19)
Net cash provided from operating activities	14,037	61,728	14,037	61,728

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

d) Financing facilities

A Direct Payments facility of \$1.431m was available to Taronga and unused at 30 June 2012.

23. Reserves and retained surplus

	Accumulated funds		Asset revaluation reserve		Available for sale investments reserve		Total equity	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Balance at the beginning of the financial year	208,057	158,631	187,349	179,907	(155)	–	395,251	338,538
Surplus/(Deficit) for the year	(3,627)	49,292	–	–	–	–	(3,627)	49,292
Superannuation actuarial gains/(losses)	(4,122)	134	–	–	–	–	(4,122)	134
Net increase in asset revaluation reserve for:								
– land and buildings	–	–	–	6,138	–	–	–	6,138
– infrastructure	–	–	–	1,303	–	–	–	1,303
Available for sale investments revaluation gains/(losses)	–	–	–	–	(851)	(155)	(851)	(155)
Transferred realised losses	–	–	–	–	135	–	135	–
Total	(7,748)	49,427	–	7,442	(716)	(155)	(8,464)	56,714
Balance at the end of the financial year	200,309	208,057	187,349	187,349	(871)	(155)	386,787	395,251

24. Commitments

a) Capital expenditure commitments

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$530,050 (\$3,180,057 in 2011) inclusive of GST of \$48,186. 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 \$2,576,659 (\$2,162,029 in 2011) inclusive of GST of \$234,242. These commitments relate to goods or services that will be received within the following twelve months. Taronga has no operational expenditure commitments extending beyond twelve months.

c) Operating lease commitments

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

	2012 Consolidated \$'000	2011 Consolidated \$'000	2012 Parent \$'000	2011 Parent \$'000
Not later than one year	414	487	414	487
Later than one year and not later than five years	359	545	359	545
Later than five years	–	–	–	–
Total including GST	773	1,033	773	1,033

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

d) GST input tax credit claimable on commitments amounts to \$352,698.

25. Contingent assets and liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2012 (nil in 2010/11).

26. Subsequent events

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

27. Divisional information

	2012 Taronga Foundation	2012 Taronga & Corporate Services	2012 Taronga Western Plains	2012 Total	2011 Taronga Foundation	2011 Taronga & Corporate Services	2011 Taronga Western Plains	2011 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
Revenue								
Admissions	993	27,135	4,323	32,451	831	28,177	4,059	33,066
Trading and franchise revenue	–	7,002	3,205	10,207	–	6,319	2,431	8,750
Corporate sponsorship	3,592	–	–	3,592	3,242	–	–	3,242
Government grants	–	13,074	2,612	15,686	–	57,254	3,137	60,392
Investment revenue	283	2,115	–	2,398	177	1,103	–	1,280
Donation and bequests	3,276	–	–	3,276	10,599	–	–	10,599
Other income	3,386	7,271	4,008	14,665	3,612	6,513	3,651	13,775
Profit/(loss) on sale of assets	(341)	4	–	(337)	–	(21)	29	8
Total revenue	11,190	56,601	14,149	81,939	18,460	99,345	13,307	131,112
Expenditure								
Employee expenses	1,389	29,119	8,299	38,807	1,109	28,340	7,730	37,179
Superannuation	94	2,317	682	3,093	81	2,295	617	2,992
Trading cost of sales	–	1,815	1,346	3,161	–	1,650	1,071	2,721
Marketing expenses	970	1,701	363	3,035	880	1,699	250	2,830
Depreciation	–	14,481	2,265	16,746	–	12,595	2,079	14,674
Insurance	–	324	77	401	–	309	78	387
Maintenance	46	5,056	947	6,049	28	4,364	592	4,984
Finance costs	–	1,553	107	1,660	–	2,397	95	2,492
Other expenses	1,776	8,509	2,328	12,614	1,229	9,523	2,810	13,562
Total expenditure	4,276	64,876	16,414	85,565	3,327	63,171	15,322	81,820
Surplus/(deficit) for the year	6,914	(8,275)	(2,265)	(3,627)	15,133	36,174	(2,015)	49,292
Total assets	4,062	379,958	41,259	425,278	2,172	409,951	42,410	454,533
Total liabilities	–	(34,786)	(3,706)	(38,491)	–	56,091	3,191	59,282

*The funds raised by the Foundation for the year ended 30 June 2012 amounted to \$11,190,000 (\$18,460,000 in 2010/11). Total Foundation expenditure includes expenditure on conservation, research and education projects of \$1,534,000 in 2011/12 (\$1,201,000 in 2010/11).

End of Audited Financial Statements.

Operating budget performance

	Actual 11/12 \$'000	Budget 11/12 \$'000	Budget 12/13 \$'000
Admissions	32,451	33,824	35,546
Trading and franchise revenue	10,207	9,976	10,224
Corporate sponsorship	3,592	3,365	3,810
Government grants	15,686	15,686	16,448
Investment revenue	2,398	720	1,690
Donations and bequests	3,276	2,318	2,245
Other income	14,665	12,884	13,479
Profit on sale of assets	(337)	20	0
Total revenue	81,939	78,794	83,442
Employee Benefits expense	38,807	39,900	40,325
Superannuation	3,093	3,353	3,357
Trading cost of sales	3,161	3,101	3,418
Marketing expenses	3,035	2,587	2,381
Depreciation and amortisation	16,746	16,300	17,119
Insurance	401	501	471
Maintenance	6,049	5,899	6,342
Finance costs	1,660	3,150	1,140
Other expenses	12,614	13,075	14,890
Total operating expenditure	85,565	87,866	89,442
Operating surplus/(deficit)	(3,627)	(9,072)	(6,000)

Payables analysis data

Aged payables analysis by quarter	Current	31-60	61-90	91+	Total
– September quarter	\$1,645,963	\$43,260	\$38,062	\$13,731	\$1,741,016
– December quarter	\$1,096,477	\$67,333	\$72,439	\$2,535	\$1,238,784
– March quarter	\$1,304,376	\$46,646	\$16,679	(\$10,163)	\$1,357,538
– June quarter	\$2,385,941	\$20,536	\$29,935	\$76,235	\$2,512,648

Accounts paid on time by quarter	Target	Actual	Total paid	Paid on time
– September quarter	100%	84%	\$29,625,469	\$28,355,686
– December quarter	100%	84%	\$27,170,362	\$25,555,980
– March quarter	100%	80%	\$17,356,569	\$15,553,190
– June quarter	100%	84%	\$30,226,641	\$29,099,066

Average days taken to process accounts in September quarter	28
Average days taken to process accounts in December quarter	28
Average days taken to process accounts in March quarter	34
Average days taken to process accounts in June quarter	29
Average days taken to process accounts in 2012	30

No interest has been paid on overdue accounts in the 2011/12 year.

Reasons for accounts not being paid on time

Taronga aims to meet vendor payment terms. Measurement of accounts being paid on time is based on 30 days from invoice date. In some cases vendors request payment 30 days from the end of the month after the invoice is raised. There are also instances of accounts being in dispute, necessitating withholding of payment until resolution of that dispute.

Investment performance

Taronga invests surplus funds in the NSW Treasury Corporation Hour-Glass Investment Cash Facility and with the ANZ bank or Westpac bank. For the year ended 30 June 2012 these facilities combined had an annual compound rate of return of 5.30%. The Hour-Glass benchmark interest rate for the 12 months to 30 June 2012 was 4.70%.

Land disposal

Pursuant to clause 4(1) of the *Annual Reports (Statutory Bodies) Regulation 1985*, Taronga declares that no property was disposed of during the year ended 30 June 2012.

Asset and capital

2011/12 Capital expenditure	TZ	TWPZ	Total
Masterplan	\$3,093,728	\$0	\$3,093,728
Foundation funded	\$839,888	\$636,278	\$1,476,166
Other	\$255,949	\$76,335	\$332,284
	\$4,189,565	\$712,613	\$4,902,178

Major capital projects 2011/12

	Expenditure 2011/2012	Costs to complete	Expected completion date
Taronga			
Chimpanzee exhibit refurbishment	\$467,288	\$0	Complete
Lemur forest adventure	\$479,975	\$6,517,687	2013/14
Tree kangaroo exhibit	\$312,593	\$0	Complete
TWPZ			
Lemur breeding facility	\$414,517	\$0	Complete
Zoofari Accommodation & eco cabins	\$116,893	\$5,219,107	2013/14

2011/12 Maintenance grant expenditure	TZ	TWPZ	Total
Total expenditure	\$3,314,040	\$706,924	\$4,020,964

Major maintenance projects 2011/12	Expenditure 2011/2012	Costs to Complete	Expected completion date
Taronga			
Perimeter heritage sandstone wall repairs	\$72,500	\$0	Complete
Gorilla exhibit den slides maintenance	\$26,527	\$0	Complete
Red kangaroo exhibit maintenance	\$44,075	\$50,000	2013/14
ANZ lecture theatre repainting	\$25,000	\$0	Complete
TWPZ			
De-silting Lakes	\$191,000	\$0	Complete
African Plains Viewing tower repairs	\$69,532	\$0	Complete

Taronga Conservation Society Australia Division (Taronga Division)

Statement	130
Independent auditor's report	131
Income statement	133
Statement of comprehensive income	134
Statement of financial position	135
Statement of changes in equity	136
Cash flow statement	137
Notes to and forming part of the financial statements	138


Financial Statements and notes

For the year ended 30 June 2012

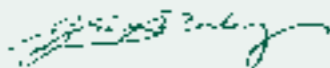
Statement

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

- in our opinion the Financial Statements and notes thereon exhibit a true and fair view of the financial position and transactions of the Taronga Division for the year ended 30 June 2012;
- the Financial Statements have been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which include Australian Equivalents to International Accounting Standards and the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010*;
- we are not aware of any circumstances which would render any particulars included in the Financial Statements to be misleading or inaccurate; and
- we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chairman of the Board



Member of the Board



INDEPENDENT AUDITOR'S REPORT

Taronga Conservation Society Australia Division

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Taronga Conservation Society Australia Division (the Division), which comprise the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Division as at 30 June 2012, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the *Public Finance and Audit Regulation 2010*.

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

The Board's Responsibility for the Financial Statements

The members of the Board are responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the members of the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

My opinion does not provide assurance:

- about the future viability of the Division
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

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



Steven Martin
Director, Financial Audit Services

28 September 2012
SYDNEY

Income statement

For the year ended 30 June 2012

	Notes	2012 \$'000	2011 \$'000
Revenue			
Personnel services		46,385	41,287
Total revenue		46,385	41,287
Expenditure			
Employee expenses	2	39,171	38,429
Superannuation	2	3,093	2,992
Total expenditure		42,264	41,422
Surplus/(Deficit) for the year		4,122	(134)

The accompanying notes form part of these Financial Statements.

Statement of comprehensive income

For the year ended 30 June 2012

	Notes	2012 \$'000	2011 \$'000
Surplus/(Deficit) for the year		4,122	(134)
Other comprehensive income:			
Superannuation actuarial gains/(losses)		(4,122)	134
Other comprehensive income for the year		(4,122)	134
Total comprehensive income for the year		-	-

The accompanying notes form part of these Financial Statements.

Statement of financial position

As at 30 June 2012

	Notes	2012 \$'000	2011 \$'000
Assets			
Current assets			
Receivables	3	16,848	11,955
Prepaid salaries and wages	3	-	231
Total current assets		16,848	12,186
Non-current assets			
Prepaid superannuation		-	-
Total non-current assets		-	-
Total assets		16,848	12,186
Liabilities			
Current liabilities			
Payables	4	414	94
Other liabilities	5	-	231
Provisions	6	8,727	8,103
Total current liabilities		9,141	8,428
Non-current liabilities			
Provisions	6	7,707	3,758
Total non-current liabilities		7,707	3,758
Total liabilities		16,848	12,186
Net assets		-	-
Equity			
Accumulated funds		-	-
Total equity		-	-

The accompanying notes form part of these Financial Statements.

Statement of changes in equity

For the year ended 30 June 2012

	Accumulated funds \$'000	Total equity \$'000
Balance at 1 July 2011	-	-
Surplus/(Deficit) for the year	4,122	4,122
Other comprehensive income:		
Superannuation actuarial losses	(4,122)	(4,122)
Total other comprehensive income	(4,122)	(4,122)
Total comprehensive income for the year	-	-
Balance at 30 June 2012	-	-

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

The accompanying notes form part of these Financial Statements

Cash flow statement

For the year ended 30 June 2012

	Notes	2012 \$'000	2011 \$'000
Cash flows from operating activities			
Receipts – personnel services		41,262	41,907
		41,262	41,907
Payments – employee related		(41,262)	(41,907)
		(41,262)	(41,907)
Net cash flows from operating activities		-	-
Net increase in cash and cash equivalents		-	-
Cash and cash equivalents at beginning of the financial year		-	-
Cash and cash equivalents at end of the financial year		-	-

The accompanying notes form part of these Financial Statements.

Notes to and forming part of the Financial Statements

For the year ended 30 June 2012

1. Summary of significant accounting policies

a) Reporting entity

The Taronga Division is a Division of the Government Service established pursuant to Part 2 of Schedule 1 to the *Public Sector Employment and Management Act 2002*. It is a not-for-profit entity as profit is not its principal objective. It is consolidated as part of the NSW Total State Sector Accounts. It is domiciled in Australia and its principal office is at Taronga Zoo, Bradleys Head Road, Mosman, NSW 2088.

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

The Taronga Division commenced operations on 17 March 2006 when it assumed responsibility for the employees and employee-related liabilities of Taronga. The assumed liabilities were recognised on 17 March 2006 together with an offsetting receivable representing the related funding due from the former employer.

The financial report was authorised for issue by the Chairman of the Taronga Division on 28 September 2012.

b) Basis of preparation

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

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

Historical cost convention

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

Critical accounting estimates

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

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

c) Statement of compliance

The Taronga Division's Financial Statements and notes comply with Australian Accounting Standards, including Australian equivalents to International Financial Reporting Standards (AIFRS). Compliance with AIFRS ensures that the Financial Statements comply with International Financial Reporting (IFRS).

d) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue from the rendering of personnel services is recognised when the service is provided and only to the extent that the associated recoverable expenses are recognised.

e) Receivables

A receivable is recognised when it is probable that the future cash inflows associated with it will be realised and it has a value that can be measured reliably. It is derecognised when the contractual or other rights to future cash flows from it expire or are transferred.

A receivable is measured initially at fair value and subsequently at amortised cost using the effective interest rate method, less any allowance for doubtful debts. A short-term receivable with no stated interest rate is measured at the original invoice amount where the effect of discounting is immaterial. An invoiced receivable is due for settlement within thirty days of invoicing.

If there is objective evidence at year end that a receivable may not be collectable, its carrying amount is reduced by means of an allowance for doubtful debts and the resulting loss is recognised in the income statement. Receivables are monitored during the year and bad debts are written off against the allowance when they are determined to be irrecoverable. Any other loss or gain arising when a receivable is derecognised is also recognised in the income statement.

f) Payables

Payables include accrued wages, salaries, and related on costs (such as payroll tax, fringe benefits tax and workers' compensation insurance) where there is certainty as to the amount and timing of settlement.

A payable is recognised when a present obligation arises under a contract or otherwise. It is derecognised when the obligation expires or is discharged, cancelled or substituted.

A short-term payable with no stated interest rate is measured at historical cost if the effect of discounting is immaterial.

g) Employee benefits

i. Salaries and wages, annual leave, sick leave and on-costs

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

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

All accrued annual leave is treated as a current liability with the expectation that annual leave will be taken when due. The on-costs i.e. payroll tax, workers' compensation insurance premiums and superannuation which are consequential to employment have been taken into account in calculating annual leave provisions. Long-term annual leave that is not expected

to be taken within twelve months is measured at present value in accordance with market yields on government bonds which are used to discount long-term annual leave.

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

ii. Long service leave

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

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

iii. Superannuation

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

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

The amount recognised for superannuation provisions are the net total of the present value of the defined benefit obligation at the reporting date, minus the fair value at that date of any plan assets out of which the obligations are to be settled directly.

The actuarial assessment of superannuation provisions uses the Projected Unit Credit Method and reflects estimated future salary increases and the benefits set out in the terms of the plan. The liabilities are discounted using the market yield rate on government bonds of similar maturity to those obligations. Actuarial assumptions are based on market expectations for the period over which the obligations are to be settled.

h) New Australian Accounting Standards and interpretations issued

The Taronga Division has adopted all new and revised Accounting Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operation and effective for annual reporting periods beginning on 1 July 2011.

At date of authorisation of the Financial Statements, the following relevant Australian Accounting Standards and Interpretations had been issued or amended but are not yet effective and have not been adopted for the full year reporting period ended 30 June 2012:

- ~ AASB 2011-9 regarding presentation of items of other comprehensive income
 - mandatory for 2013 Financial Statements
- ~ AASB 9 and AASB 2010-7 regarding financial instruments
 - mandatory for 2014 Financial Statements
- ~ AASB 119 and AASB 2011-10 regarding employee benefits
 - mandatory for 2014 Financial Statements
- ~ AASB 13 and AASB 2011-8 regarding fair value measurement
 - mandatory for 2014 Financial Statements

i) Financial risk management

i. Credit risk

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

Credit risk arises from the financial assets of the Taronga Division which comprise receivables and prepayments. No collateral is held by the Taronga Division.

The Taronga Division has not granted any financial guarantees.

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. 100% of the balance of trade and other receivables is owed by the Taronga Division's parent entity, the Taronga Conservation Society Australia.

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

ii. Liquidity risk

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

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

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

An analysis of the maturity profile of the Taronga Division's financial liabilities is in Note 7 of the accounts.

1. Summary of significant accounting policies (continued)

iii. Market risk

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

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

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

2. Employee expenditure

	2012 \$'000	2011 \$'000
Salaries and wages	35,094	34,644
Long service leave	682	524
Payroll tax	1,998	2,025
Workers' compensation insurance	1,031	933
Other	366	303
	39,171	38,429
Superannuation*	3,093	2,992

* Refer Note 6(b). Superannuation actuarial losses of \$4,121,650 (2011: \$134,323 Gain) are recognised in the Statement of Comprehensive Income. Total superannuation expense, including actuarial losses recognised in the 'Statement of Comprehensive Income' is \$7.215m (2011: \$2.858m).

3. Receivables

	2012 \$'000	2011 \$'000
Parent entity – Taronga		
Total provisions receivable	16,434	11,861
Add accrued salaries, wages and on costs receivable	414	94
Less prepaid superannuation	–	–
	16,848	11,955
Prepaid salary and wages	–	231
Total receivables	16,848	12,186

4. Payables

	2012 \$'000	2011 \$'000
Accrued salaries, wages and on-costs	414	94

5. Other liabilities

	2012 \$'000	2011 \$'000
Unearned income	–	231

6. Provisions

	2012 \$'000	2011 \$'000
Current		
Annual leave	3,196	2,999
Long service leave	5,531	5,104
Total current	8,727	8,103
Non-current		
Long service leave	494	474
Superannuation	7,213	3,285
Total non-current	7,707	3,758
Total employee related provisions	16,434	11,861

a) Provisions for annual and long service leave

In 2011/12, on-costs of \$1,417,750 included components for payroll tax calculated at 5.45%, workers' compensation calculated at 4% and superannuation calculated at 9% of the relevant leave liability (\$1,336,879 in 2010/11).

