

A close-up, front-facing photograph of a rhinoceros's head. The rhinoceros's horn is prominent at the top center, and its eyes are visible on either side. The skin is thick and wrinkled. The text is overlaid on the rhinoceros's face.

The Bigger Picture

Securing a shared future for wildlife and people

For the Wild

TARONGA 
CONSERVATION SOCIETY AUSTRALIA

ANNUAL REPORT 2012–2013

Overview

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

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

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



The Hon Robyn Parker MP

Minister for the Environment and Heritage
Parliament House
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Dear Minister

It is with great pleasure that I present the 40th Annual Report of the Taronga Conservation Society Australia, which includes the statement of accounts, for your presentation to the NSW Parliament. This report covers in full the Taronga Conservation Society Australia's activities for the year ended 30 June 2013 in accordance with Section 20 and 37 of the *Zoological Parks Board Act 1973 (NSW)* (as amended) and the *Annual Report Statutory Bodies Act 1984 (NSW)* (as amended).

Yours sincerely

Len Bleasel AM
Chairman

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A Shared Future for Wildlife and People

Taronga is deeply committed to wildlife conservation, science and learning.

At Taronga and Taronga Western Plains Zoos we bring people and wildlife together for positive outcomes by creating inspiring and educational visitor experiences. Our conservation breeding programs are helping to secure a future for endangered and critically endangered species including the Eastern Bongo, Sumatran Tiger and Tasmanian Devil.

But what you see when you visit Taronga's two Zoos is just the tip of the iceberg – it is only part of The Bigger Picture.

As part of a 360-degree approach to conservation, we work closely with partners in Australia and globally to support wildlife and habitat conservation projects around the world; from community-based conservation of Madagascar's spiny forest, to wildlife protection units on the Indonesian island of Sumatra. We are also conducting ground-breaking scientific research to help protect wildlife including Australian frog species and the world's coral reefs.

At Taronga, we see The Bigger Picture: a shared future for wildlife and people.

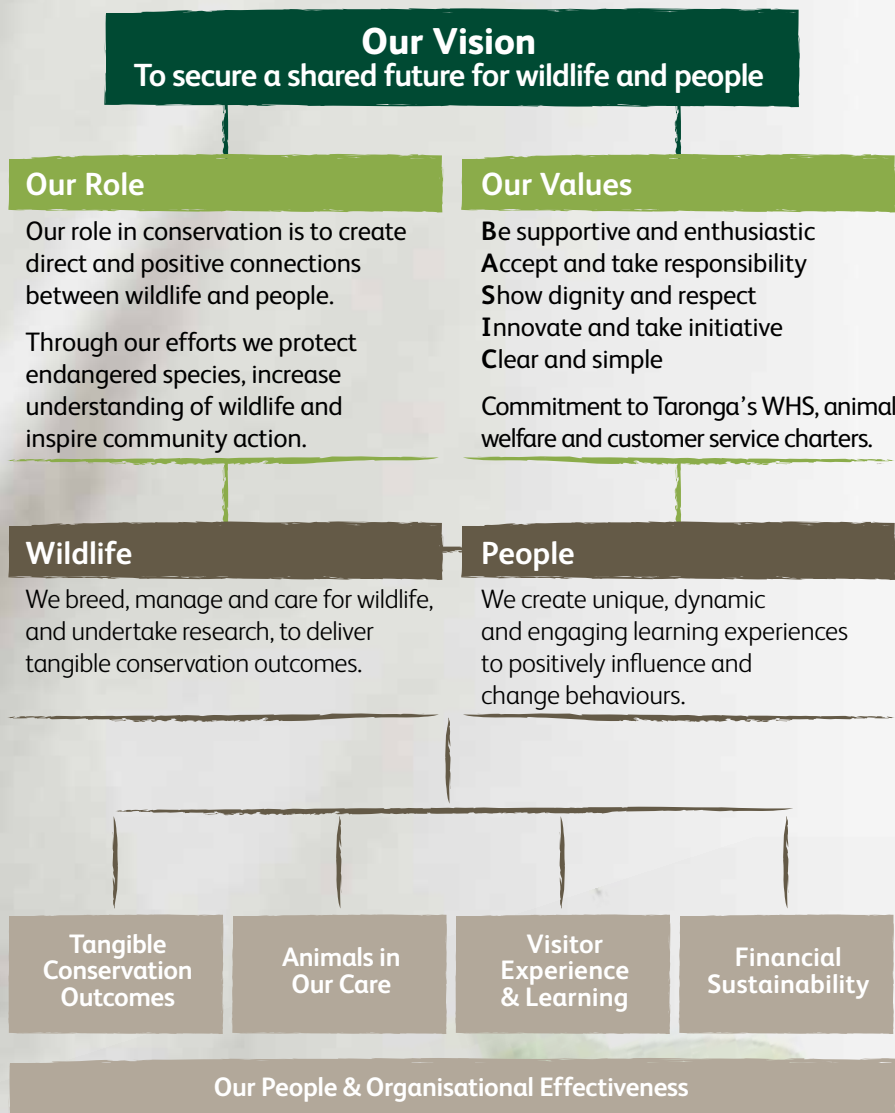






Our Strategic Direction

Our vision is to secure a shared future for wildlife and people. Taronga's unique role and the way we will conduct our work in supporting wildlife conservation, science and learning are defined by our Strategic Plan.