The current 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	2,526	401	2,927
Expected to be settled outside twelve months	669	5,130	5,800
Total	3,196	5,531	8,727

b) Superannuation

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

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

6. Provisions (continued)

Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Present value of partly funded defined benefit obligations at beginning of the year	5,359	996	8,358	5,821	1,038	8,258
Current service cost	209	43	52	233	48	53
Interest cost	271	49	432	290	51	418
Contributions by fund participants	116	–	39	122	–	36
Actuarial (gains)/losses	110	84	3,003	(259)	(14)	(105)
Benefits paid	(644)	(146)	(400)	(848)	(127)	(302)
Present value of partly funded defined benefit obligations at end of the year	5,420	1,025	11,484	5,359	996	8,358

Reconciliation of the fair value of fund assets

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Fair value of fund assets at beginning of the year	4,821	698	5,909	5,139	717	5,626
Expected return on fund assets	403	57	496	433	59	472
Actuarial gains/(losses)	(401)	(54)	(470)	(258)	(3)	17
Employer contributions	192	42	59	233	50	61
Contributions by fund participants	116	–	39	122	–	36
Benefits paid	(644)	(146)	(400)	(848)	(127)	(302)
Fair value of fund assets at end of the year	4,487	596	5,634	4,821	698	5,909

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

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Present value of partly funded defined benefit obligations at end of year	5,420	1,025	11,484	5,359	996	8,358
Fair value of fund assets at end of year	(4,487)	(596)	(5,634)	(4,821)	(698)	(5,909)
Net liability/(asset) recognised in statement of financial position at end of year	934	429	5,850	538	298	2,449

Expense recognised in income statement

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Components recognised in income statement						
Current service cost	209	43	52	233	48	53
Interest cost	271	49	432	290	51	418
Expected return on fund assets (net of expenses)	(403)	(57)	(496)	(433)	(59)	(472)
Actuarial losses/(gains) recognised in year	–	–	–	–	–	–
Expense/(income) recognised	76	35	(12)	89	39	–

Amounts recognised in other comprehensive income

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Actuarial (gains)/losses	511	138	3,472	(1)	(12)	(122)
Adjustment for limit on net asset	–	–	–	–	–	–

Cumulative amount recognised in other comprehensive income

The cumulative amount of actuarial gains and losses recognised in the Statement of Comprehensive Income since 1 July 2004 is \$6.302m loss.

6. Provisions (continued)

Fund assets

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

	30 June 12	30 June 11
Australian equities	28.0%	33.4%
Overseas equities	23.7%	29.5%
Australian fixed interest securities	4.9%	5.7%
Overseas fixed interest securities	2.4%	3.1%
Property	8.6%	9.9%
Cash	19.5%	5.1%
Other	12.9%	13.3%

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 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Actual return on Fund assets	7	3	(2)	418	57	469

Valuation method and principal actuarial assumptions at the balance sheet date

i) Valuation method

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

ii) Economic assumptions

	30 June 12	30 June 11
Salary increase rate (excluding promotional increases)	2.5% pa	3.5% pa
Rate of CPI increase	2.5% pa	2.5% pa
Expected rate of return on assets	8.60% pa	8.60% pa
Discount rate	3.06% pa	5.28% pa

iii) Demographic assumptions

The demographic assumptions at 30 June 2012 are those that were used in the 2009 triennial actuarial valuation.

The triennial review report is available from the NSW Treasury website.

Historical information

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Present value of defined benefit obligation	5,420	1,025	11,484	5,359	996	8,358
Fair value of fund assets	(4,487)	(596)	(5,634)	(4,821)	(698)	(5,909)
(Surplus)/deficit in fund	934	429	5,850	538	298	2,449
Experience adjustments – fund liabilities	110	84	3,003	(259)	(14)	(105)
Experience adjustments – fund assets	401	54	470	258	3	(17)

Historical information previous reporting periods

	SASS Financial Year to 30 June 10 \$'000	SANCS Financial Year to 30 June 10 \$'000	SSS Financial Year to 30 June 10 \$'000
Present value of defined benefit obligation	5,821	1,038	8,258
Fair value of fund assets	(5,139)	(717)	(5,626)
(Surplus)/deficit in fund	682	321	2,632
Experience adjustments – fund liabilities	499	81	520
Experience adjustments – fund assets	(123)	(3)	(66)

	SASS Financial Year to 30 June 09 \$'000	SANCS Financial Year to 30 June 09 \$'000	SSS Financial Year to 30 June 09 \$'000
Present value of defined benefit obligation	5,115	907	7,501
Fair value of fund assets	(4,666)	(649)	(5,291)
(Surplus)/deficit in fund	449	258	2,210
Experience adjustments – fund liabilities	(337)	15	1,475
Experience adjustments – fund assets	969	126	1,075

	SASS Financial Year to 30 June 08 \$'000	SANCS Financial Year to 30 June 08 \$'000	SSS Financial Year to 30 June 08 \$'000
Present value of defined benefit obligation	5,168	852	6,155
Fair value of fund assets	(5,216)	(720)	(6,345)
(Surplus)/deficit in fund	(48)	132	(190)
Experience adjustments – fund liabilities	(228)	32	(155)
Experience adjustments – fund assets	832	112	824

Expected contributions

	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000	SASS Financial Year to 30 June 11 \$'000	SANCS Financial Year to 30 June 11 \$'000	SSS Financial Year to 30 June 11 \$'000
Expected employer contributions	221	46	63	232	51	58

Funding arrangements for employer contributions

i) Surplus/Deficit

The following is a summary of the 30 June 2012 financial position of the Fund calculated in accordance with AAS 25 'Financial Reporting by Superannuation Plans':

	SASS 30 June 12 \$'000	SANCS 30 June 12 \$'000	SSS 30 June 12 \$'000	SASS 30 June 11 \$'000	SANCS 30 June 11 \$'000	SSS 30 June 11 \$'000
Accrued benefits	4,789	864	6,219	5,020	907	5,981
Net market value of fund assets	(4,487)	(596)	(5,634)	(4,821)	(698)	(5,909)
Net (surplus)/deficit	302	268	585	200	210	72

ii) Contribution recommendations

Recommended contribution rates for the Taronga Division are:

	SASS 30 June 12 multiple of member contributions	SANCS 30 June 12 % member salary	SSS 30 June 12 multiple of member contributions	SASS 30 June 11 multiple of member contributions	SANCS 30 June 11 % member salary	SSS 30 June 11 multiple of member contributions
	1.9	2.5	1.6	1.9	2.5	1.6

iii) Funding method

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

iv) Economic assumptions

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

Weighted-average assumptions

Expected rate of return on fund assets backing current pension liabilities	8.3% pa
Expected rate of return on fund assets backing other liabilities	7.3% pa
Expected salary increase rate	4.0% pa
Expected rate of CPI increase	2.5% pa

Nature of asset/liability

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

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

7. Financial instruments

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

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

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

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

Category	2012 \$'000	2011 \$'000
Financial assets class:		
Receivables	16,848	11,955
Financial liabilities class:		
Payables	414	94

a) Interest rate risk

Financial instrument

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

b) Credit risk

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

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

	2012 \$'000	2011 \$'000
Receivables	16,848	11,955

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

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

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

7. Financial instruments (continued)

Impairment as at 30 June 2012

	2012 \$'000	2011 \$'000
Not past due	16,848	11,955

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

The following are the contractual maturities of financial liabilities:

	Carrying amount	Contractual cash flows	< 6 months
30 June 2012			
Non-derivative financial liabilities	-	-	-
Payables	414	(414)	(414)
30 June 2011			
Non-derivative financial liabilities	-	-	-
Payables	94	(94)	(94)

8. Commitments

The Taronga Division does not have any commitments resulting from unfilled purchase orders for goods and services.

9. Contingent assets and liabilities

The Taronga Division is not aware of any contingent assets or liabilities at 30 June 2012 (nil in 2010/11).

10. Subsequent events

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

End of Audited Financial Statements.

Appendices

1	Functions of the Taronga Conservation Society Australia	150
2	Privacy management	150
3	Conservation program and population management program	151
4	Animal transactions relating to conservation and population management programs	152
5	Research projects and conservation programs	153
6	Post-mortem and clinical samples supplied for research and teaching purposes	158
7	Scientific associates	159
8	Paid consultancies undertaken by Taronga Conservation Society Australia	160
9	Lectures and presentations by Taronga staff	161
10	Publications	165
11	Staff representation on external committees	168
12	Staff participation in international programs	169
13	Equal Employment Opportunity	171
14	Senior Executive Service (including Director and Chief Executive performance statement)	172
15	Senior staff	174
16	Employees by category	175
17	Freedom of information	175
18	Public interest disclosures	176
19	Consultants fees incurred in 2011/12	176
20	VIP visits to Taronga and Taronga Western Plains Zoos	177
21	Multicultural policies and services program	178
22	Action plan for women	180
23	Internal audit and risk management attestation for the 2011/12 financial year for Taronga Conservation Society Australia	181
24	Credit card certification	181
25	Staff of the Taronga Conservation Society Australia	182
26	Volunteers of the Taronga Conservation Society Australia	185

Appendix 1 Functions of the Taronga Conservation Society Australia

The main functions of the Board of the Taronga Conservation Society Australia are specified in Section 15 of the *Zoological Parks Board Act 1973*, which provides as follows:

- 15.1 The Board may establish, maintain and control (Taronga) for the following purposes:
- carrying out research and breeding programs for the preservation of endangered species;
 - carrying out research programs for the conservation and management of other species;
 - conducting public education and awareness programs about species conservation and management; and
 - displaying animals for educational, cultural and recreational purposes.
- 15.2 The Board may also maintain and control:
- the zoological park established before the commencement of the Act on the land described in Schedules 3 and 4 under the name 'Taronga Zoological Park'; and
 - Other zoological parks on land or premises vested in or held by the Board, whether or not those parks were established by the Board, for the purposes referred to in this section.
- 15.3 The Board:
- may cooperate with, and provide funds and other assistance to, such scientific and other institutions, governments and other bodies and individuals as the Board may determine in connection with species conservation and management for other scientific and zoological purposes; and
 - may investigate and carry out research into:
 - the design of, and equipment and procedures in zoological parks; and
 - the care and well-being of animals kept in zoological parks are maintained and controlled by the Board; and
 - may provide educational services for the public (whether in the nature of lectures, broadcasts, films, publications or otherwise) about species conservation and management, zoological parks and the biology of animals and;
 - may provide and charge for such services in connection with zoological parks maintained and controlled by the Board as the Board may determine; and
 - may make recommendations or reports to the Minister with respect to matters connected with the Board's power, authorities, duties, functions or the administration of this Act.
- 15.4 The Minister may request the Board to make recommendations or reports to the Minister with respect to matters connected with the Board's powers, authorities, duties and functions or the administration of this Act and the Board is to comply with any such request.
- 15.5 The Board may exercise and perform such other powers, authorities, duties and functions as may be conferred or imposed on the Board or under this or any other Act.

Appendix 2 Privacy management

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

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

- ~ Collections of personal information held by Taronga;
- ~ Obligations of employees in respect of personal information;
- ~ Guiding principles for the collection, storage and dissemination of personal information; and
- ~ Procedures for lodging complaints or internal reviews.

For a copy of Taronga's Privacy Management Plan and Security of Personal Information Policy, please contact:

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

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

Appendix 3 Conservation program and population management programs

Species	Held at TZ	Held at TWPZ	Coordinator
Addax		✓	J Gillespie*
African Lion	✓	✓	L Ginman*
African Wild Dog		✓	S Dentrinos
Asian Elephant	✓	✓	J Steele
Australian Little Penguin	✓		N Boyle*
Black and White Ruffed Lemur		✓	S Barlow
Black-handed Spider Monkey	✓	✓	J Ray
Black-winged Stilt	✓		V Wilson
Bongo	✓	✓	N Dunn*
Broad-headed Snake	✓		D Gilbert
Brolga	✓		C Srb
Brush-tailed Bettong	✓		D Jose
Brush-tailed Rock Wallaby	✓		P Andrew*
Cheetah		✓	S Eyre
Chimpanzee	✓		M Finnigan
Corroboree Frog	✓		M McFadden*
Cotton-top Tamarin	✓		A Embury
Eastern Whipbird	✓		M Tantini*
Eland		✓	J Gillespie*
Fijian Crested Iguana	✓		P Harlow*
Galápagos Tortoise		✓	O Stackpole
Giraffe	✓	✓	L Jolly
Goodfellow's Tree-kangaroo	✓		C Ford
Helmeted Honeyeater	✓		K Cartwright
Hippopotamus		✓	T Joustra
Komodo Dragon	✓		P Andrew*
Meerkat	✓	✓	S Eyre
Noisy Pitta	✓		E Schmelitschek*
Northern Quoll	✓		L Veyret
Plains Zebra	✓	✓	L Jolly
Przewalski's Horse		✓	T Jenkinson*
Quokka	✓	✓	Vacant
Red Panda	✓		C Hibbard
Regent Bowerbird	✓		M Shiels*
Regent Honeyeater	✓		C Hibbard
Ring-tailed Lemur	✓	✓	M Tyler
Rose-crowned Fruit-dove	✓		A Green
Royal Spoonbill	✓		Vacant
Sacred Kingfisher	✓		C Srb
Scimitar Oryx		✓	M Willemsen
Siamang		✓	T Joustra
Small-clawed Otter	✓	✓	T Joustra
Snow Leopard	✓		C Hibbard
Southern Cassowary	✓		C Hall
Squirrel Glider	✓		A Watson*
Squirrel Monkey	✓		L Grossfeldt
Sumatran Tiger	✓	✓	C Hibbard
Sun Bear	✓		C Hibbard
Tasmanian Devil	✓	✓	C Srb/C Hibbard
Tuatara	✓		B Blanchard

Appendix 3 (continued)

Species	Held at TZ	Held at TWPZ	Coordinator
Waterbuck		✓	E Cheadle
Western Lowland Gorilla	✓		E Walraven*/L Grossfeldt*
White Rhinoceros		✓	S Kudeweh
White-browed Woodswallow	✓		V Wilson
White-cheeked Gibbon	✓		C Campbell
Yellow-bellied Gilder	✓		W Gleen*

*Taronga Staff.

Appendix 4

Animal transactions relating to conservation and population management programs

Animals transferred from Taronga Conservation Society Australia

Gender convention*	Species type	Name of place transferred to
1.1.0	Noisy Pitta	Melbourne Zoo VIC
1.0.0	Noisy Pitta	Blackbutt Reserve NSW
0.1.0	Helmeted Honeyeater	Healesville Sanctuary VIC
1.0.0	Noisy Pitta	Cairns Tropical Zoo QLD
3.0.0	Regent Honeyeater	Australia Zoo QLD
1.0.0	Eastern Whipbird	Cairns Tropical Zoo QLD
2.0.0	Regent Honeyeater	Australian Reptile Park NSW
1.0.0	Eastern Whipbird	Rockhampton Zoo QLD
1.0.0	White-browed Woodswallow	Adelaide Zoo SA
1.0.0	White-browed Woodswallow	Symbio Wildlife Park NSW
1.0.0	Noisy Pitta	National Zoo and Aquarium ACT
1.0.0	White-browed Woodswallow	Currumbin Sanctuary QLD
1.0.0	Eastern Whipbird	Healesville Sanctuary VIC
0.1.0	Regent Bowerbird	Adelaide Zoo SA
0.1.0	Southern Cassowary	Australian Reptile Park NSW
0.1.0	Regent Bowerbird	Dreamworld QLD
1.0.0	African Lion	Werribee Open Range Zoo VIC
0.1.0	Eastern Whipbird	Currumbin Sanctuary QLD
1.1.0	Snow Leopard	Billabong Koala and Wildlife Park NSW
1.1.0	Brush-tailed Rock-wallaby	Waterfall Springs NSW
1.0.0	Eland	Werribee Open Range Zoo VIC
0.1.0	Giraffe	Auckland Zoo NZ
1.0.0	Tasmanian Devil	Monarto Zoo SA
2.0.0	Tasmanian Devil	Dreamworld QLD
1.1.0	Tasmanian Devil	Australian Reptile Park NSW
2.0.0	Tasmanian Devil	Ballarat Wildlife Park VIC
2.0.0	Cheetah	Mogo Zoo NSW
1.0.0	Addax	Monarto Zoo SA
0.1.0	African Lion	Perth Zoo WA
0.1.0	Sacred Kingfisher	Adelaide Zoo SA
1.1.0	Przewalski's Horse	Altina Wildlife Park NSW

Animals transferred to Taronga Conservation Society Australia

Gender convention*	Species type	Name of place transferred from
0.0.1	Royal Spoonbill	Healesville Sanctuary VIC
0.1.0	Helmeted Honeyeater	Healesville Sanctuary VIC
2.0.0	Noisy Pitta	Featherdale Wildlife Park NSW
1.1.0	Eastern Whipbird	Healesville Sanctuary VIC
0.1.0	Squirrel Glider	Public Donation NSW
1.0.0	Fijian Crested Iguana	Australian Reptile Park NSW
0.1.0	White-browed Woodswallow	Currumbin Sanctuary QLD
1.0.0	Yellow-bellied Glider	Currumbin Sanctuary QLD
0.1.0	Regent Bowerbird	Adelaide Zoo SA
1.0.0	Western Lowland Gorilla	La Vallée des Singes FRANCE
0.1.0	Cotton-top Tamarin	Gorge Wildlife Park SA
0.1.0	Cotton-top Tamarin	National Zoo and Aquarium ACT
1.0.0	Yellow-bellied Glider	Moonlit Sanctuary VIC
1.0.0	Snow Leopard	Billabong Koala and Wildlife Park NSW
2.5.0	Scimitar Oryx	Mary River Station NT
1.0.0	Bongo	Melbourne Zoo VIC
2.0.0	Waterbuck	Werribee Open Range Zoo VIC
1.0.0	Quokka	Perth Zoo WA
0.3.0	Ring-tailed Lemur	Rome Zoo ITALY
1.0.0	Eland	Werribee Open Range Zoo VIC
0.2.0	African Wild Dog	Monarto Zoo SA

*1.1.1 = Male, Female, Undetermined sex.

Appendix 5

Research projects and conservation programs

AEC No. if applicable	Project title	Researchers	Institution	Source of funds
	Reproductive parameters of subtropical Dugongs	Ms T Keeley Ms E Hurley	Taronga Conservation Society Australia (Taronga) Sea World	Taronga University of Queensland
5c/11/09	Reproductive biology of the common 'Wall Skink' (<i>Cryptoblepharus pulcher</i>)	Dr P Harlow Mr M McFadden	Taronga	Taronga
	Banded Iguana (<i>Brachylophus sp.</i>) species assessment of the North Eastern Fijian Islands	Dr R Fisher Dr P Harlow Mr J Niukula	United States Geographical Survey Taronga National Trust of Fiji	International Iguana Foundation Taronga National Trust of Fiji
	Implementation of the IUCN Fijian Crested Iguana recovery plan	Ms E Erasito Mr J Niukula Dr P Harlow	National Trust of Fiji Taronga	Critical Ecosystems Partnership Fund National Trust of Fiji
	Corroboree Frog recovery program	Dr D Hunter Mr M McFadden Dr P Harlow Ms R Hobbs Mr G Marantelli	NSW Office of Environment and Heritage (OEH) Taronga Zoos Victoria	OEH Taronga
	Yellow-spotted Bell Frog captive husbandry project	Dr P Harlow Mr M McFadden Dr D Hunter	Taronga OEH	Taronga OEH
3a/01/08	Booroolong Frog captive husbandry project	Dr P Harlow Mr M McFadden Dr D Hunter Mr R Pietsch Mr M Saxon	Taronga OEH	Wilson HTM Foundation Murray Catchment Management Authority

Appendix 5 (continued)

AEC No. if applicable	Project title	Researchers	Institution	Source of funds
5a/07/09	Investigating immunity of Booroolong frogs to chytridiomycosis	Dr S Cashins Dr L Skerratt Dr P Harlow Mr M McFadden	Taronga James Cook University	Australian Biosecurity Cooperative Research Centre (CRC) for Emerging Infectious Disease James Cook University Taronga
5d/11/09	Acquired immunity to chytridiomycosis in Corroboree Frogs	Dr S Cashins Dr L Skerratt Dr P Harlow Mr M McFadden	Taronga James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease James Cook University Taronga
4c/01/10	Evolution of Resistance: Is there evidence of increased susceptibility to Chytridiomycosis in Naive Populations of <i>Crinia signifera</i> and <i>Litoria alpina</i>	Dr S Cashins Dr L Skerratt Dr P Harlow Mr M McFadden	Taronga James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease James Cook University Taronga
	Captive breeding program for Christmas Island lizards the Blue-tailed Skink and Lister's Gecko	Dr P Harlow Mr P Andrew Ms L Cavanagh	Parks Australia Taronga	Parks Australia
	Eradication of Feral Green Iguanas from Fiji	Dr P Harlow Ms N Thomas	Fiji Department of Biosecurity NatureFiji-MareqetiViti Taronga	Critical Ecosystems Partnership Fund Fiji Department of Environment
	The return of the native: reintroductions, reinvasions, and a new paradigm in restoration ecology	A/Prof P Banks Prof C Dickman Ms W Gleen Dr G Cleary	Taronga University of New South Wales (UNSW) Australian Wildlife Conservancy OEH Landcare Research	Australian Research Council (ARC)
	Reef recovery project	Dr R Spindler Dr M Hagedorn Dr A Heyward Dr D MacFarlane Dr M van Oppen	Taronga Australian Institute of Marine Science Smithsonian Institute Monash University	Great Barrier Reef Foundation
4c/03/10	Leopard Seal nutrition mapping project	A/Prof T Rogers Dr D Slip	Taronga UNSW Instituto Antártico Argentina	ARC
	Marine predators, marine parks and marine hotspots	Dr D Slip	Taronga Macquarie University OEH NSW Marine Park Authority NSW Parks and Wildlife Service	ARC
4b/01/11	Vocal learning in Leopard Seals	Dr D Slip	Taronga UNSW	Taronga UNSW
4c/03/10	Using 3D photogrammetry to estimate body mass of marine mammals	Dr D Slip	Taronga Macquarie University	Taronga
5a/07/09	Resistance to chytridiomycosis in endangered NSW frogs	Dr S Cashins	Taronga James Cook University	ARC Linkage Grant James Cook University OEH Taronga
	Molecular indicators of adaptive immunity in frogs exposed to chytrid fungus	Dr S Cashins Ms L Grogan	Taronga	Morris Animal Foundation US Fish and Wildlife Foundation International Union for Conservation of Nature (IUCN) – Amphibian Specialist Group
5b/09/09	Coritcosteroids as an indicator of stress in Australian Sea-lions	Dr D Slip	Taronga	Taronga University of Sydney (USYD)
5c/01/09	Correlation of Tasmanian Devil reproductive and adrenal activity	Ms T Keeley	Taronga	Taronga

AEC No. if applicable	Project title	Researchers	Institution	Source of funds
4d/01/11	Investigations into the reproductive biology of the Tasmanian Devil/ Tasmanian Devil puberty and senescence	Ms T Keeley	Taronga	Morris Animal Foundation Busch Gardens and SeaWorld Conservation Fund Taronga
4d/03/11	Embryo flushing of Black and White Rhinos	Dr B Bryant	Taronga Institute for Zoo and Wildlife Research (IZW) University of South Australia Euroa Equine Centre	Taronga
	Gender of sperm produced under various nutritional regimes	Dr N Satake	Taronga University of Queensland	University of Queensland
	Non-invasive monitoring of oestrus and translocation in Southern Hairy-nosed Wombats	Dr T Keeley	Taronga University of Queensland	Queensland Government Wombat Foundation
4e/03/11	Dietary preferences of Feather-tailed Glider/ Partial replacement of nectar diet with native browse for Feathertail and Squirrel Gliders	Dr A Chaves Dr J Wiszniewski Dr R Spindler Ms E Herrmann	Taronga USYD	Taronga
4b/05/11	Trial of radio-transmitter attachment on the Reagent Honeyeater (<i>Anthochaera phrygia</i>)	Mr D Ingwersen Mr M Shiels	Taronga BirdLife Australia	Birds Australia
	Learning and cognition in zoo animals: implications for behaviour modification and enrichment	Ms M Hawkins	Taronga Charles Sturt University	Taronga Charles Sturt University
4b/05/10	Assessment of reptile and mammal disease prevalence on Christmas Island	Dr K Rose	Christmas Island National Park Taronga	Australian Government Director of National Parks
	The ecology of Leishmania in the Northern Territory	Dr A Dougall Dr K Rose	USYD Taronga	Wildlife Exotic Disease Preparedness Program
	Development of a rapid field test to detect Chytrid fungus in the environmental water samples	Dr K Rose Dr D Phalen	Taronga USYD	Department of Sustainability, Environment, Water, Population and Communities (DSEWPC)
	Murray Valley encephalitis virus surveillance	Dr K Rose Dr D Phalen	Taronga USYD	Department of Agriculture, Fisheries and Forestry (DAFF) Department of Health and Ageing (DoHA)
	An imperial assessment of whale alarms and avoidance, or not, by migrating Humpback Whales	Dr D Slip	Taronga Macquarie University NSW Parks and Wildlife Service NSW Fisheries Fumunda Inc	Taronga
	Amphibian Myxozoa Research	Dr K Rose Dr A Hartigan Dr J Slapeta Dr D Phalen	Taronga USYD	Unfunded
	Myxozoan parasite in brain of critically endangered frog	Dr A Hartigan Dr C Sangster Dr K Rose Dr DN Phalen Dr J Slapeta	Taronga USYD	Unfunded
	Comparative pathology and ecological implications of two Myxosporean parasites in native Australian frogs and the invasive Cane Toad	Dr K Rose Dr A Hartigan Dr J Slapeta Dr D Phalen	Taronga USYD	Unfunded
	National Avian Influenza Wild Bird Surveillance Program	Dr T Grillo	Australian Wildlife Health Network (AWHN)	DAFF
	Social networks of Port Jackson Sharks	Mr N Bass A/Prof C Brown Dr J Wiszniewski	Taronga Macquarie University	Sea World Research and Rescue Foundation

Appendix 5 (continued)

AEC No. if applicable	Project title	Researchers	Institution	Source of funds
	Hormonal evidence of the autonomous ovary in the Tasmanian Devil	Dr M Dehnhard Dr T Keeley	Taronga Institute for Zoo and Wildlife Research	Seaworld and Busch Gardens Conservation Fund Leibniz Institute for Zoo and Wildlife Research
	The evaluation of reproductive hormones to determine the efficacy of commercial GnRF vaccines as effective contraceptive options in captive female Asian Elephants	Dr K Fanson Dr H McCracken Dr T Hildebrandt	Taronga Institute for Zoo and Wildlife Research Melbourne Zoo	Taronga
	Osmotic stress and cryoinjury of Koala sperm: an integrative study of plasma membrane integrity, chromatin stability and mitochondrial function	Dr S Johnston Dr N Satake Dr Y Zee Dr C López-Fernández Prof W Holt Prof J Gosálvez	Taronga University of Queensland University of Madrid	University of Queensland
	The integrity of sperm chromatin in bulls	Dr M R S Fortes Dr R G Holroyd Dr A Reverter Dr B K Venus Dr N Satake Dr G B Boe-Hansen	Taronga University of Queensland	University of Queensland Meat and Livestock Australia
	Zoo based wildlife disease surveillance pilot project	Dr A Cameron	AWHN AusVet Animal Health Services	Australian Centre of Excellence for Risk Analysis DAFF
	Effect of oestrous state on female-female behaviour in chimps	Dr V Melfi	Taronga	Unfunded
	Nutrition vs. male reproductive output?	Dr Nana Satake Dr J Cawdell-Smith Dr G Boe-Hansen Prof W Bryden	Taronga University of Queensland	University of Queensland
	Investigation into the Tammar Wallaby mortality event	Dr K Rose	Taronga	Taronga
	Epizootics of sudden death in Tammar Wallabies (<i>Macropus eugenii</i>) associated with an orbivirus infection	Dr K Rose Dr P Kirkland Dr R Davis Dr D Coper Dr D Blumstein Dr L Pritchard Dr K Newberry Dr R Lunt	Taronga Commonwealth Scientific and Industrial Research Organisation (CSIRO) – Australian Animal Health Laboratory (AAHL)	Taronga
	Giant Panda reproductive seasonality	Dr C Aitken-Palmer Dr R Hou Dr C Burrell Dr Z Zhang Dr C Wang Dr R Spindler Dr D Wildt Dr M Ottinger Dr J Howard	Taronga Smithsonian Institution	Morris Animal Foundation Friends of the National Zoo University of Maryland Department of Animal and Avian Sciences Chengdu Research Base of Giant Panda Breeding
	Diagnosing pregnancy in free-ranging Dugongs using faecal progesterone metabolite concentrations and body morphometrics: a population application	Dr E Burgess Dr J Lanyon Dr J Brown Dr D Blyde Dr T Keeley	Taronga Seaworld University of Queensland	Winifred Violet Scott Foundation, Unimin Ltd Sydney Aquarium Conservation Fund Ingram Fund Trust Project AWARE Foundation Australian Geographic Society Taronga

AEC No. if applicable	Project title	Researchers	Institution	Source of funds
	Cryopreservation of epididymal sperm collected post mortem in the Tasmanian Devil (<i>Sarcophilus harrisi</i>)	Dr T Keeley Dr P McGreevy Dr J O'Brien	Taronga USYD	Morris Animal Foundation SeaWorld and Busch Gardens Conservation Fund Taronga
	Testosterone and tusks: maturation and seasonal reproductive patterns of live free-ranging male Dugongs (<i>Dugong dugon</i>) in a subtropical population	Dr E Burgess Dr J Lanyon Dr T Keeley	Taronga Seaworld University of Queensland	Winifred Violet Scott Foundation, Unimin Ltd Taronga
	Surra experimental studies	Dr K Rose Dr J Lee	Taronga Murdoch University	Australian Biosecurity CRC for Emerging Infectious Disease
	Oocyte activation patterns of marsupial spermatozoa	Dr Nana Satake Dr G Boe-Hansen Mr D Tutt	Taronga University of Queensland	University of Queensland
	Wild Bird surveillance and sub-typing of viruses	Dr T Grillo	AWHN	DAFF
5a/09/09	Respiratory physiology of the Leopard Seal	Dr D Slip	Taronga UNSW	Taronga UNSW
5b/11/09	Development of Little Penguin eggs during artificial incubation	Mr E Bombonato	Taronga	Taronga
4c/01/10	Evolution of resistance: Is there evidence of increased susceptibility to Bd in naïve populations of <i>Crinia signifera</i> and <i>Litoria alpina</i>	Dr S Cashins	Taronga James Cook University	Australian Biosecurity CRC for Emerging Infectious Disease
4b/03/10	Maintaining genetic diversity of the Tasmanian Devil: development of assisted reproductive technology	Dr T Keeley	Taronga	Morris Animal Foundation SeaWorld and Busch Gardens Conservation Fund
4d/03/10	Preliminary investigations into the efficacy of commercial footrot vaccines used in adult and juvenile macropods	Dr D Spielman	USYD	USYD
4b/07/10	Growth rate of Tasmanian Devil whiskers using stable isotopes	Ms M Attard	UNSW	UNSW
4a/09/10	The role of major histocompatibility complex (MHC) in mate choice and breeding success of Tasmanian Devils	Dr R Spindler Dr K Belov	Taronga USYD	Moris Animal Foundation Taronga USYD
4b/11/10	Human noise impact study on Fur Seals and Sea-lions in the Southern Hemisphere	Dr J Tripovich	USYD	Joyce Vickery Scientific Research Fund Winifred Violet Scott Charitable Trust
4a/01/11	Investigation into the absorption and metabolism of xenobiotics by the Koala	Dr M Govendir	USYD	The Hermon Slade Foundation USYD
4f/01/11	Internal core body temperature monitoring of TWPZ Rhinos (suspended until alternative method is found)	Dr N Satake	Taronga	Taronga
4b/03/11	Opportunistic collection of electro-ejaculated semen	Dr N Satake	Taronga	Taronga
4c/03/11	Sustainable fish source feed trials for marine mammals	Mr E Bombonato	Taronga	Taronga
4b/11//11	Taronga Conservation Society Australia Zoo school and visitor education programs	Mr E Bombonato Mr S Duffly	Taronga	Taronga
4a/11/11	Seed dispersal by the Orang-utan in the Sabangau forest, Central Kalimantan, Borneo	Dr E Tarszisz	University of Wollongong	University of Wollongong
4c/11/11	Little Penguin (<i>Eudyptula minor</i>) conservation genetics and ecology in NSW	Dr J Sinclair	UNSW	Winifred Violet Scott Foundation
5b/02/12	Probing Platypus vision	Dr M Hawkins A/Prof Culum Brown	Taronga Macquarie University	Taronga Macquarie University

Appendix 5 (continued)

AEC No. if applicable	Project title	Researchers	Institution	Source of funds
	ABIN – Building an online wildlife health community	Dr K Rose Ms J Hall Mr J Lohrey Mr M Bhuyan Ms J Banyer	Taronga Arcitecta Australian Biosecurity Intelligence Network	Australian Biosecurity Intelligence Network
	Fauna and flora survey – Tjilpa back to country	Ms A Watson Dr R Spindler	Research coordinated by Alice Springs Desert Park	Taronga
	Sri Lanka Elephant census	Mr G Miller	Taronga	Taronga

Appendix 6 Post mortum and clinical samples supplied for research and teaching purposes

Receiving organisation	Individual	Sample and purpose
Australian Federal Police	Mr A Preston	Blood from higher primate species: validating the specificity of forensic blood kits to human DNA only
Australian Museum	Dr W Boles	Bird carcasses: education, tissue banking and display
Australian Museum	Dr S Ingleby	Australian/Pacific mammal carcasses: education, tissue banking and display
Australian Museum	Dr L Hughes	Marine turtle carapace scrapings: surveying what amphipods occur on marine turtle shells
Australian Museum (Evolutionary Biology Unit)	Dr R Johnson	Tissue samples from all species: preparing a genetic library
Menzies Research Institute	Dr A Kreiss	Tissues samples from marsupials: testing the cross-reactivity of monoclonal antibodies from all marsupials to Tasmanian Devils and Quolls
Nepean Hospital	Dr P Hans Dietz	Chimpanzee pelvic floor examinations
OEH (Environmental Forensic and Analytical Science Section)	Dr T Roach	Bird carcasses: surveillance of environmental toxins
Rangers on the Run Pty Ltd	Ms V Gimello	Marine turtle shell: education tool to demonstrate human impacts on marine turtles
UNSW	Dr T Rogers	Pinniped and cetacean carcasses and tissues: education, behaviour and hormones in marine mammals
University of Otago, New Zealand	Dr A Bagshaw	Blood from Chimpanzees: compare structural DNA properties of Chimpanzees and humans
USYD	Dr R Whittington	Faecal samples and fixed and frozen tissues from Short-beaked Echidnas: understanding coccidiosis in Short-beaked Echidnas
USYD	Dr J Norris	Blood from Taronga felids: assessment of susceptibility of captive wild cats to infectious agents that affect the family felidae
USYD	Dr J Norris	Serum and urine from Taronga felids: characterisation of chronic renal disease in non-domestic felids
USYD	Dr S Hemsley	Marsupial carcasses: education of university students in how to perform necropsies
University of Tokyo, Japan	Dr M Nonaka	Blood from monotremes and marsupials: determining the evolution of the immuno-histochemistry complex in mammals
UNSW	Dr A White	Whole skeletons of all turtle species: reference collection to assist with identification of turtle remains found in the Pacific islands
Taronga Wildlife Hospital	Dr K Vinette Herrin	Skulls and carapaces of marine turtles: to be preserved to act as teaching tools at Taronga Wildlife Hospital
USYD	Ms K Boulton	Macropod clinical records: investigating the incidence of recurrent dermatophytosis in captive macropods
USYD	Dr J Norris	Blood samples from Cheetah, lions and one tiger for virological research, blood typing, field haemoparasites and coronavirus serology
USYD	Dr J Norris	Urine samples from a geriatric tiger for renal research
USYD	T Russell	Blood samples from Tasmanian Devils for DNA extraction
UNSW	Ms M Attard	Whiskers and blood from Tasmanian Devils for stable isotope study
Cheetah Conservation Fund	Mr S Austin	Cheetah faecal samples for Cheetah census work

Appendix 7 Scientific associates

Consultant	Institution	Consultancy
Dr G Allan	Veterinary Imaging Associates	Veterinary Radiology
Dr R Bathgate	USYD, Veterinary Science	Reproduction
Dr N Beijerink	USYD, Veterinary Science	Veterinary Cardiology
Prof K Belov	USYD, Veterinary Science	Genetics
Dr L Berger	James Cook University – Tropical Infectious Disease Research Centre	Pathology
Dr I Beveridge	University of Melbourne	Pathology
Prof R Brooks	Ecology & Evolution Research Centre, UNSW	Evolutionary Biology
A/Prof C Brown	Macquarie University	Animal Behaviour
Prof M Bryden	USYD	Marine Ecology
Dr K Caruso	Small Animal Specialist Hospital	Veterinary Ophthalmology
Prof P Canfield	USYD	Pathology
Prof D Cato	Defence Science & Technology Organisation	Marine Ecology
Dr A Chaves	USYD, Veterinary Science	Animal Nutrition
Ms M Ciaglia	UNSW	Marine Ecology
Dr D Clarke	K9 Gums	Veterinary Dentistry
A/Prof C Dart	USYD Vet Centre, Camden	Veterinary Anesthesiology
Dr S Davies	Veterinary Imaging Associates	Veterinary Radiology
Dr S de Graaf	USYD, Veterinary Science	Reproduction
Prof C Dickman	USYD	Ecology
Dr P Fowler	North Shore Private Hospital	Obstetrics and Gynaecology
Prof I Fraser	USYD, Department of Obstetrics & Gynaecology	Obstetrics and Gynaecology
Dr R Freire	Charles Sturt university	Animal Behaviour
Mr M Fruin	Horseshoe Express	Farrier
Dr S Goldsmid	Animal Referral Hospital	Veterinary
Dr F Göritz	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management	Reproductive Biology
Dr T Grant	UNSW	Ecology
A/Prof R Harcourt	Macquarie University	Marine Ecology
Dr W Hartley	Taronga (now retired)	Pathology
Dr R Hermes	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management	Reproductive Biology
Dr T Hildebrandt	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management	Reproductive Biology
Dr C Hogg	Zo and Aquarium Association	Reproduction
Prof G Hosey	University of Bolton	Animal Behaviour
Dr B Hudson	Royal North Shore Hospital	Pathology
Dr A Hyatt	Australian Animal Health Labs – CSIRO	Microscopy
Dr S Johnston	University of Queensland	Reproduction
Prof R Kingsford	UNSW	Ecology
Prof M Kluckow	Royal North Shore Hospital	Neonatology
Dr P Ladds	Taronga and Southern Cross University (now retired)	Pathology
Mr J Lohrey	Arcitecta Pty Ltd	IT
A/Prof G B Marks	Woolcock Institute of Medical Research – Respiratory and Environmental Epidemiology Group	Epidemiology
Dr T Mogg	USYD, University Veterinary Centre	Equine medicine
Dr J Mohler	Livestock Veterinary Teaching & Research Unit	Veterinary
Dr R Nicoll	Veterinary Imaging Associates	Veterinary Radiology
Dr D Phalen	USYD Vet Centre, Camden	Veterinary
Dr T Rogers	UNSW	Marine Ecology
Dr C Shilton	Berrimah Laboratories	Pathology

Appendix 7 (continued)