TARONGA ZOO

Symbol
Platypus
(Ornithorhynchus anatinus)
Opened
October 1916
Site
28 hectares
Animals
Number of Animals: 3,752
Species/sub-species: 348



TARONGA WESTERN PLAINS ZOO

Symbol
Giraffe
(Giraffa camelopardalis)
Opened
February 1977
Site
788 hectares
Animals
Number of Animals: 535
Species/sub-species: 76



NSW GOVERNMENT

Chairman's Report

I am proud to present the 40th Annual Report of the Taronga Conservation Society Australia. 2012/13 marked the completion of Taronga's 12 year \$221 million Master Plan redevelopment partnership with the NSW Government, an important milestone in the organisation's history and achievement for the people of NSW. Some of Taronga's significant achievements in the past 12 months are reported below.

In the final year of the Master Plan, Taronga and the NSW Government together invested more than \$12 million in capital development and asset maintenance at Taronga and Taronga Western Plains Zoos. At Taronga Zoo, construction commenced on the Lemur Forest Adventure which is scheduled to open in December 2013 as one of the Zoo's most interactive and engaging visitor experiences. Taronga also re-launched the Taronga Centre function spaces after completion of a \$750,000 capital development upgrade.

At Taronga Western Plains Zoo, the Zoofari Lodge Main House refurbishment has revitalised the Zoo's premium accommodation product and the construction of Billabong Camp has created a brand new overnight experience for visitors to enjoy. These developments will support Taronga's activities in field conservation, conservation science and education by delivering a commercial return. Overnight experiences are also an important opportunity to engage visitors in the work Taronga is currently doing to help secure a shared future for wildlife and people.

The Taronga Foundation, established in 2000, raised \$11 million. Funds raised will help support over 30 in-situ conservation projects in Australia and around the world, and conservation science and education projects. The vision and generous support of Taronga Foundation donors has also enabled Taronga to leverage nearly \$1.9 million in scientific grants via the Taronga Conservation Science Initiative. Projects funded by the Initiative include studies on frog immunity to chytrid fungus to help conserve endangered species in NSW, and the Great Barrier Reef Coral CryoReserve at the Wildlife Reproductive Centre at Taronga Western Plains Zoo.

At our Zoos we have celebrated a number of significant births this past year. Perhaps the most important of these was the birth of a male White Rhinoceros calf 'Macheo', at Taronga Western Plains Zoo. 'Macheo' was born from 'Mopani' who had been pregnant when the Zoo lost 4 White Rhinoceros to an unknown illness last year and in this regard, his birth is a tribute to the keepers and veterinary staff at the Zoo. New arrivals at Taronga Zoo included three Fennec Fox kits, Komodo Dragon hatchlings transferred from the USA and a two year old female Sun Bear who has been paired with Taronga's male.

I would like to thank the members of the Board for their support and assistance over the past 12 months. I would particularly like to thank Ms Gae Raby who retired in June 2013 after 13 years of service to Taronga and welcome new Board members Dr Kersti Seksel, Councillor John Walkom and Councillor Roy Bendall.

At the conclusion of another successful year, I acknowledge the tireless work of Taronga and Taronga Western Plains Zoo staff. Their passion and enthusiasm is critical to the Zoos' success and the creation of positive connections between wildlife and people. I also acknowledge the efforts of Taronga volunteers who help deliver wonderful experiences for our visitors and enrichment for the animals in our care.



Len Bleasel AM
Chairman



Director and Chief Executive's Report

2012/13 has been an important year for Taronga. At both sites, and beyond the grounds of our two Zoos, we have expanded our commitments in education, research and conservation science whilst continuing to deliver engaging and inspiring experiences for visitors.

Total attendances at Taronga and Taronga Western Plains Zoos increased by 2.4% to 1.7 million in 2012/13. The increase in attendances was driven by the 'Dinosaurs in the Wild' experience at Taronga Zoo which resulted in a 6.8% increase in year on year visitation from November to January. With nearly 450,000 visitors, 'Dinosaurs in the Wild' made it the busiest summer period ever for the Zoo.