Consultant	Institution	Consultancy
Dr W Shaw	UNSW	Human behaviour change
Prof W Sherwin	UNSW	Conservation Genetics
Dr D Simpson	Animal Referral Hospital, Strathfield	Veterinary
Dr L Skerratt	James Cook University – Tropical Infectious Disease Research Centre	Pathology
Dr J Slapeta	USYD, Veterinary Science	Veterinary Parasitology
Dr J Smith	Eye Clinics for Animals	Veterinary Ophthalmology
Dr K Smith	Macquarie University	Animal Behaviour
Dr R Speare	James Cook University	Pathology
Dr D Spratt	CSIRO Sustainable Ecosystems	Parasitology
Dr M Van Sluys	UNSW	Ecology
Dr L Vogelneust	USYD Vet Centre, Camden	Veterinary Dermatology
Dr C Whittaker	Eye Clinics for Animals	Veterinary Ophthalmology
Dr K Wilson	OEH	Ecology
Dr N Beijerink	USYD, Faculty of Veterinary Science	Veterinary
Dr H Kloepffel	USYD	Veterinary Anesthesiology
A/Prof J Norris	USYD	Veterinary Microbiology
Sydney Water Police		Wildlife release / rescue

Appendix 8 Paid consultancies undertaken by the Taronga Conservation Society Australia

Report/Services	Receiving organisation
Consulting editor for the book: Australian Sharks and Shark Attacks (pp 625)	Australian Heritage Publications Pty Ltd
Northern Corroboree Frog mortality investigation	Taronga (ARWH)
Grey Headed Flying Fox mortality investigation	Taronga (ARWH)
Diagnostic services on insurance populations	OEH
Efficacy of contraceptive implants in 3 female Asian Elephants	Australia Zoo
Analysis of samples to detect pregnancy in Asian Elephants	Melbourne Zoo
Assessing efficacy of Deslorelin implant in Sea-lions	Pet Porpoise Pool
Analysis of fecal samples to detect pregnancy in Common Marmoset	Australia Zoo
Analysis of serum for LH to predict next ovulation in an Asian Elephant	Melbourne Zoo
Analysis of serum samples from wild seals for thyroid hormone concentrations	Melbourne Zoo
Tasmanian Devil faecal sample analysis	USYD
Dugong hormone analysis	University of Queensland
Dugong faecal sample analysis to monitor efficacy of contraceptives	Sydney Aquarium
Giant Panda hormone analysis and pregnancy test	Adelaide Zoo
Koala hormone analysis for research	University of Queensland
Clinical veterinary and veterinary pathology consultancies	Department of Premier and Cabinet, OEH (via MOU agreement)
Clinical Veterinary and veterinary pathology consultancies	Sydney Olympic Park Authority
Clinical Veterinary and veterinary pathology consultancies	Wild Life, Sydney
Veterinary pathology consultancies	Centennial Parklands

Appendix 9 Lectures and presentations by Taronga staff

Staff member	Subject	Receiving body
P Almeida-Santos PA Abrunhosa M Van Sluys	Vocalisation of <i>Melanophryniscus moreirae</i> (<i>Anura: Bufonidae</i>)	Latin American Congress of Herpetology (Curitiba)
MRG Attard B Jeggle M Ciaglia AR Carlini TC O'Connell DJ Slip TL Rogers	Are you really what you eat: influences of fasting on stable isotope ratios in male Southern Elephant Seals	Nineteenth Biennial Conference on the Biology of Marine Mammals (Florida, USA)
T Britt-Lewis	Tasmanian Devil program	Interview posted as article in Rex inflight magazine
B Bryant	Mycobacterium avium subspecies paratuberculosis cultered from the faeces of a Black Rhinoceros with diarrhoea and weight loss	International Colloquium for Paratuberculosis
M Campbell	Nutritional management of captive wild ruminants	Australian and New Zealand College of Veterinary Scientists Science Week
K Cox-Witton V Grillo R Woods L Post	A look inside eWHIS: the electronic wildlife health information system	Wildlife Disease Association – Australasia Conference
K Cox-Witton R Woods L Post	BAT HEALTH – ONE HEALTH: working together	Australasian Bat Society Conference
S Donahoe	Virtual microscopy rounds: The emergence of malaria in Little Penguins in New South Wales, Queensland and Western Australia	Web-based presentation – nationally attended
D Fox E Bombonato	Training Leopard Seals for research projects at Taronga Zoo	International Marine Animal Trainers' Association
M Fuller	To create a world leading conservation and education facility designed to immerse, inspire and engage Australians	Winston Churchill Trust
M Fuller	To create a world leading conservation and education facility designed to immerse, inspire and engage Australians	South African National Parks (Pretoria, South Africa)
M Fuller	To create a world leading conservation and education facility designed to immerse, inspire and engage Australians	National Zoological Gardens, National Research Foundation (Pretoria, South Africa)
M Fuller	To create a world leading conservation and education facility designed to immerse, inspire and engage Australians	Conservation Centres for Species Survival Conference, (Ohio, United States of America)
M Fuller	To create a world leading conservation and education facility designed to immerse, inspire and engage Australians	Zoological Society of London (London, United Kingdom)
M Fuller	Understanding your animal attraction – visitor research and evaluation for any destination (with Chris Rumbell – Vision XS)	Local Government and Shires Association Tourism Conference
M Fuller	The business behind the zoo	USYD Veterinary School, Wildlife Management Residential School
LA Fusinato BLT Diniz AS Siqueira M Van Sluys CDF Rocha	Feeding habits and aspects of the reproductive biology of <i>Euparkerella brasiliensis</i> (<i>Anura: Strabomantidae</i>) in a forest remnant from the Atlantic Forest	Latin American Congress of Herpetology (Curitiba)
T Grillo	Australian Wildlife Health Network – who we are and what we do	Presentation to USYD Veterinary Conservation Biology Students
T Grillo	Managing animal health & animal health emergencies in Australia	Wildlife Pathology Short Course
T Grillo	One Health Networking in a One Health Space	NSW Health Bug's Breakfast
T Grillo	Australian Wildlife Health Network	NSW Livestock Health & Pest Authority Annual Meeting
T Grillo	The Australian Wildlife Health Network & the National Avian Influenza Wild Bird Surveillance Program	Presentation to the University of Sydney Conservation Masters students
T Grillo, K Cox-Witton I Langstaff	National significant disease investigation program	Association of Avian Veterinarians Australasian Committee Annual Conference

Appendix 9 (continued)

Staff member	Subject	Receiving body
T Grillo L Post J Mortier A Cameron	Pigeon Paramyxovirus in Victoria – update	Association of Avian Veterinarians Australasian Committee Annual Conference
T Grillo R Woods L Post	National Avian Influenza in Wild Bird Surveillance Program (Australia)	Association of Avian Veterinarians Australasian Committee Annual Conference
T Grillo R Woods L Post	Wildlife Networking in a One Health Space	WDA Australasia
T Grillo R Woods L Post	National Avian Influenza in Wild Bird Surveillance Program (Australia)	Australian Association of Veterinary Laboratory Diagnosticians
T Grillo R Woods L Post	National Avian Influenza in Wild Bird Surveillance Program (Australia)	7th Australian Influenza Symposium
T Grillo R Woods L Post	National Avian Influenza in Wild Bird Surveillance Program (Australia)	Industry Government Biosecurity Forum
E Hall	Techniques for rehabilitating wildlife	TechNet 2011 National Conference, Charles Sturt University
E Hall	Experiences and comparisons of 3 oil spills (Treasure spill in South Africa in 2000, Prestige spill in Spain in 2003 and Pacific Adventurer spill in Brisbane in 2009)	Australian Seabird Rescue, Oil Spill Training Day
J Hall K Rose	Sharing wildlife health data online	Marine Turtle Health & Rehabilitation Workshop
J Hall K Rose S Donahoe D Spratt C Smith C De Jong HE Field	Assessment of reptile and mammal disease prevalence on Christmas Island	Wildlife Disease Association (Australasia) Conference
J Hall K Rose S Donahoe D Spratt C Smith C De Jong HE Field	Assessment of reptile and mammal disease prevalence on Christmas Island	Wildlife Disease Association (International) Conference
M Hawkins VA Melfi	Flow: enrichment and animal welfare	ASZK Workshop
L Hodgson	How to engage and re-engage consumers through an app	Attendees of Planet of the Apps Australia 2011 – Mobile Conference
L Hodgson	Driving consumer engagement through a mobile app	Attendees of CEBIT 2012 Technology Conference
R Johnson	Pet lizards and snakes	Webinar presentation for Centre for Veterinary Education, Post-graduate Committee in Veterinary Science, USYD
R Johnson	Operation Iguana – two species, two tales	Webinar presentation for National Wildlife Health Rounds, Australian Biosecurity Intelligence Network and Australian Registry of Wildlife Health (ARWH)
R Johnson	Reptile haematology: blood and what to do with it	Australian Veterinary Association, Annual Conference (Unusual and Exotic Pets group), Alice Springs, Northern Territory, October 2011
R Johnson	Husbandry and captive management of macropods and herpetofauna tutorials	Veterinary Conservation Biology students, USYD
T Keeley	An overview of the Wildlife Reproductive Centre	Bob Conroy (CEO National Parks NSW)
T Keeley	The role of reproductive biology in wildlife conservation	The Wildlife Conservation program, USYD residential school
T Keeley	Live radio interview on devil sperm/genome resource bank research	ABC Radio (National)

Staff member	Subject	Receiving body
T Keeley	Reproductive physiology of the Tasmanian Devil: development of assisted reproductive technologies	Presented to the AEC committee
T Keeley M Dehnhard	Hormonal evidence of the autonomous ovary in the Tasmanian Devil (<i>Sarcophilus harrisii</i>)	International Society of Wildlife Endocrinology Conference
T Keeley N Czarny	Recent progress in using assisted reproduction for the conservation of dasyurids	Ecological Society of Australia Conference
M Kettle	Falconry	The Third International Festival of Falconry (Abu Dhabi, UAE)
C Kerr	Change Management	UNSW
C Kerr	The Role of Zoos	UNSW
VA Melfi	Human-animal bonds. The human-animal relationship: positive environmental enrichment for zoo and aquarium animals	Hunter College (CUNY) (New York, USA)
E Neumann	The 'sea' drivers. Using a combination of training, husbandry and research in the management of our sea life collection at Taronga Zoo	International Marine Animal Trainers' Association
T Portas	Husbandry and captive management of macropods and herpetofauna tutorials	Veterinary Conservation Biology students, USYD
K Rose	Wildlife health	North Shore WIREs monthly meeting
K Rose	Leishmania in Australian wildlife	Leish-"mania" – Australian Society for Microbiology: Parasitology Special Interest Group
K Rose	Chytrid Fungus: registry update	Chytrid Threat Abatement Plan Review
K Rose	Veterinary approach to marine fauna strandings	OEH Marine Fauna Stranding Prep Day
K Rose	Sample collection from stranded marine fauna	OEH Marine Fauna Stranding Prep Day
K Rose	ARWH	Australian Association of Veterinary Laboratory Diagnosticians
K Rose	ARWH	Bob Conroy (CEO National Parks NSW)
K Rose J Hall D Miron S Thompson M Bhuyan J Lohrey	Embracing emergent information technology to enhance wildlife disease investigation (Poster)	Research and Education Outcomes, Wildlife Disease Association Conference
C Sangster	Histopathology master class	Zoo and wildlife pathology workshop, Khao Kheow Zoo (Chonburi Province, Thailand)
C Sangster	Pathology of bats	ARWH, Pathology Short Course, USYD
C Sangster	Small animal necropsy workshop	ARWH, Pathology Short Course, USYD
C Sangster	Nontuberculous mycobacteriosis at Taronga Zoo	International Colloquium on Paratuberculosis
C Sangster	Zoo and wildlife pathology – a comparative approach	Year 2 Veterinary Science students, USYD
C Sangster	Angiostrongylosis in wildlife	NSW Health, "Bugs Breakfast" monthly talk
C Sangster	Pulmonary marsupiostrongylosis in Common Brushtails	Australian Society for Veterinary Pathology, Annual Conference
N Satake	Activation patterns of Guinea-pig oocytes injected with Koala (<i>Phascolarctos cinereus</i>) spermatozoa	2nd World Congress on Reproductive Biology
N Satake	The weird and wonderful: sperm and reproduction down-under	Prof. W.V Holt tribute symposium, From endangered species to tracking cars; Reproductive biology, wildlife and modern biotechnology, Institute of Zoology (London, UK)
N Satake	Modulation of stallion fertility with dietary oil supplementation	Australian Equine Science Symposium
N Satake T Keeley	The lab, frozen zoo and the coral banking initiative; Tasmanian Devil reproductive research	Associated French Press (video interview)
E Schmelitschek	Regent Honeyeater program	Rex inflight magazine interview
D Slip	Zoos and conservation	Conservation Biology students, UNSW
D Slip	Diving physiology	Year 3 Biology students, UNSW
R Spindler	The role of zoos in conservation	Conservation Biology students, UNSW
R Spindler J Wiszniewski	Zoo potential to inform conservation action	Bob Conroy (CEO National Parks NSW)

Appendix 9 (continued)

Staff member	Subject	Receiving body
R Spindler J Wiszniewski	Zoo potential to inform conservation action	NSW National Parks Directors meeting
R Spindler J Wiszniewski	Adding a dialogue to zoo communication	International Congress of Conservation Biology (Auckland, New Zealand)
R Tate	Training marine mammals	Explosive Detection Dog Unit – Australian Army
R Tate	Training marine mammals	NSW Police Dog Unit
P Thompson	Practical laboratory skills workshops	ARWH Pathology Short Course, USYD
G Vergona	Entomology talk/workshop	USYD
K Vnette Herrin	Microchipping wildlife presentation and workshop	NSW National Parks and Wildlife Services staff
K Vnette Herrin	Microchipping wildlife presentation and workshop	NSW National Parks and Wildlife Services staff
L Vogelnest	Launching Australia's Asian Elephant breeding program: management of reproduction, pregnancy and parturition in five nulliparous cows	Australian and New Zealand College of Veterinary Scientists, Science Week
L Vogelnest	Diagnosis and management of tuberculosis in an Asian Elephant in Australia	Australian and New Zealand College of Veterinary Scientists, Science Week
L Vogelnest	Careers in zoo and wildlife medicine	"Preparation for Veterinary Practice" Veterinary Student Conference, USYD
L Vogelnest	Tuberculosis in elephants	International Colloquium on Paratuberculosis
L Vogelnest	Launching Australia's Asian Elephant breeding program: management of reproduction, pregnancy and parturition in five nulliparous cows	American Association of Zoo Veterinarians Annual Conference (Kansas City, USA)
L Vogelnest	Diagnosis and management of tuberculosis in an Asian Elephant in Australia	American Association of Zoo Veterinarians Annual Conference (Kansas City, USA)
L Vogelnest	Fur, feathers and fans: veterinary anaesthesia 101 workshops	Australian Society of Anaesthetists Scientific Meeting, Annual Conference
L Vogelnest	Veterinary involvement in field conservation programs	Year 2 Veterinary and Animal Bioscience students, USYD
L Vogelnest	Tick toxicity in zoo animals	Year 3 Veterinary students, USYD
J Walker L Wright S Dalleywater	Little Penguins – project penguin	Participating schools
E Walraven	Triage' for conservation good	Zoo and Aquarium Association (ZAA) Annual Conference
E Walraven	Conservation breeding programs in zoos	Animals and Society' conference group, Macquarie University
J Wiszniewski	Conservation genetics of dolphins	Year 3 Conservation Genetics students, Macquarie University
R Woods	The Australian Wildlife Health Network: an update	Australian Veterinary Association Conference
R Woods	Wildlife disease in Australia and the Australian Wildlife Health Network	Wildlife Health in Victoria Meeting
R Woods L Post	The Australian Wildlife Health Network and biosecurity	AHA Industry Forum
R Woods L Post	The Australian Wildlife Health Network, environment and biosecurity	NSW Queensland Cross Border Biosecurity Meeting
R Woods L Post	The Australian Wildlife Health Network and the protection of biodiversity	Australasian Wildlife Management Society
R Woods L Post	The Australian Wildlife Health Network and the protection of biodiversity	Australasian Wildlife Management Society
R Woods L Post	Aggregated Hendra Virus in wildlife dataset	Hendra Virus Science Congress
R Woods L Post	Surveillance in Northern Australia	Australian Wildlife Health Network, Northern Australian Surveillance Symposium
T Grillo K Cox-Witton		

Appendix 10 Publications

Campbell-Ward, ML (2012) Gastrointestinal physiology and nutrition (rabbits) in Ferrets, Rabbits and Rodents: Clinical Medicine and Surgery (3rd Edition) pp 183-192. Eds KE Quesenberry and JW Carpenter. Elsevier, St Louis.

R.E. Spindler and D.E. Wildt (2011) Male Reproduction: Assessment, Management Assisted Breeding and Fertility Control in Wild Mammals in Captivity (2nd edition). Chicago: University of Chicago Press.

Peer reviewed publications

Aitken-Palmer, C., Hou, R., Burrell, C., Zhang, Z., Wang, C., Spindler, R., Wildt, D.E., Ottinger, M.A., Howard, J.G. (2012) "Protracted reproductive seasonality in the male Giant Panda (*Ailuropoda melanoleuca*) reflected by patterns in androgen profiles, ejaculate characteristics, and selected behaviors." Biology of Reproduction, April, doi: 10.1095/biolreprod.112.099044 (published online before print).

Burgess, E. A., Lanyon, J. M., Brown, J. L., Blyde, D., Keeley, T. (2012) "Diagnosing pregnancy in free-ranging Dugongs using faecal progesterone metabolite concentrations and body morphometrics: a population application." General and Comparative Endocrinology, 177:82-92.

Burgess, E. A., Lanyon, J. M., Keeley, T. (2012) "Testosterone and tusks: maturation and seasonal reproductive patterns of live free-ranging male Dugongs (*Dugong dugon*) in a subtropical population." Reproduction, vol. 143: 683-97.

Fortes, M.R.S., Holroyd, R.G., Reverter, A., Venus, B.K., Satake, N., and Boe-Hansen, G. (2012) "The integrity of sperm chromatin in young tropical composite bulls." April 2012, Theriogenology, 78(2): 326-333.

Gulessarian, M., Slip, D., Heller, G, and Harcourt R. (2011) "Modelling the behaviour state of humpback whales *Megaptera novaeangliae* in response to vessel presence off Sydney, Australia". Endangered Species Research 15: 255-264 doi: 10.3354/esr00380.

Hagedorn, M., van Oppen, M.J., Carter, V., Henley, M., Abrego, D., Puill-Stephan, E., Negri, A., Heyward, A., Macfarlane, D., Spindler, R. (2012) "First frozen repository for the Great Barrier Reef coral created". Cryobiology. Epub ahead of print: <http://dx.doi.org/10.1016/j.cryobiol.2012.05.008>.

Hartigan, A., Sangster, C., Rose, K., Phalen, D.N., Šlapeta, J. (2012) "Myxozoan parasite in brain of critically endangered frog." Emerging Infectious Diseases, vol.18, No.4, April, pp 693-5.

Hartigan, A., Fiala, I., Dykova, I., Rose, K., Phalen, D., Slapeta, J. (2012) "New species of Myxosporea from frogs and resurrection of the genus *Cystodiscus* Lutz, 1889 for species with myxospores in gallbladders of amphibians." Parasitology, 139:478-96.

Hartigan, A., Sangster, C., Rose, K., Phalen, D.N., Šlapeta, J. (2012) "Myxozoan parasite in brain of critically endangered frog." Emerging Infectious Diseases, 18: 693-5.

Hogan, L. A., Johnston, S. D., Lisle, A., Keeley, T., Wong, P., Nicolson, V., Horsup, A. B., Janssen, T., Phillips, C. C. (2011) "Behavioural and physiological responses of captive wombats (*Lasiorhinus latifrons*) to regular handling by humans." Applied Animal Behaviour Science. 134: 217-228.

Johnston, S.D., Satake, N., Zee, Y., López-Fernández, C., Holt, W.V., and Gosálvez, J. (2012) "Osmotic stress and cryoinjury of koala sperm: an integrative study of plasma membrane integrity, chromatin stability and mitochondrial function." Reproduction 143: 787-797.

Keeley, T., McGreevy, P. D., and O'Brien, J. K. (2012) "Cryopreservation of epididymal sperm collected post mortem in the Tasmanian Devil (*Sarcophilus harrisii*)." Theriogenology, March (published online before print: <http://dx.doi.org/10.1016/j.theriogenology.2012.02.005>).

Keeley, T., McGreevy, P.D., Fanson, B. G., Masters, K. and O'Brien, J.K. (2012) "The reproductive cycle of the Tasmanian devil (*Sarcophilus harrisii*) and factors associated with reproductive success in captivity." General and Comparative Endocrinology, 176: 182–191.

Melfi V.A., (2012) "Gibbons: probably the most endangered primates in the world." International Zoo Yearbook, 46: 239–240.

Melfi V.A., (2012) "Ex-situ gibbon conservation: status, management and birth sex ratios." International Zoo Yearbook, vol. 46, No. 1, January, pp 241–251.

Staff, M., Musto, J., Hogg, G., Janssen, M., Rose, K. "A Salmonella enteric var. java outbreak traced to contaminated playground sand in Australia." Emerging Infectious Disease Journal (in press).

Slip, D.J. (2012) "Review of "Marine Mammal Ecology and Conservation: A Handbook of Techniques" edited by Ian L. Boyd et al. Quarterly Review of Biology (in press).

Zippel, K., K. Johnson, R. Gagliardo, R. Gibson, M. McFadden, R. Browne, C. Martinez, and E. Townsend. (2011) "The Amphibian Ark: a global community for ex situ conservation of amphibians." Herpetological Conservation and Biology, 6, pp 340-352.

McFadden, M., Harlow, P. and Hunter, D. (2011) "Bicephaly in the anuran *Pseudophryne pengilleyi*." Herpetological Bulletin, 116, pp 25-26.

Thomas N., J. Surumi, K. Macedru, W. Mataitoga, S. Qeteqete, A. Naikatini, J. Niukula, A. Heffernan , R. Fisher and P.S. Harlow. (2011). "Iguana iguana; a Feral Population in Fiji." Oryx, 45, pp 321-323.

Debenham, J.J., Johnson, R.S.P., Vogelnest, L., Phalen, D.N., Whittington, R., Slapeta, J. (2012) "Year-long presence of *Eimeria* echidae and absence of *Eimeria tachyglossi* in captive short-beaked echidnas (*Tachyglossus aculeatus*)." Journal of Parasitology (Epub ahead of press, January 2012).

Hartigan, A., Sangster, C., Rose, K., Phalen, D., Slapeta, J. (2012) "Myxozoan parasite in brain of critically endangered frog." Emerging Infectious Diseases Volume 18, No. 4, April, pp 693-694.

Johnson, R.S.P., Sangster, C.R. Sigler, L., Hambleton, S., Pare, J.A. (2011) "Deep fungal dermatitis caused by the *Chrysosporium* anamorph of *Nannizziopsis vreisii* in captive coastal bearded dragons (*Pogona barbata*)." Australian Veterinary Journal, Volume 89, No. 12, December, pp 515-519.

Sangster, C., Gordon, A., Hayes, D. (2012) "Systemic toxoplasmosis in captive flying foxes." Australian Veterinary Journal. Volume 90, No. 4, April, pp 140-142.

Vinette Herrin K., Allan, G., Black, A., Aliah, R., Howlett C.R. (2012) "Stifle osteochondritis dissecans in snow leopards (*Uncia uncia*)." Journal of Zoo and Wildlife Medicine, Volume 43, No. 2, June, pp 347-354.

Vogelnest, L., Stewart, S., Sangster, C. (2012) "Poxvirus infection in common ringtails (*Pseudocheirus peregrinus*).", Australian Veterinary Journal. Volume 90, No. 4, April, pp 145-147.

Grey literature (non-peer reviewed)

Cox-Witton K, Grillo T, Post L. (2011) "Australian Wildlife Health Network report", Animal Health Surveillance Quarterly, vol. 16, No.2, pp 7-9.

Gillespie, J. (2011) "Regent Honeyeater Sightings", Zoo and Aquarium Association Newsletter, August, p 28.

Gillespie, J. (2012) "Recent management of Tuberculosis health issues at Taronga", Animal Roundabout, NSW Department of Primary Industry, Issue 30 (in press).

Gillespie, J. (2012) "Testing times at Taronga", Zoo and Aquarium Association Newsletter (in press).

Gillespie, J. (2011) "Chimpanzees back at home", Zoo and Aquarium Association Newsletter, November, p 26; Animal Management Update, p 23.

Gillespie, J. (2012) "Animal Management; Conservation", Zoo and Aquarium Association Newsletter, April, p 26.

Gillespie, J. (2012) "Year of the Dragon", Wild Life, Taronga Zoo, Summer 2012, p 16.

Gillespie, J. (2012) "Life Span data for a range of bird species at Taronga Zoo", Corella, Data Exchange (in press).

McFadden, M. (2012) "Release of Green and Golden Bell Frog tadpoles from Taronga Zoo", Amphibian ARK Newsletter, No 18, March.

Grillo T., Post L. (2012) "Australian Wildlife Health Network report", Animal Health Surveillance Quarterly, vol. 16, No.4, March, pp 8-9.

Grillo T., Post L. (2011) "Australian Wildlife Health Network report", Animal Health Surveillance Quarterly, vol. 16, No.3, pp 6-8.

Hagedorn, M, MacFarlane, D, Van Oppen M, Heyward, A and Spindler R (2011) "Freezing the Great Barrier Reef: an investment in our future". The Conversation Online: <http://theconversation.edu.au/freezing-the-great-barrier-reef-an-investment-in-our-future-464>.

Rose, K (2012) "National Animal Health Data Standards Discussion Paper", National BioSIRT Standards Committee meeting, June 2012.

Rose, K (2012) "National Animal Health Data Standards Paper", National Animal Health Information System, June 2012.

Walraven, E. (2011) "Kibabu Retires", Wild Life, volume: Autumn 2011, pp 8-10.

Walraven, E. (2011) "The New Ark", Wild Life, volume: Winter 2011, pp 4-7.

Walraven, E. (2012) "The French Gorilla", Wild Life, volume: Winter 2012, pp 4-7.

Watson, A. (2012) "Safeguarding the Future", Wild Life, Autumn 2012, pp 16-17.

Watson, A. (2012) "The Australasian Front to the Francois Langur Program; beginning to thrive after a rocky start", Zoo Aquarium Newsletter, Summer 2012.

Woods, R, Grillo, T, Cox-Witten, K and Magee, K (2012) "Wildlife Health in Australia" Newsletter of the Australian Wildlife Health Network, vol. 10, No.1, February.

Thesis and reports

Baker K. (2012) "Personality assessment of three species of captive monkey *Macaca nigra*, *Macaca sylvanus*, and *Saimiri sciureus*: cross species comparisons of personality and implications for captive management." PhD thesis submitted to the University of Exeter, April.

Herrmann, E. (2011) "Characteristics of nutrition affecting feathered gliders (*Acrobates pygmaeus*) in captivity". VSc Hons, University of Sydney, November.

Keeley, T. (2011) "Reproductive Physiology of the Tasmanian Devil (*Sarcophilus harrisii*) and the Development of Assisted Reproductive Technology". PhD Thesis, University of Sydney, September.

Meale, S. (2011) "Digestion of its diet by a male Asian elephant (*Elephas maximus*)". VSc Hons, University Sydney, May.

Nelson, T. (2011) "Factors contributing to the gut bacterial community of Antarctic seals". PhD, University of New South Wales.

Steindler, L.A. (2011) "A whisker into a leopard seal's life: whisker growth rates, patterns and trends". Bachelor of Advanced Science Honours thesis, University of New South Wales.

Walraven, E., Duffy, S. and Keen, L. (eds) "Animal Welfare Charter", Taronga Conservation Society Australia, 2012.

Workshops convened

ABIN WildHealth Launch and Training Session, Australian Registry of Wildlife Health (July, 2011), Taronga Zoo.

Histopathology Master Class, Australian Registry of Wildlife Health (February, 2012), University of Sydney (Camden).

Invertebrate Pathology Workshop, Australian Registry of Wildlife Health (February, 2012), University of Sydney (Camden).

Marine Mammal Necropsy Workshop, Australian Registry of Wildlife Health (February, 2012), Elizabeth Macarthur Agricultural Institute (Camden).

Office of Environment and Heritage Biodiversity Knowledge Strategy Workshop (October 2011) Sydney.

Practical Laboratory Skills Workshop, Australian Registry of Wildlife Health (February, 2012), University of Sydney (Camden).

Small Animal Necropsy Workshop, Australian Registry of Wildlife Health (February, 2012), University of Sydney (Camden).

Virtual Microscopy, Agriculture WA and the Australian Registry of Wildlife Health (November, 2011), Taronga Zoo.

Wildlife Disease Risk Analysis Workshop, Australian Registry of Wildlife Health (February, 2012), University of Sydney (Camden).

Wildlife Pathology Short Course, Australian Registry of Wildlife Health (February, 2012), University of Sydney (Camden).

Conference and workshop proceedings

Cox-Witton K, Grillo T, Woods R & Post L (Sept 2011) "A look inside eWHIS: the electronic wildlife health information system", WDA Australasia Coorong South Australia.

Grillo T (Feb 2012) "Managing Animal Health & Animal Health Emergencies in Australia", Wildlife Pathology Short Course, University of Sydney, NSW.

Grillo T (27 March 2012) "Australian Wildlife Health Network", NSW Livestock Health & Pest Authority, Wollongong, NSW.

Grillo T, Woods R & Post L (Oct 2011) "National Avian Influenza in Wild Bird Surveillance Program (Australia)", 7th Australian Influenza Symposium, Bio21, Melbourne VIC.

Grillo T, Cox-Witton K & Langstaff I (Oct 2011) "National Significant Disease Investigation Program", Association of Avian Veterinarians Australasian Committee (AAVAC) Annual Conference, Marque Hotel, Canberra, ACT.

Grillo T, Woods R and Post L (Oct 2011) "National Avian Influenza in Wild Bird Surveillance Program (Australia)", Association of Avian Veterinarians Australasian Committee (AAVAC) Annual Conference, Marque Hotel, Canberra, ACT.

Grillo T, Woods R and Post L (Oct 2011) "National Avian Influenza in Wild Bird Surveillance Program (Australia)", Association of Avian Veterinarians Australasian Committee (AAVAC) Annual Conference, Marque Hotel, Canberra, ACT.

Grillo T, Woods R, and Post L (Sept 2011) "Wildlife Networking in a One Health Space", WDA Australasia Coorong South Australia.

Hall, J. and Rose, K. (July 2011) "Sharing Wildlife Health Data Online", Sea Turtle Rehabilitation Workshop, Townsville.

Hall, J. and Rose, K. (September 2011) "Assessment of Reptile and Mammal Disease Prevalence on Christmas Island", Wildlife Disease Association – Australasia Conference, Coorong, SA.

Hall, J. and Rose, K. (August 2011) "Assessment of Reptile and Mammal Disease Prevalence on Christmas Island", Wildlife Disease Association – International Conference, Quebec, Canada.

Keeley, T. and Czarny, N. (November 2011) "Recent progress in using assisted reproduction for the conservation of dasyurids", Ecological Society of Australia Conference, Hobart, TAS.

Keeley, T. and Dehnhard, M. (November 2011) "Hormonal evidence of the autonomous ovary in the Tasmanian devil (*Sarcophilus harrisii*)", International Society of Wildlife Endocrinology Conference, Toronto, Canada.

Rose, K., Hall, J., Miron, D., Thompson, S., Bhuyan, M. and Lohrey, J. (August 2011) "Embracing Emergent Information Technology to Enhance Wildlife Disease Investigation, Research and Education Outcomes", Wildlife Disease Association – International Conference, Quebec, Canada.

Rose, K. and Hall, J. (February 2012) "Wildlife Pathology Short Course Proceedings", Camden, Sydney.

Sangster, C. (February 2012) "Pathology of Bats." Proceedings of the Wildlife Pathology Short Course, Australian Registry of Wildlife Health, University of Sydney, Camden, pp 234-252.

Satake, N. (October 2011) "The weird and wonderful: sperm and reproduction Down-Under", A symposium to celebrate contributions in comparative reproductive biology at Zoological Society of London, London, UK.

Satake, N., Liu, A., Boe-Hansen, G., Cawdell-Smith, A.J. (June 2012) "Modulation of stallion fertility with dietary oil supplementation", Australian Equine Science Symposium, Gold Coast, QLD, Australia.

Satake, N., Tutt, D., Boe-Hansen, G. (October 2011) "Activation patterns of guinea-pig oocytes injected with koala (*Phascolarctos cinereus*) spermatozoa", World Congress on Reproductive Biology, Cairns, QLD, Australia.

Selleck P, Grillo T, Wong F (1-4 April 2012) "Avian Influenza in Australia 2008-2012", 8th International Symposium on Avian Influenza, London, UK.

Spindler, R and Wiszniewski J. (December 2011) "Starting a National Dialogue for Sustainability: The Taronga Green Grants". International Congress for the Conservation of Biology, Auckland, NZ.

Thompson P (February 2012) "Practical Laboratory Skills Workshop." Wildlife Pathology Short Course, Australian Registry of Wildlife Health, University of Sydney, Camden.

Vogelnest, L. (October 2011) "Launching Australia's Asian elephant breeding program: management of reproduction, pregnancy and parturition in five nulliparous cows." Annual Conference Proceedings of American Association of Zoo Veterinarians, Kansas City, U.S.A., p 157.

Vogelnest, L. (October 2011) "Diagnosis and management of tuberculosis in an Asian elephant in Australia." Annual Conference Proceedings of American Association of Zoo Veterinarians, Kansas City, U.S.A., p 162.

Woods, R and Post L (30 Nov -2 Dec 2011) "The Australian Wildlife Health Network and the Protection of Biodiversity", Australasian Wildlife Management Society, Bathurst, NSW. Livestock Health & Pest Authority, Wollongong, NSW. GrilloOstist.

Appendix 11 Staff representation on external committees

Name	Committee
S Brown	Centre For Rehabilitation of primates LWIRO
B Bryant	Primary Veterinary Advisor, ZAA Vet Specialist Advisory Group (SAG) Ungulate Taxon Advisory Group (TAG)
M Campbell	Primary Veterinary Advisor, ZAA Vet SAG Nutrition Group
J Conaghan	Board Member, International Rhino Keepers Association
K Cox-Witton	Commonwealth Zoo Animal Health Reference Group (alternate) National Avian Influenza in Wild Birds Steering Group (DAFF) National Significant Disease Investigation Committee National BioSIRT Development Committee (observer) DAFF BioSIRT Consultative Group
P Davies	Sydney Harbour National Landscape Steering Committee
S Duffy	Centre For Rehabilitation of primates LWIRO
M Fuller	Board Member and Member of Finance Committee, Inland NSW Tourism Save the Tasmanian Devil Program, Steering Committee Member, Metapopulation Advisory Committee Member Dubbo Economic Development Advisory Committee Vice President, Tourism Action Group, Dubbo, Narromine, Wellington Member of NSW Visitor Economy Taskforce, Regional Advisory Panel
J Gillespie	Brush-tailed Rock Wallaby Captive Recovery Team Regent Honeyeater Captive Recovery Team
T Grillo	Wildlife Disease Association – Australia (NSW representative) National Animal Health Information System Committee (alternate) National Avian Influenza in Wild Birds Steering Group (DAFF) Commonwealth Zoo Animal Health Reference Group IUCN Conservation Breeding Specialist Group (CBSG) Disease Risk Assessment Working Group ZAA Vet SAG ZAA Veterinary Advisory Group to Australian Terrestrial Mammals TAG
E Hall	Committee Member, Southern Ocean Seabird Study Association NSW DECCW Wildlife Rehabilitation Standards Advisory Group
P Harlow	Steering Committee, IUCN Fijian Crested Iguana Recovery Plan for the National Trust of Fiji Expert Advisory Group, NSW DECCW 'Code of Conduct' formulation for private Reptile Keepers in NSW Christmas Island Reptile Advisory Panel IUCN Iguana Specialist Group NSW Declining Frog Working Group
T Jenkinson	ZAA Przewalski Horse Species Coordinator
R Johnson	President, Unusual and Exotic Pets Group, Australian Veterinary Association Policy Advisory Council, Australian Veterinary Association Review Editor, Diseases of Aquatic Organisms
T Keeley	International Society of Wildlife Endocrinology – Executive Committee – Communication Chair
C Kerr	Chair, Eco Tourism Australia Chair, ZAA Elephant CMP Steering Committee Board Member, International Rhino Foundation Board Member, ZAA Member, UNSW Scientific Advisory Council
J Lynne	Member and Volunteer for Sydney Wildlife
P Metcalfe	NSW Non-Indigenous Animals Advisory Committee NSW Exhibit Animals Advisory Committee
M McFadden	Co-covenor, ZAA Amphibian TAG Corroboree Frog Recovery Team NSW Declining Frog Working Group
K Rose	AWHN Operations Committee AWHN Universities Committee AWHN State and Territory Coordinators Committee National Animal Health Data Standards Working Group (Chair) National BioSIRT Standards Committee ABIN WildHealth Reference Group Committee (Chair) Chytrid Threat Abatement Plan Review Committee
M Shiels	Regent Honeyeater Recovery Team
D Slip	OEH Marine Fauna Advisory Group IUCN Species Survival Group Boa and Python Specialist Group

Name	Committee
R Spindler	UNSW School of Biological, Earth and Environmental Sciences Visiting Committee – Member NSW Science Agencies Committee NSW OEH Science Executive Sub-Committee
R Stapley	NSW Fauna and Marine Parks
M Van Sluys	IUCN Amphibian Specialist Group
L Vogelnest	Editorial Board, Australian Veterinary Journal Oceania Representative of the American Association of Zoo Veterinarians, International Committee NSW OEH Marine Fauna Advisory Group National Zoo Animal Health Reference Group, Department of Agriculture, Fisheries and Forestry
E Walraven	NSW OEH Recovery Team member; Brush-tailed Rock-wallaby NSW OEH Recovery Team member; Little Penguin NSW OEH Recovery Team member; Long-nosed Bandicoot Department of Agriculture, Fisheries and Forestry Australian Animal Welfare Advisory Committee: Animals Used for Work, Sport, Recreation or Display Working Group ZAA, Australian Fauna TAG; Chair
J West	IUCN Species Survival Commission Shark Specialist Group. Committee Member American Elasmobranch Society, International Shark Attack Committee Member
R Woods	Save the Tasmanian Devil Program, Steering Committee Member, Metapopulation Advisory Committee Member Commonwealth Zoo Animal Health Reference Group National Animal Health Information System Committee (Alternate) National Avian Influenza in Wild Birds Steering Group (DAFF)

Appendix 12 Staff participation in international programs

Staff member	Destination	Date of travel	Reason for travel
J Altuna*	San Diego, USA	13/06/12	Accompanied 22 Australian Little Penguins during transport and settling in period at SeaWorld in San Diego and provided expert care and husbandry advice
N Boyle	USA	14/05/12	Attended a Conservation Centre for Species Survival meeting and visited 'The Wilds' and Fossil Rim open range zoo and the Smithsonian National Zoological Park
R Brogan*	Auckland, New Zealand	30/09/11	Accompanied a Giraffe during transport and settling in period at Auckland Zoo
B Bryant*	Sumatra, Indonesia	7/06/12	Provided expert veterinary support for the birth of a critically endangered Sumatran Rhinoceros
B Bryant	South Africa	26/06/12	Under Zoo Friends Fellowship – participated in a wildlife mass capture and transfer events at South African National Parks and visited veterinary colleagues at Johannesburg and Pretoria Zoo
R Buzas	Japan	31/10/11	As part of the Keeper Exchange Program travelled to Nagoya Higashiyama Zoo
J Conaghan	San Diego, USA	20/03/12	Attend the Annual BOD Meeting
P Davies	USA	12/11/11	Attended the International Association of Amusement Parks and Attraction annual global conference and visited Fossil Rim Wildlife Sanctuary in Texas
S Duffy	Bangkok, Thailand	12/01/12	Under MOA with Royal Kingdom of Thailand – Conducted site tours of three Asian Elephant Conservation Projects
D Fox	Miami, USA	18/09/11	Under Zoo Friends Fellowship – Attended the 2011 International Marine Animal Trainers Association Conference
M Fuller**	Africa, UK and USA	15/04/12	Under a Winston Churchill Trust Fellowship – visited tourism attractions, conservation endeavours and educative visitor experience facilities.
A Halliburton	USA	12/11/11	Attended the International Association of Amusement Parks and Attraction annual global conference and visited Fossil Rim Wildlife sanctuary in Texas
P Harlow*	Fiji	21/04/12	Assisted in the establishment of a second island population of the Fijian Crested Iguana
P Harlow*	Christmas Island	14/06/12	Assisted Parks Australia with on-island lizard breeding and captive management, including a design of a new lizard breeding facility.
M Hawkins	Congo	3/09/11	Under Zoo Friends Fellowship – Assisted with the behavioural analysis of animals at the Tchimpounga Chimpanzee Sanctuary
R Johnson	Fiji	21/04/12	Assisted in the establishment of a second island population of the Fijian Crested Iguana
T Keeley	Toronto, Canada	28/10/11	Attended and presented at the International Society of Wildlife Endocrinologists – Annual Conference and Workshop

Appendix 12 (continued)

Staff member	Destination	Date of travel	Reason for travel
M McFadden*	Kuala Lumpur, Malaysia	27/07/11	Taught an Amphibian Ark Husbandry and Conservation Training Workshop
M McFadden**	USA	14/03/12	Attended the Amphibian Disease Workshop at Zoo Atlanta
D McGill*	France	19/01/12	Accompanied a film crew, monitored and guided filming procedures during the transfer of a male Gorilla to Taronga Zoo
G Miller	Sri Lanka	11/08/11	Under Zoo Friends Fellowship – Assisted the Sri Lankan Department of Wildlife Conservation to undertake a comprehensive elephant census.
R Pellet	UK	30/10/11	Under Zoo Friends Fellowship – Attended a Captive Care and Conservation of Callitrichids and Lemurs course
S Rollason	China	26/02/12	Participated in the Greater China Travel Mission arranged by Destination NSW to meet and discuss business opportunities with key decision makers
K Rose*	Vancouver, Canada	11/08/11	Attended and presented at the Wildlife Disease Association International Conference and met with wildlife health representatives at the Vancouver Aquarium and University of Saskatchewan
C Sangster	Bangkok, Thailand	21/04/12	Under Zoo Friends Fellowship – Undertook veterinary pathology training with Thailand Zoo veterinarians
D Slip	Florida, USA	25/11/11	Attended the Biology of Marine Mammals Conference and Workshops
D Slip**	Buenos Aires, Argentina and Western Antarctic Peninsula	11/01/12	Participated in a field study as part of Taronga's ARC linkage investigating the impact of human generated climate change on top order predators of the Antarctic
L Volgenest	Bangkok, Thailand	3/07/11	Attended the International Symposium on Health and Reproduction in Asian Elephants and participated in an International Training Course on Asian Elephant Breeding and Health Management
L Volgenest	Kansas, USA	21/10/11	Attended the American Association of Zoo Veterinarians 2011 Annual Conference
A Wallace*	Auckland, New Zealand	30/09/11	Accompanied a Giraffe during transport and settling in period at Auckland Zoo
E Walraven	Montpellier, France	25/09/11	Attended the European Association of Zoos and Aquaria Conference
R Woods*	Sri Lanka	19/04/12	Attended the World Animal Health Focal Points workshop on Wildlife Health

*Travel costs funded by an external party

**Travel costs partially funded by an external party

Appendix 13 Equal Employment Opportunity

Trends in the representation of Equal Employment Opportunity (EEO) groups

EEO group	Benchmark or target	2009	2010	2011	2012
Women	50%	49%	50%	53%	54%
Aboriginal and Torres Strait Islander peoples	3%	2.4%	1.3%	3.2%	2%
People whose first spoken language as a child was not English	19%	5%	7%	6%	6.6%
People with a disability	12%	6%	5%	5%	5.1%
People with a disability requiring work-related adjustment	7%	2.9%	0%	1.3%	0%

Trends in the distribution of EEO groups

EEO group	Benchmark or target	2009	2010	2011	2012
Women	100	103	105	101	99
Aboriginal and Torres Strait Islander peoples	100	n/a	n/a	n/a	n/a
People whose first spoken language as a child was not English	100	107	106	92	93
People with a disability	100	100	n/a	n/a	112
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

Commentary on major initiatives to eliminate discrimination in employment and promote EEO

Initiative	Outcome
Aboriginal employment strategy	Aboriginal positions identified and appointment made, supporting Taronga's workforce profile representation of Aboriginal people. Taronga currently employs three Aboriginal education officers and six Aboriginal discovery hosts
Aboriginal education scholarships	Taronga Training Institute Aboriginal Scholarship opportunities identified and provided
Diversity and respect in the workplace	Program developed and delivered organisation-wide to enhance communication and understanding of the principles and practices of Taronga's Anti-discrimination policy
Advertisement of vacant positions through multicultural networks	A range of Taronga vacancies advertised in multicultural community networks/media
EEO celebrations	International Women's Day, Harmony Day and NAIDOC Week celebrated to promote a greater understanding of EEO groups
Mentoring program	Program operating to create future opportunities for mentoring and networking
Work placement program	In partnership with the Department of Community Services, work placement and development opportunities provided to highly disadvantaged students to promote skill development
Life enrichment program	Life enrichment events provided to disabled and special needs children to support stimulating and educational experiences

Appendix 14 Senior Executive Service

In October 1991, the New South Wales Government undertook to further enhance the accountability and performance of the Senior Executive Service. The following sets out details of information now required under Clause 4c(i) of the *Annual Reports (Statutory Bodies) Regulation 1985* (NSW).

Number of Chief Executive Services (CES) / Senior Executive Services (SES) positions

Level	Total CES/SES end of previous year*	Total CES/SES end of current year*
Level 1		
Level 2	3	3
Level 3	2	2
Level 4		
Level 5	1	1
Level 6		
Level 7		
Level 8		
CEO appointed under Statutory and Other Officers Remuneration Act 1975 (NSW) Section 11A		
Total	6	6

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

Performance statement

Director and Chief Executive, Mr Cameron Kerr

Appointed: 29 August 2009, SES 5

Remuneration as at 30 June 2012: \$263,500

During 2011/12 Mr Kerr has overseen Taronga's activities in the areas of conservation, research, education and tourism. Key achievements during this period include:

- ~ Total admissions of more than 1.65mn, including more than 160,000 students;
- ~ Significant births including three Sumatran Tiger cubs, an Eastern Bongo calf, a Southern Hairy-nosed Wombat joey and an Andean Condor chick;
- ~ Participation in breed and release programs for critically endangered Australian species including Regent Honeyeaters, Corroboree Frogs and Green-and-golden Bell Frogs;
- ~ Investment of \$8.9mn of capital and maintenance funding; and
- ~ Fundraising of \$11.2 million by the Taronga Foundation to support capital developments at Taronga and Taronga Western Plains Zoos and research and conservation programs in Australia and overseas.

Mr Kerr continued to provide industry direction through his position on the Board of the Zoo and Aquarium Association, the umbrella organisation for all zoos and aquaria in the region. During the year, Mr Kerr was appointed Chair of Ecotourism Australia and in this capacity continues to make a significant contribution to the Australian eco-tourism industry. Mr Kerr also continued to represent Taronga at an international level through his membership on the Board of the International Rhino Foundation.

Significant progress has also been made throughout the year on:

- ~ implementation of Taronga's five year Strategic Plan (2010 – 2015) and twelve year Masterplan (due to be completed in June 2013);
- ~ completion of the Taronga Chimpanzee Sanctuary and Taronga Western Plains Zoo Ring-tailed Lemur facility;
- ~ delivery of environmental education programs, including the school visits election commitment that has already enabled more than 1,500 students to travel to Taronga Western Plains Zoo in Dubbo for an overnight experience at the Zoo;
- ~ development of strategies to ensure equal employment opportunities at Taronga, including via the development and launch of a Reconciliation Action Plan; and
- ~ continued care and rehabilitation of orphaned and injured wildlife with over 1,100 individual animals being treated at Taronga's two Wildlife Hospitals.

Under Mr Kerr's leadership, Taronga Conservation Society Australia continues its position as a global leader in the zoo industry and in the care and conservation of wildlife more broadly.



The Hon Robyn Parker MP
Minister for the Environment and Heritage

Appendix 15 Senior Staff

Executive

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

Hayley Holloway BSc (REM)
Executive Officer (till 23/9/11)

Emma Pollard BAppFin, BLLB(Hons), MIEL
Executive Officer (from 13/2/12)

People and Learning

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

Andrea Muras BTeach(Primary), BBus(Marketing)
Manager Human Resources

Paul Maguire BEd(PE and Sci)
Zoo Education Manager

Amanda Kell BBusCom(HR/IR)
OHS Manager

Emma Schaefer BEnvSc
Manager Environmental Sustainability

Life Sciences, Research and Conservation

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

John West PSM Dip Aqua
Manager Life Sciences Operations

Erna Walraven BAppSc, DipParkMgmt
Senior Curator

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

Larry Vogelnest BVSc, MVS, MACVSc
Senior Veterinarian Taronga Zoo

Benn Bryant BVSc, MVS
Senior Veterinarian Taronga Western Plains Zoo

Corporate Services

Hunter Rankin BCom, FCPA
General Manager Corporate Services

Sue Azar CA
Finance Manager (till 6/12/11)

Emma Roberts BA, FCCA
Finance Manager (from 2/3/12)

Richard Norburn BSc(Hons)
Manager Information Technology

Capital Works, Infrastructure and Operations

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

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

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

Stephen Bedford
Manager Facilities

John Inkratas BE(Civil)
Manager Asset Maintenance

Brian Vanden Hogen BSc
Operations Manager

Marketing, Guest and Commercial Operations

Paul Davies MBA, MA Econ
General Manager Marketing, Guest and Commercial Operations

Annette Stevens BCom(Marketing)
Manager Strategic Projects

Helen Wright Dip IDM
Manager Fundraising and Development (from 30/1/12)

Susan Baker
Manager Guest and Commercial Services

Libby Hodgson BA(Hons)
Manager Marketing, Memberships & Tourism

Lisa Keen BA(Hons), GradDipProfComms
Communications Manager

Taronga Western Plains Zoo

Matthew Fuller
*General Manager
Fellow, Winston Churchill Memorial Trust*

Gary Dawson
Manager Works and Maintenance

Zac Jones
Commercial Operations Manager

Appendix 16 Employees by category

Program area	Permanent			Temporary			Casual			Total		
	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012
Executive	8	7	7	0	0	0	0	0	0	8	7	7
Clerical	101	90	78	16	24	44	43	60	80	160	174	202
General	23	22	22	1	2	2	0	0	0	24	24	24
Professional	13	13	12	2	5	9	0	6	11	15	24	32
Services	45	40	40	4	10	20	182	251	246	231	301	306
Technical	6	5	4	0	0	1	0	0	0	6	5	5
Trades	158	154	156	22	22	28	250	235	288	430	411	472
Total	354	331	319	45	63	104	475	552	625	874	946	1,048

Appendix 17 Freedom of information

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

The Taronga Conservation Society Australia makes available its Publication Guide and Disclosure Log (on the Taronga website) as required under the GIPA Act. A copy of the Publication Guide can be obtained by downloading it from the website or by request in writing to:

**GIPA Right to Information Officer
Records Office
PO Box 20
Mosman NSW 2088**

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

GIPA request for information	Other	Personal
New	0	0
Brought forward (last year)	0	0
Total to be processed	0	0
Completed	–	–
Transferred out	–	–
Withdrawn	–	–
Total processed	0	0
Unfinished (carried on to next year)	–	–
Request: Granted in full	–	–
Granted in part	–	–
Refused	–	–
Deferred	–	–

Appendix 18 Public interest disclosures

Number of public officials who made public interest disclosures to your public authority	2
Number of public interest disclosures received by your public authority	1
Of public interest disclosures received, how many were primarily about:	
~ Corrupt conduct	1
~ Maladministration	0
~ Serious and substantial waste	0
~ Government information contravention	0
~ Local government pecuniary interest contravention	0
Number of public interest disclosures (received since 1 January 2012) that have been finalised in this reporting period	1
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
<i>A presentation including an interactive session was made to senior staff on Taronga's Public Interest Disclosure Policy with a summary sheet provided to all attendees to conduct tool box talks with their staff. The presentation also included reference to other Taronga policies most notably Taronga's Code of Conduct</i>	

Appendix 19 Consultants fees incurred in 2011/12

Consultants equal to or more than \$50,000

Finance and accounting/tax

Ernst & Young – \$93,579

GST specialist advice

Total Consultancies equal to or more than \$50,000 = \$93,579

Consultants less than \$50,000

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

Finance and accounting/tax – \$41,200

Management Services – \$30,559

Total Consultancies less than \$50,000 = \$71,759

Total Consultancies = \$165,338

Appendix 20 VIP visits to Taronga and Taronga Western Plains Zoos

July

~ Australian Department of Defence Commonwealth Ministers spousal visit

~ Perez Hilton – celebrity blogger

~ Glee Cast – TV cast of the hit show 'Glee'

~ Eden Wood – American child pageant queen

~ The Kills & Kate Moss – rock band & supermodel

~ Allure, 112, Ralph Trevant – R&B singers

August

~ Thai media VIP

~ Wu Tang Clan – hip hop singers

~ Crowcroft Family – family of the ex-Taronga Zoo Director

~ Jason Bateman – US actor

~ Taylor Lautner – US actor

September

~ Japanese Parliamentary group

~ Leonardo DiCaprio – US actor

~ Elka Graham – Australian swimmer/media personality

October

~ HRH Princess Birgitta of Sweden

~ Indonesian Consul

~ Former US Ambassador to Afghanistan, Karl Eikenberry

November

~ Bobby Roode – Canadian professional wrestler

~ Pakistani Defence delegation

~ Mel B – Spice Girl singer/media personality

~ UN Ambassadors from New York

~ Deltra Goodrem & Nick Jonas – celebrity singers

December

~ Enimem Entourage – celebrity rap group

~ Richard III Cast – actors

~ English Diving Team

~ Tenacious D – rock group featuring celebrity actor Jack Black

~ Jedi Mind Trick & Outerspace – hip hop band

~ Royal Thai delegation

January

~ US Ambassador to Singapore

~ Brynne Edelsten – media personality

~ US Senators

~ Jason Priestley – US actor

~ Mike Patton & Mondo Cane – US rock band

~ Rajo Laurel – Filipino fashion designer/blogger

~ Sharon Corr – celebrity singer from The Corrs

~ David Hasselhoff – US actor/media personality

February

~ UN Ambassadors' visit

~ Cyprus delegation

~ Singapore Armed Forces delegation

~ Rod Stewart – celebrity singer

~ UN Ambassador

~ Marilyn Manson's band & Cherri Bomb – celebrity rock bands

~ Thai Consular group

~ PNG Provincial Rugby League Team and Governor and Deputy Governor and Mayor of Mt Hagen (TWPZ)

March

~ Petula Clark – celebrity singer

~ 'This is our Youth' theatre cast – celebrity actors

~ UN Ambassador group

~ President of Gabon

~ Nick and Vanessa Lachey – media personalities

~ Petula Clark – entertainer (TWPZ)

~ Star VIP Group – media personalities

~ Son & friend of Gabonese President

April

~ Paris Hilton – celebrity socialite/media personality

~ John Fogerty (Creedence Clearwater Revival) – celebrity singer

~ Chrissie Teigen and Erin Andrews – celebrity swimwear model & sportcaster

~ Azerbaijani Deputy Foreign Minister

~ Sydney Water/Bear Cottage

May

~ Hon Dr Enrico Letta, MP (Italy) and spouse

~ Emily Van Camp and Josh Bowman – celebrity actors

~ US Consulate officials

~ Chief Diplomatic Adviser of the President of the European Parliament

~ Benjamin Mee & Family – Zoo Director featured in 'We Bought A Zoo' movie

~ Joel Madden & Nicole Richie – celebrity singer of rock band Good Charlotte & celebrity media personality wife

~ Crystal Harris & Ciara Price – celebrity Playmate models

~ Chandra Bahadur Dangi – celebrity personality, world's smallest man

~ UN Ambassadors to New York – Senegal & Paraguay Ambassadors

~ Joey McIntyre – celebrity singer of New Kids on the Block

June

~ Nicole Kidman & Keith Urban – celebrity actress & celebrity singer

~ Chief of the Japanese Defence Forces

~ Deputy Police Commissioner of Thailand

~ Movie Director Stephan Elliot and actor Jason Donovan (TWPZ)

~ Dubbo City Council tour with Asian investor group (TWPZ)

~ Ben Walker – US Actor

~ Seal – singer/entertainer

~ Supernova Pop Culture Expo artists' tour

Appendix 21 Multicultural policies and services program

Objective	Strategies	Achievements 2011/12	Program for 2012/13
Integrate ethnic affairs initiatives into all Taronga business activities	Ensure all relationships with key countries are strong and supportive of long term outcomes	Participation of Thai consulate and Buddhist community in elephant breeding program achievements	On-going
Increase the multicultural service capacity of both zoos	Continue staff training in customer service with a particular focus on cultural appreciation	Continuation of organisation wide training to existing employees on Taronga's Customer Service Charter to enhance cultural awareness in communications and visitor experiences	Training to be provided all new employees and as a refresher to existing employees. Focus on Asian International market and recruiting staff with Asian language skills
			Accredited training programs conducted for zoo volunteers which provide increased awareness of visitors from culturally diverse backgrounds. Work in a socially diverse environment UOC included in the Cert III in Tourism course
		Visitor surveys conducted at both zoos	On-going
	Maintain a database of staff with language skills that are prepared to use this skill within the workplace	Updating of the Human Resources Management Information System database of all staff at both zoos with community language skills updated	On-going
	Continue to provide broad zoo based community education programs with special emphasis on the ethnic community	Zoo based language programs have been developed by Education staff targeting NESB students and overseas students	On-going
		NESB and ESL schools targeted by the Department of Education Zoo mobile focusing on regional areas of NSW and inner city schools many of whom were students from disadvantaged schools, where student, for various reasons, are unable to experience a visit at Taronga Zoo	On-going
		St George Foundation Zoo mobile visited approximately 20,000 people many of whom were students from disadvantaged schools, where students, for various reasons, are unable to experience a visit to Taronga Zoo	On-going
		The DET Zoo mobile delivered the Aboriginal 'Animals of the Dreaming' outreach program	On-going
		Ensuring support is accessible to ESL students of Taronga Training Institute	On-going
	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
	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. Coloured trails throughout zoo marked with ground dots)	On-going

Objective	Strategies	Achievements 2011/12	Program for 2012/13
Promote the zoos and the services of Taronga within ethnic communities	Target visitors of overseas origin through foreign language publications and ethnic print/broadcast media	In accordance with Premier's Department Guidelines, Taronga continues its commitment to expending 7.5% of its advertising budget on advertising Taronga's services throughout the ethnic community	On-going
		Taronga Zoo Tourism targets groups and independent travellers from all overseas countries via sales missions to in-market tour operators, advertising, and promotions	On-going
		Zoo Education targets in bound student travel organisations including JTB, Kintestu, Jalpak, and foreign language schools	On-going
		Taronga Zoo received significant media exposure through SBS Radio and Television	On-going – to ensure access for all ethnic media
		Quarterly PR media mailout included ethnic/community press and broadcast media	On-going – will continue in accordance with requests received
		PR department at both zoos hosted various media teams from foreign countries	On-going
Promote respect and accommodate cultural difference amongst Taronga staff	Continue to provide opportunities through Taronga's work experience program particularly for people from non-English speaking backgrounds	School student work experience program continues to deliver opportunities to significant numbers of non-English speaking background students	On-going
	Providing policies in accordance with the Multiculturalism Act 2000 e.g. Holy Days Religious Duty Policy	Religious Duty Policy reviewed and updated	Updated annually
	International volunteer keeper program allowing foreign students and Keepers to work in Australia	Keeper exchange program continued with three international exchanges during the period.	On-going
Continuing development of Taronga's Intranet	To provide and disseminate information on MPSP	Taronga MPSP placed on Intranet to ensure staff accessibility	Updated annually
Ensure Taronga's recruitment activities support MPSP	Ensure all Taronga offers of employment include a condition requiring employees to agree to support values of cultural diversity, equity and ethical practice, and a healthy, safe and fair workplace	Continue to support identified positions across various areas within the zoo	Continue to support ethnic specific positions in key service delivery roles
		Development of an indigenous tour program staffed by indigenous employees	Tours available to the public
	Ensure a range of vacant positions at both zoos are made known to a selection of organisations with multicultural community reach	A range of zoo vacancies directly advertised with several multicultural organisations	On-going
Promote understanding of multicultural communities	Provide opportunities to increase understanding of and experience multicultural communities	Organisational-wide Harmony Day celebrations	Delivered annually
		Continued focus on the challenges faced by multicultural communities in the home countries of environmental and wildlife conservation regarding (e.g. Coltan mining in Great Ape habitat; sustainable seafood; use of habitat rainforest timber)	On-going

Appendix 22 Action plan for women

Taronga is committed to providing a fair and equitable workplace and is an Equal Employment Opportunity employer. The functions of Taronga which support the NSW Government's Action Plan for Women, and specifically address various issues faced by women are:

~ Leadership and personal development. During the year, Taronga filled a number of management positions with women. The participation rate for women at middle management and senior management level remained greater than 50% at 57%.

The Certificate IV in Occupational Health and Safety was made available to 10 current and future supervisor from both Taronga and Taronga Western Plains Zoos. Women represented 60% of this participant group.

66% of Taronga Training Institute trainers are female. The following represents female student participation in TTI courses; Cert II in Animal Studies: 82%; Cert III in Captive Animals: 77%; Cert III in Tourism: 79%. Both Taronga Training Institute Indigenous Scholarships were awarded to females.

~ Volunteer female representation. 80% of Taronga Zoo Volunteers are women and 72% of Taronga Western Plains Zoo Volunteers are women. 78% of total Taronga Volunteers are women.

~ Celebrating Women in the Workplace. Taronga continues to promote International Women's Day and celebrate the significant contribution made by female employees and volunteers.

70% of recipients at Taronga's annual employee awards were women, which represents an increase from last year.

Two long serving female employees were inducted into Taronga's Long Service Club.

~ Access to Child Care. Taronga Zoo staff continue to have access to child care programs held in the Zoo's education centre every school holiday period, with fees for this service being financially subsidised by Taronga.

~ Flexible working arrangements. Taronga has in place a number of flexible work arrangements, with many of these arrangements support working mothers.

~ Support for lactating mothers. Taronga has adopted the proposed lactation breaks clause for the award with the broadest coverage. This clause enables lactating mothers access to 2 x 30 minute breaks per day, for the purposes of continuing breastfeeding.

~ Human Resources Policies. Taronga's commitment to its Anti-Discrimination and Harassment Free Workplace Policy, Equal Employment Opportunity Policy and Employee Code of Conduct was reinforced by its Dignity and Respect in the Workplace training program continuing to be provided to managers, supervisors and employees at Taronga Zoo and Taronga Western Plains Zoo.

Taronga's Mentoring Program Policy continues with excellent representation of our female employees within the group engaged in this program.

~ Zoo Friends Fellowship Program. During the 2010/11 year, 48% of Zoo Friends Fellowships were awarded to women to undertake development activities in their areas of specialisation.

~ Training and Development Support. 47% of the employees sponsored by Zoo Friends to attend the annual Zoo and Aquarium Conference were women.

~ Board and Committee representation. 50% of the Taronga Board are women. The Taronga Audit and Risk Committee is also Chaired by a woman.

Strategies for 2012/13

It is intended that the following actions be undertaken over the next twelve months to aid in addressing issues for women in the workplace:

~ Continue to support Taronga Grievance Officers at both Taronga Zoo and Taronga Western Plains Zoo to enhance the avenues for women in the workplace to seek guidance, and raise concerns.

~ Continue financial support for female staff to access training and development programs and to attend the annual zoo industry conference. This will include providing Certificate IV in Project Management training to relevant employees including female supervisors to promote ongoing skill development, and to enhance Taronga's workforce capabilities.

~ Continue to provide learning and development and new employment opportunities via Taronga's Registered Training Organisation (Taronga Training Institute) and internal training opportunities.

~ Establish a Leadership Development Program which incorporates skilling to enable women to develop into more senior positions.

~ Continue to participate in NSW Government led initiatives for women.

~ Continue to ensure the promotion of International Women's Day at both Taronga and Taronga Western Plains Zoos, and increase volunteer and student participation rates at International Women's Day celebrations.

~ Continue the delivery of Dignity and Respect in the Workplace training; and promotion of Taronga's mentoring program.

Appendix 23 Internal audit and risk management attestation for the 2011/12 financial year for Taronga Conservation Society Australia

I, Leonard F Bleasel AM, am of the opinion that the Taronga Conservation Society Australia (Taronga) has internal audit and risk management processes in place that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I am of the opinion that the internal audit and risk management processes depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and the (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) Taronga has implemented the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

Ministerially determined departure	Reason for departure and description of practicable alternative measures implemented
Core requirement 3 Taronga has appointed four independent members of the Board as members of the Audit and Risk Committee. The members are not nominated on the Government Audit and Risk Committee prequalification scheme.	~ The four Taronga Board members of the Audit and Risk Committee have had significant experience in financial and risk management in both the public and private sectors. ~ Board members by virtue of their duties are aware of the operating activities and inherent risks of the organisation. ~ Significant savings in time and costs (no additional remuneration) in having members of the Audit and Risk Committee. ~ The ASX Corporate governance principles (August 2007) recommend that the Audit Committee consist only of non-executive directors.

I am of the opinion that the Audit and Risk Committee for Taronga is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

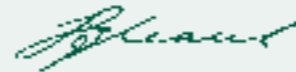
~ Independent Chair – Ms Gae Raby

~ Independent Member 1 – Clr Anne Connon

~ Independent Member 2 – Ms Catherine Strassberg

~ Independent Member 3 – Ms Nancy Fox – Subsequent to the Minister's approval the Chairman of the Board requested Ms Nancy Fox participate in the Committee given her expertise in Financial Management.

These processes, including the practicable alternative measures being implemented, provide a level of assurance that enables the senior management of Taronga to understand, manage and satisfactorily control risk exposures.



LF Bleasel AM
Chairman
Taronga Conservation Society Australia

Appendix 24 Credit card certification

Taronga has approved credit cards for the payment of expenses. The use of credit cards during 2011/12 was in accordance with the Premier's Memoranda and Treasurer's direction.

Appendix 25 Staff of the Taronga Conservation Society Australia

Lisa Abra	Rochelle Bishop	Suzanne Chambers	Megan Davis	Kerry Fanson	Mark Grima	Brendan Host	Kristie Klaassens
Tammy Agnew	Bianca Bishop	Colin Chan	Garry Dawson	Eleanor Farquhar	Louise Grossfeldt	Meaghan Howard	Steven Kleinig
Luke Ah-See	Andrew Bishop	Kathryn Charlton	Tammy de Farria	Diane Farr	Mark Grothen	Ashleigh Howard	Heidi Kolkert
Nabil Alaeddine	Leonard Bleasel	Rodney Cheal	Emma De Marchi	Lisa Farrar	Timothy Grul	Rachel Howey	Mikayla Kolnar
Ovidio Albanil	Roslyn Blomfield	Belinda Chellingworth	Michiko De Solom	Christine Fegan	Natasha Gurnick	Madeleine Howroyd	Jenine Konovas
Anders Alexander	Sarah Bloomfield	Amy Chen	Nicholas de Vos	Chira Fernando	Rossana Gussoni	Vikki Hudnall	Stuart Kozlowski
Michael Alexander	Christine Blue	Claire Chiotti	Simone De Vos	Laura Fidler	Kenneth Guy	Bruce Hughes	Jodie Kubski
Juan Altuna	Nikki Bodel	Ian Chisholm	Matthew Dea	Cyrelle Field	Joseph Haddock	Charlotte Hulme	Sheley Kurniawan
Natalie Amey	Javiera Bolivar	Honor Christie	Sandra Denton	Brett Finlayson	Reece Haenga	Frances Hulst	Ngoc Anh La Rosa
Ian Anderson	Elio Bombonato	Nanette Clark	Vanessa Denzel	Stephen Fisher JR	Debra Haesler	Richard Humphry	Gil Ladera
Kathryn Anderson	Ngairé Booth	Narelle Clatworthy	Paul Deratz	Linette Flanagan	Jessica Hair	Carly Humphrys	Mia Lahey
Karen Anderson	Marika Bordakiewicz	Lindsey Clayton	Raja Desai	Eric Fletcher	Simon Hall	Rebecca Hunter	Kelly Lambe
Kelly Anderson	Duncan Bourne	Grainne Cleary	Adalgisa D'Ettore	Megan Flowers	Elizabeth Hall	Kira Husher	Sophie Lander
Edward Anderson	Katie Boyer	Jason Clifford	Vanessa Di Giglio	Michelle Flynn	Jane Ann Hall	Anastasia Hutchison	Lloyd Langman
Paul Andrew	Amelia Boyer	Pamela Clinch	Pamela Dickson	Daniel Ford	Alexander Halliburton	John Inkratas	Kerri Latham
Michelle Andrews	Terrence Boylan	Bobby-Jo Clow	Stephanie Dietz	Michael Formosa	Laura Hamilton	Carol Inkson	Sally Latkich
Warrick Angus	Nicholas Boyle	Bronwyn Dinsey	Bronwyn Dinsey	Michael Foster	Rachel Hanlon	John Inkson	Doan Le
Amadeo Apostol	Megan Brandl	Deanne Codd	Robert Dockerill	Jessica Foster	Nicholas Hanlon	Oliver Isaacs	Rachel Leach
Tracey Arcus	Thomas Branighan	Michael Coffey	Wendy Doherty	Aaron Fowler	Benjamin Hannan	Tristan Isaacs	Geoffrey Lebon
Janet Armitage	Adam Brass	Jay Collier	Mark Domenici	Stephen Fowler	Hayley Harasta	Amanda Ivaneza	Kazuto Lehmann
Claire Armstrong	Mathew Brereton	Bridgette Collis	Diane Dominique	Danielle Fox	Allie Harcourt	Gary Jackson	Cassandra Leibinger
Charlotte Armstrong	John Brett	Lisa Combridge	Shannon Donahoe	Nancy Fox	Colin Hardy	Josephine Jackson	Gregory Leplaw
Sarah Armstrong	Sara Brice	Jennifer Conaghan	Peter Donoghue	Phillip Fozard	Kristen Hardy	Matthew Jacobs	Sarah Leso
Evan Armstrong	Eryn Briton	Eric Connerton	Anthony Dorrian	Caroline Francis	Paul Hare	Andrew Jacotine	Megan Lewis
Hugh Arnold	Anthony Britt-Lewis	Anne Connon	Sally Douvis	Kim Fraser	Mitchell Harland	Karen James	Melissa Lewis
Elizabeth Arthur	Roger Brogan	Alexandra Connor	Robert Drew	Cate Fredrickson	Peter Harlow	Jamie Jamieson	Patricia Lewis
Suzanne Arthurs	Alexandra Brook	Alex Connor	Christopher Dryburgh	Wayne Freeman	Helen Harris	Hayley Jeffery	Daryl Lewry
Rebecca Ashcroft-Smith	Simon Brown	Ebonnie Conte	Simon Duffy	Judith Friederich	Teresa Harris	Allison Jeffrey	Xin Li
Jason Astley	Karen Brown	Simon Coobula	Janine Duncan	Melanie Friedman	Katherine Harris	Todd Jenkinson	Jiang Li
Lynn Atkin	Maiquilla Brown	Anthony Cookson	Kirsty Dundas-Hargraves	Lynne Frize	Tamika Harris	Jean Jenkinson	Harvey Lie
Christopher Atwood	Catherine Browne	Pauline Cooper	Natalie Dunn	Matthew Frost	Lauren Harrison	Katie Jennings	James Lieutenant
Verity Austin	Benn Bryant	Paige Cooper	Michelle Durkan	Leanne Frost	Michael Harrison	Tobias Johnson	Michelle Lindsay
Kia Bailey	Megan Bryson	Christine Cornish	John Dzang	Matthew Fuller	Stephanie Hart	Lara Johnson	Owen Line
Susan Baker	Leon Buckley	Francisco Costa	Kevin Eade	Oliver Funnell	Phoebe Hartigan	Bradd Johnston	Sprina Liu
Sandra Baker	Leon Burchill	Jodie Cotterill	Nicola Ebb	Jenny Galati	Kelly Hattersley	Peter Jones	Robin Lockington
Tessa Baker	Jane Burgess	Jeanette Couch	Daryl Edwards	Andrew Gallagher	Jason Hay	Regan Jones	Robert Lodge
Rachel Bambrick	Pamela Burgoyne	Monique Counihan	Carol Edwards	Vicki Gaylard	Dannielle Haylock	Laura Jones	Steven Love
John Barden	Stuart Burke	Kevin Couper	Anika Edwards	Brian Gee	Leanne Hayter	Kathryn Jones	Maxwell Low
Melissa Barden	Jessica Burton	Jennifer Cowley	Jane Edwards	Jeffrey Gibbs	Arliah Hayward	Zac Jones	Scott Low
Thomas Barker	Richard Buzas	Keren Cox-Witton	Matthew Edwards	Ben Gibson	Minett Hedger	Paul Jones	Simone Low
Annaliza Barnes	Anita Byrne	Lucas Crabtree	Belinda Egan	Benjamin Gibson	Julia Heffernan	Nikaela Joyce	Simon Ludowyk
Julie Barnes	Frank Calabria	Steven Crane	Brad Egan-Lee	Annette Gifford	Jon Helgesen	Su Kang	Anqi Luo
Ross Barwick	Scott Calder	Lauren Crew	Diane Elfleet	Judith Gillespie	Samuel Henning	Veronika Katz	Marco Luo
Matthew Bastian	Fiona Cameron	Chad Crittle	Lynn El-Hage	Tristan Gillies	Maman Hermansyah	Lisa Keen	Jeffrey Lynne
Belinda Bastide	Chaseley Cameron	Kevin Crow	Azam Elmohamad	Louise Ginman	Simon Hersee	Katherine Keighran	Rachel MacGibbon
Amy Batho	Veronica Campbell	Peter Crowhurst	Samantha Elton	Wendy Gleen	Niall Higgins	Amanda Kell	Gail Mackenzie
Shannon Batjer	Michelle Campbell	Sheryl Cummins	Amanda Elzer	Ian Gleichman	Helen Hill	Megan Kelly	Michael MacRae
Adam Battaglia	Amelia Cann	Victoria Curr Smith	Joshua Emanuel	Vicki Goacher	Virginia Hill	Alessia Kernot	Karen Magee
Stephen Bedford	Christopher Canning	Victoria Curr-Smith	Anthony English	Stephanie Gold	Rebecca Hill	Cameron Kerr	Carolene Magner
Kristina Beeby	Justin Cannon	Suzanne Cusack	Jessica Ensor	Eugenie Goodyer	Annemarie Hillermann	Joel Kerr	Paul Maguire
Tamara Bell	Joshua Capelin	Lucinda Cveticanin	Lynette Ensor	Luisa Gordon	Samantha Hillman	Lorraine Kerr	Sharon Maguire
Samuel Bennett	Holly Carless	Tobias Dahm	John Epworth	Leopold Gotsch	Natalie Hodge	Matthew Kettle	Courtney Mahony
Allison Bennett	Paula Carmody	Stephen Dalleywater	Tammy Etchells	Andrea Gouveia	Wendy Hodges	Edward Kettle	Ashley Major
Pascale Benoit	Phillip Carr	James Dalziel	Wesley Evans	Melissa Grainger	Justin Hodges	Anupama Khanal	Rebakah Makila
Sarah Bentley	Liana Carroll	Stuart Daniel	Felicity Evans	Joel Gramp	Elizabeth Hodgson	Geoffrey Kidd	Sarah Male
Beverley Betts	Jarryd Carver	Ryan Dare	Amanda Everett	Matthew Green	Natalie Holdsworth	Georgina King	Katherine Malysiak
Claudia Bianchi	Elizabeth Cassidy	Leanne Darlington	Flavio Fabreschi	Belinda Greene	Clair Holland	Wendy Kinsella	Charn Manaros
Gemma Birchall	Amber Castle	Patrick David	Emma-Jane Fairbank	Abigail Greenfield	Samantha Hollings	Gregory Kirk	Jacquelyn Mandy
David Bird	Sian Cater	Paul Davies	Simon Faithfull	Graham Greenfields	Kathryn Hooker	Greg Kirk	Stephanie Manning
Maree Birrell	Lisa Cavanagh	John Davis	Rhiannon Falcioni	Victoria Grillo	Katie Horsburgh	Anthony Kirkwood	Jean Mare

Appendix 25 (continued)

Gillian Markham	Chayna Moldrich	Jeannine Pompeus	Charmaine Scannell
William Marr	Maddison Molenaar	Loretta Ponting	Emma Schaefer
Jane Marshall	Melissa Molyneux	Michael Poon	Emily Schmelitschek
Alan Martin	Gina Monaco	Timothy Portas	Allan Schmidt
Ashleigh Maskell	Roxanne Monahan	Laura Powe	Andrew Seaton
Kellie Maskey	Sandra Mondon	Justine Powell	Nichole Sedgman
Paul Mason	Terase Monsour	Bronwyn Powell	Annabelle Sehlmeier
Shirley Mathews	Natasha Mooney	Cecily Stuart Prentice	Stephanie Shaw
Richard Matkovics	Erin Moorby	Deborah Price	Elizabeth Shenstone
Farley Matthews	Holly Moran	Rebecca Pride	Sarah Shepherd
Beverly Matthews	Lowanna Moran	John Pringle	Michael Shiels
Linda Matthews	Jodie Moretti	Deborah Pritchard	Melissa Shipway
Gregory Matthews	Courtney Morgans	Sharne Puckeridge	Brendan Shipway
Claire Mawdsley	Kerrie Morley	Dean Purcell	Martine Shqau
Marco Mazzu	Emily Morrice	James Purvis	Raul Sicilia
Stephen McAuley	Amelia Morris	Allison Pytlik	Puneet Sidana
Michael McCallion	Emily Morris	Mandy Quayle	Nardi Simpson
Joshua McCluskey	Emma Mortimer	Heidi Quine	Paul Sinclair
Elizabeth McConnell	Renaë Moss	Gae Raby	Ranbir Singh
Kate Alice McDonald	Patty Mountfort	Andrea Rac	Adam Skidmore
Katherine McDonald	Joanna Moylan	Darrelyn Rainey	Dragana Slavica
Blair McDonald	Russell Mullins	Hunter Rankin	David Slip
Ben McDonogh	Athena Mumbulla	Bernard Rawson	Damien Sloots
Michelle McDonough	Daniel Munro	Oliver Ray	Lesley Small
Phillip McDowall	Mihnea Muresanu	Ali Redfern	Bryan Smith
Michael McFadden	Ben Murphy	Colin Reid	Scott Smith
Lachlan McFeeters	Laura Murphy	Rhonda Reid	Jannene Smith
Danielle McGill	Joanne Murphy	Andrew Reilly	Alison Smith
Alexandra McGuigan	Sarah Murray	Andrea Reiss	Catherine Smith
Donna McGuinness	Vera Nedved	Cath Renwick	Kiarrah Smith
Keith McIntosh	Lesley Nelson-Harcourt	Cathie Renwick	Rosannah Snelson
Paul McIvor	Elly Neumann	Mark Reynen	Michael John Snowdon
Matthew McKenzie	Hong Nguyen	Zane Rezevska	Joanne Soden
Bradley McKenzie	Rebecca Noad	Marianne Richards	Rebecca Spindler
Emma McKinnon	Richard Norburn	Denise Rideout	Michael Spinks
Ashley McLachlan	Frances O'Brien	Lisa Ridley	Teresa Springall
Kristie McLeenan	Andrew O'Brien	Charlotte Rigby	Kerry-Anne Staker-Matthews
Jody McLeod	Rebecca O'Brien	Micaela Rios Meza	Rodd Stapley
Alexandra McMillan	Louise O'Carroll	Kristy Robberts	Vanessa Stebbings
Simone McMonigal	Tshering O'Gorman	Tracy Roberts	Caroline Steele
Shallon McReaddie	Sarah Olliek	Collette Roberts	Lisa Steindler
Craig Mead	Dilan Olliver	Emma Roberts	Sarah Renee Stewart
Victoria Melfi	Kate Onley	Katrina Roberts	Gregory Stewart
Lucy Melo	Graham O'Shea	Tim Roberts	Jessica Stewart
Shehani Mendis	Gillian Oxley	Rebecca Robey	Camilla Stewart
Ian Mercer	Graeme Oxley	Marie Robinson	Erin Stone
Stefania Mercurio	Christina Palmer	Renaë Robinson	Lorena Stoneman
Paul Metcalfe	Helen Pantenburg	Clare Robinson	Catherine Strassberg
Jordan Michelmores	David Parish	Rachel Rogers	Pam Stringas
Timothy Middlemiss	Shannon Parker	Susan Rollason	Jacqueline Stuart
Georgia Mike	Jeffery Payne	Todd Rollins	Elaine Stuart
Vicki Mike	Janine Pearce	Samantha Roots	Jane Sullivan
Angela Mikulecky	Rebecca Pedemont	Karrie Rose	Glenn Sullivan
Jodie-Lee Milgate	Genevieve Peel	Sandra Rutherford	Louise Sweeney
Kevin Milhomme	Sallyanne Peters	Nora Saliba	Katherine Sykes
Gary Miller	Robyn Pethebridge	Jennifer Salisbury	Barton Tait
Lauren Miller	Susan Phillips	Bettina Sammut	Bobby Tamayo
Kevin Milton	Belinda Pietens	James Sanders	Michele Tantini
Jodie Milton	Wendy Pile	Cheryl Sangster	Ryan Tate
Lisbeth Minor	Emma Pollard	Nana Satake	Cheryl Taubert
Michael Mitchell	John Pomeroy	Penny Scalora	Ross Taylor

Lorinda Taylor	Warren Townsden	Alisa Wallace	Phillipa Williams
Matthew Taylor	Dawn Trakman	Erna Walraven	Jake Williams
Philip Taylor	Trang Tran	Kelly Walton	Caroline Willis
Brooke Taylor	Emma Tranter	Ashley Warlum	Kiah Wilson
Llyod Taylor	Henry Travers	Judy Waters	Ellen Wilson
Caroline Taylor	Greg Trosse	Lang Watkin	Barbara Winslett
Warwick Taylor	Jennifer Truswell	Jacqueline Watkins	Joanna Wiszniewski
Philipp Taylor	William Tucker	Gemma Watkinson	Matthew Withaar
Bradley Taylor	Chanai Tuckey	Barbara Watson	Alli Wolf
Nerida Taylor	Jessica Tully	Matthew Watson	Kingsley Wong
Nora Tenbrock	James Turnbull	Yolande Watts	Julie Wood
Lisa Tennyenhuis	Anette Twardowski	Jennifer Wellington	Kimberley Wood
Sumita Theagesan	Amy Twentymen	John West	Roger Woodbury
Katharina Theodore	Rebecca Usmar	Steven Westnedge	Denyell Woodhouse
Connie Theodoropoulos	Lenka Uvirova	Evelyn Weston	Rupert Woods
Jay Thompson	Monique Van Sluys	Stephanie Wheatley	Kara Wren
Shannon Thompson	Brian Vanden Hogen	Charles Wheelhouse	Helen Wright
Paul Thompson	Lloyd Varga	Caitlyn Whitby	Lindsay Wright-Murray
Stephen Thomson	Jane Vieceli	Melissa Whiteman	Melissa-Ann Wyatt
Kristal Thomson	Rebecca Vincent	Nicole Whiteman	Liang Xu
Gabrielle Tobias	Kimberly Vinette Herrin	Nicole Whitfield	Emi Yasuda
Elli Todd	Gabriel Virgona	Karina Whittakar	Jin Mei Lee Yeung
Rebecca Tolson	Larry Vogelnest	Christopher Wiencke	Phillip Zambetto
Greig Tonkins	Johnathan Wade	Merryn Wigger	Yao Zhu
Jordan Toombes	Tegan Waldren	David Wilkin	Roger Ziliotto
Philip Topham	Joanne Walker	Christiana Willenborg	Danilo Zivkovic
Hayley Towell	Cassandra Walker	Mark Williams	
Jarret Towns	Rachel Walker	Jesmond Williams	

Appendix 26 Volunteers of the Taronga Conservation Society Australia Taronga

Wendy Abernethy	Beryl Bennett	Michelle Brunton	Samaher Choukchouk
Leonie Adams	John Bennett	Margaret Bulman	Janet Clarke
Kate Adams	Emma Bertrand	Sophie Burke	Shirley Cleary
David Allen	Patricia Biggers	Judith Burke	Jason Clifford
Sue Allen	Esther Birchmeier	Paula Burling	Pamela Clinch
Joy Alleyne	Jessica Birrell	Molly Burnett	Alex Cody
Joan Allpass	Marion Blackburn	Alicia Burns	Emma Collett
Carolyn Anderson	David Blair	Juliet Burston	Bree Colusso
Leah Andrews	Jay Blake	Carole Burton	May Conder
Wendy Anstee	Sophie Blayden	Judy Burton	Cyril Conquet
Sandra Archbold	Sabrina Bottini	Meg Butler	Eleanor Conroy
Janet Archer	Tim Box	Kisha Butterworth	Natalie Constantinides
Margaret Armstrong	Amelia Boyer	Anita Byrne	Paige Cooper
Marion Arnott	Maz Boz	Douglas Cairns	Denise Copetti
Judy Ashenden	Sue Bradley	Barbara Calderon	Deborah Corbett
Clive Ashenden	Gloria Bradley	Clare Capus	Amanda Corkery
Helen Athanasi	Pam Bradwell	Joe Carey	Aaron Costello
Kimberley Balmforth	Alistair Bragg	John Carroll	Hilary Cotman
Ann Barron	Tom Branighan	Fiona Carroll	Tammy Cowell
Emily Bartlett	Marion Breden	Anne-Nicole Casey	Ian Cox
Gillian Barton	Robyn Brennan	David Caswell	Marisa Crawshaw
Stella Bateman	Robyn Bressington	Irene Chan	Brooke Cresswell
Dinah Beeston	Marie Brines	Allan Chandler	Shirley Cripps
Vivienne Begg	Nancy Brogan	Gemma Chaudhuri	Linda Critchley
Emma Bembrick	Karin Brown	Charlotte Chesterfield	Richard Crocker
Zara Bending	Ivy Brown	Victor Chiang	Maggie Crutcher
Emily Benn	Julie Brown	Craig Chiffers	Wayne Cullen

Appendix 26 (continued)

Victoria Curr Smith	Gillian French	Dinah Hodge	Sally Latkich	Joseph Mirabello	Kim Picone	Robyn Spender	Susanne Wadey
Kate Curtis	Jeff Friedman	Robyn Hodgson	Jill Lawrence	Lorraine Mitchell	Rebecca Piper	Ann Squire	Pamela Waite
Joan Curtis	Alena Gadoury	Marilyn Hoey	Mary Lee	Patricia Moir	Rosie Plucknett	Miriam Stein	Margaret Walker
Shauna Curtis	Maritza Gaete	Natalie Holdsworth	Lisa Lee	Janet Moore	Meghan Plumb	Timothy Stephen	Peter Walker
Margaret Cutler	Adriana Gaia	Jenny Hole	Veronica Lee	Jodie Moretti	Lalya Potipa	Kay Stevenson	Karen Walters
Alexia Dalley	Jeremy Gain	Bernard Hollamby	Sindy Leiva	Valda Morgan	Robin Potter	Leanne Stewart	Norma Walton
Lesley Darroch	Laura Galbraith	Ruth Holmes	Delvena Leong	Courtney Morgans	Laura Powe	Christie Stiddard	Geoffrey Wannan
David Davies	Dick Gall	Patricia Holmes	Michael Leslie	Laura Morris	Renae Powell	Lydia Storey	Susan Ward
Elaine Dawes	Christine Gallagher	Naomi Hornsby	Anne Leslie	Barbara Mottram	Leonie Prater	Mathias Stothard	Ann Wardlaw
Carolina De La Fuente	Stephanie Gan	Lauren Horwood	Janet Leung	Louise Muir	Devlin Press	Catherine Strassberg	Simon Wardle
Michelle De Martin	Elle Gardner	Susan Hoskins	Lynne Levine	Caitlin Murray	Dorelle Propert	Shaalee Stubbs	James Wardle
Emily De Palo	Jan Garlick	Sylvia Howes	Pamela Lewis	Marie Nesbitt	Rita Proweller	Diane Sturrock	Jane Warne
Annette Debenham	Pauline Geale	Rachel Howey	Ketherine Li	Josephine Nevin	Janice Quast	Pauline Stuzzi	Suzanne Watson
Robert Degabriele	Pauline Gibbs	Harriet Hromas	Desiree Lim	Catherine Nguyen	German Ramirez	Nichola Sun	Brian Watson
Alana Deighton	Anthony Gibbs	Ray Huckin	Loma Lindroos	Marion Nicklin	Crystal Read	Irene Swil	Margaret Wayling
Golda Dela Cruz	Joan Giles	Emily Hughes	Jo Ann Loke	Karen Nicol	Kate Reilly	Joan Switzer	Kim Webster
Kristy Denness	Robert Gillam	Elizabeth Hunn	Janelle Lord	Vanessa Nicola	Jennifer Relihan	Corrine Symons	Benjamin Weinberg
Vanessa Diez	Colin Giller	Pamela Hunter	Pamela Lord	Justine Nimmett	Rujuta Renade	Rebecca Synnott	Christine Wenborn
Alison Dobbin	Tris Gillies	Andrea Hunter	Robyn Lovie	Rebecca Noad	Coral Renouf	Heather Taylor	Gemma White
Wendy Doherty	Patrick Giumelli	Fiona Hurley	Chris Low	Jemma Nokes	Wendy Rich	Helen Tennant	Berman White
Joy Mary Doherty	Ian Grant	Sharon Hurst	Lynette Low	Judith Norfor	Christene Richards	Michael Tesoriero	Alexandra Wijngaard
Graham Doig	Karen Grant	Joanne Huynh	Sabrina Luiz	Linda North	Mindy Riddle	Margaret Thomas	Joan Wilcox
Mark Domenici	Georgina Gray	Tamara Insull	Anne Lynton	Jennifer O'Connor	Michelle Robba	Bronwyn Thompson	Barbara Wilkinson
Anna Dowe	Josephine Greco	Pat Irving	Hannah Lyons	Mary O'Dwyer	Luke Roberts	Ben Thompson	Jake Williams
Lenna Draper	Lynda Green	Lynne Iverson	Linsay Macdonald	Judy Oliver	Tim Roberts	Jean Thompson	Dorothy Williams
Abby Drew	John Griffiths	Karen Jacobs	John Mackie	Robin Orr	Sue Rogers	Monique Thompson	Cheryl Williams
Jessica Duffy	Trish Griffiths	Gloria James	Robert Main	Jan Osborn	Malcolm Russell	Veella Timmony	Kate Williams
Susan Dufty	Cheri Grimes	Jennifer Jenkins	Renata Malysiak	Barbara Pace	Margaret Rykmans	Jennie Tkacz	Jeanette Williamson
Katrina Dundovic	Chloe Groves	Kate Jennings	Wailyn Mar	Sarah Pardey	Anindita Saha	Elli Todd	Jerry Willimann
Rosemary Dunn	Robyn Guthrie	Kate Johnson	Anna Martin	Diana Pardo	Beverley Sarvay	Hayley Towell	Jan Willis
Steven Dunn	Phoebe Haitigan	Megan Johnson	Tania Mason	Gail Park	Dianne Scott	Gemma Trewella	Jenny Willis-Smith
Pamela Dunsmore	Marjorie Hall	Sophia Johnson	Kathleen Mavromatis	Lynn Parker	Jean Scott	Chanai Tuckey	Ellen Wilson
John Duranti	Emma Hall	Sarah Johnston	Claire Mawdsley	Thomas Patterson	Laura Scott	Angela Turnbull	Kiah Wilson
Michelle Durkan	Robyne Hamilton	Kyla Johnstone	Shari May	Monica Pawlak	Jain Sharman	Andrea Turner	Tami Wilson
Hannah Edwards	Heather Hardaker	Anita Jones	Ian Maynard	Barbara Pearce	Darcy Shedden	Laura Turner	Patricia Winston
Thomas Ellis-Allan	Paula Hardin	Judith Ann Joseph	Melanie Mazzarella	Jacqueline Pearse	Diana Shirling	Joan Underwood	Joana Wong
Jacqueline Elstein	Peter Harding	Janine Joseph	Marco Mazzu	Emma Peel	Harry Sidiropoulos	Lenka Uvirova	Jack Wood
Amanda Elzer	Anthony Hardy	Liana Kay	Stephen McAuley	Petrice Pelham	Judith Skingsley	Michelle Valencia	Chris Wood
Johanna Emond	Roberta Hardy	Helen Kelly	Bennett McColl	Cris Penn	Brian Skingsley	Monique Van Sluys	Tom Wright
Amanda Evans	Dale Harley	Carolyn Kennedy	Rosemary McColl	Emma Pepper	Frances Smith	David Vardeh	Alexandra Wright
Arianne Fabella	Vicki Harris	Christopher Kewley	Blair McDonald	Kara Peters	Cristin Smith	Jordan Vetter	Frank Wyld
Diane Fahey	Amanda Harris	Helen Kidd	Brooke McGill	Annette Petersen	Emily Smyth	Susan Vostarek	
Graham Faichney	Zoe Harrison	Jacqueline King	Lauren McGregor	Fred Peterson	June R Southerden	Tom Vowell	
Joanne Falla	Lauren Harrison	Alison King	Dimity Mcgregor	Stella Philippou	Ian Speight	Graham Wackett	
Joan Farago	Wendy Hartman	Cecilia King	Jeanette McKay				
Kate Farquharson	Philip Harvey	Donna Kirkham	Brad Mckenzie				
Claire Farrance	Cynthia Haskell	Shirley Kirkwood	Elizabeth McKibbin				
Sandra Favalaro	Ben Haynes	Alissa Knutson	Phillippa McLachlan				
Sarah Fenton	Anne Heasman	Janet Kydd	Joanna McLachlan				
Elizabeth Finch	Gerald Heasman	Rose Marie La Macchia	Ora McNaught				
Dotti Fineout	Bernadette Heeps	Salvador La Mantia	Lynne Mcrae				
Tim Finlayson	Samira Helouai	Janet Lackey	Pauline McWilliams				
Sonia Fisher Dobbin	Lana Herodes	Melissa Laginha	Rhiannon Medcraft				
Barry Fitzgibbon	Ella Herrmann	Alan Laithwaite	Jacqueline Mendelsohn				
Thomas Flatley	Samantha Hillman	Bethany Lalor	Laura Menendez				
Joanne Flavell	Liz Hind	Gordon Lambert	Amy Mercer				
Ian Fletcher	Alan Hind	Jan Lamont	Nancy Mercer				
Noelene Forrest	Judith Hinkley	Stephanie Lanzetti	Helen Merkel				
Pauline Forrester	Adrienne Hirst	Rita Lapwood	Jordan Michelmore				
David Foster	Patricia Hoare	John Larkins	Bede Millner				
Nicola Fothergill	Lisa Hocknell	Clerinda Larsson	Diana Mingaye				

Appendix 26 (continued)

Taronga Western Plains Zoo

Lesley Abrahams	Emma Nixon
Peter Apps	Lauren Nott
Lynn Arnott	Veronica Oakley
Kathleen Ashby	Gregory O'mally
Jennifer Ashford	Nancy Parish
Betty Attenborough	Hilary Parker
Donald Attenborough	Robyn Pethebridge
Phil Barclay	Sharon Portelli
Robert Barden	John Powning
Ann Barnard	Joan Rheinberger
Gemma Bauld	Kristy Ryan
Andrew Bishop	Sue Ryan
Biance Bishop	Ros Ryan
Diana Browne	Leonie Saville
Robert Browne	Sharon Smith
David Buttrey	Ann Thomson
Margaret Carroll	Tony Wall
Fran Carter	Shayne Weiley
Kate Charlton	Elke Weinbrecht
Martin Clark	Alix Wells
Alibeth Clatworthy	Maggie Westman
Lisa Combridge	
Linda Connelly	
Bob Coverdale	
Michelle Crawford	
Betty Daly	
Mary Davis	
Sheridan Davis	
David Downey	
Janne Doyle	
Kerrie Field	
Coralie Fletcher	
Jan Fletcher	
Patsy Forrester	
Jennifer Furney	
Heather Gleeson	
Denise Granger	
Kathryn Granger	
Teresa Greenwood	
Bill Greenwood	
Pam Gulbis	
Helen Harris	
Emily Harrison	
Karen Hemsworth	
Alan Hill	
Stephen Hollier	
Lauren Hudson	
Jocelyn Jaques	
Ray Jaques	
Peter Judd	
Alan King	
Helen Kinsey	
Neil Lander	
Nancy Lander	
Edward Mcculloch	
John Mcintyre	
Keiko Mclennan	
Julie Miller	
Joan Murphy	
Patricia Myers	

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

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

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

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

ISSN 0312-181X

Design:
HULSBOSCH Communication by Design

Original 'For the Wild' campaign concept created by Whybin/TBWA

Editor: Emma Pollard, Executive Officer,
Taronga Conservation Society Australia

Total cost of production: \$8,974 (ex gst)

This document has been printed by Digital Press, which is certified by the Forest Stewardship Council. The paper we chose to print on is Mohawk Everyday Digital Smooth (i-Tone) which is ECF and FSC certified and considered to be one of the most environmentally adapted products on the market.

Manufactured using ECF and FSC certified mixed sources pulp from well managed forests, with wind power and made carbon neutral.

Containing fibre sourced only from responsible forestry practices, this sheet is ISO 14001 EMS accredited.