Throughout the year, Taronga has continued its support of organisations working around the world to identify and reduce key threats to endangered and critically endangered species, protect vital habitat for wildlife, and address human-wildlife conflict. Through the Conservation Partnerships and Field Grants programs, Taronga supports more than 30 in-situ projects including wildlife protection units which prevent poaching and logging and efforts to stop illegal wildlife trade. Closer to home, Taronga supports community conservation programs to drive behaviour change amongst visitors and the general public including They're Calling on You, Don't Palm Us Off and Beads for Wildlife.

Taronga has also partnered with Woolworths to promote sustainable seafood consumption in grounds at Taronga Zoo and in store around the country. This partnership will enable Taronga to deliver sustainable seafood campaign messaging into Woolworths stores at the point of sale and in this regard, has unprecedented potential to empower the community in proactive marine conservation.

Within our two Zoos, Taronga staff have worked closely with representatives of other government agencies to ensure the success of formal recovery programs including for the Regent Honeyeater and Corroboree Frog. Taronga Zoo had its most productive Regent Honeyeater breeding season with 38 fledged chicks released

at Mt Pilot National Park, Victoria, during the year. Over 1,100 Southern Corroboree Frog eggs were also produced at Taronga Zoo, a significant number of which were released into fenced, chytrid-free enclosures in Kosciuszko National Park and artificial chytrid-free pools at breeding sites within the National Park.

At Taronga and Taronga Western Plains Zoos, 159,325 students were involved in Taronga learning programs. This included 1,114 students from Western Sydney who participated in the Endanger Ranger program, a NSW Government election commitment and immersive overnight education program at Taronga Western Plains Zoo. Over 350 students were also enrolled in courses run by the Taronga Training Institute including Animal Studies, Captive Animal Management and Tourism, and 24 postgraduate students from 9 universities supervised on site and in the field.

As I do each year I would like to thank Taronga Chairman, Len Bleasel AM, and the Board for their support and guidance. I would also like to thank Taronga's donors, corporate partners and Zoo Friends whose support had enabled Taronga to further expand its reach and contribution to education, research and conservation science. Most importantly, I would like to convey my sincere appreciation to the staff and volunteers at Taronga and Taronga Western Plains Zoos for their tireless work over the past 12 months. They are wonderful ambassadors for wildlife and underpin Taronga's efforts to secure a shared future for wildlife and people.

Cameron Kerr
Director and Chief Executive



Appointed Board

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

Mr Leonard Bleasel AM, JP FAIM FAICD (6)

Ministerial Appointee. Chairman of the Taronga Conservation Society Australia. Mr Bleasel was the Managing Director and Chief Executive Officer of The Australian Gas Light Company (AGL) until his retirement in February 2001. He is Chairman of APA Group Ltd, APT Pipeline Limited and the CIMB Advisory Council, and a Partner of O'Connell Street Associates.
(Term expired 30/6/2013; reappointed to 30/06/15)

Mr Steven Crane (6)

Ministerial appointee. Deputy Chairman and Chair of the Marketing Committee. Mr Crane is a member of the CIMB Advisory Council, Chairman of Global Valve Technology and NIB Ltd, and a Director of Transfield Services Ltd, Bank of Queensland Ltd and APA Group Ltd.
(Term expired 30/06/2013; reappointed to 30/06/14)

Clr Roy Bendall (3)

Representing Mosman Council. Member of the Audit and Risk Committee. Clr Bendall is the Deputy Mayor of Mosman. He has broad experience working in international financial and capital markets, and project management specialising in the trade and maritime infrastructure sector. Clr Bendall is also a legal practitioner with experience in regulatory reform and the provision of regulatory advice including to corporations and the Government in Papua New Guinea.
(Term commenced 23/01/13; expires 22/01/15)

Clr Anne Connon (2)

Represented Mosman Council. Member of the Audit and Risk Committee. Clr Connon was 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.
(Term expired 01/11/2012)

Ms Jennifer Cowley (5)

Representing the local community in Dubbo. Member of the Marketing Committee. Ms Cowley is a passionate advocate for regional Australia. She has broad experience in and involvement with both print and electronic media; and has worked extensively in adult education and training and in community development and advocacy. She works actively within regional and remote communities in her both her media and training capacities and sits on a number of advisory boards in fields including mental health, disability services and the arts.
(Term expires 30/06/2014)

Dr Kersti Seksel (4)

Representing veterinary science and animal welfare. Chair of the Wildlife Conservation, Health and Welfare Committee. Dr Seksel is the principal of a specialist referral only practice for animal behaviour. She is President of the Australian Companion Animal Council and sits on the Communication Group of the Australian Animal Welfare Strategy. Dr Seksel is on the Animal Welfare Advisory Committee for the NSW Government and the Animal Welfare Advisory Working Group for Dairy Australia. She has completed an Australian Institute of Company Directors course.
(Term expires 30/06/2015)

Ms Nancy Fox (5)

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 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 expires 30/06/2014)

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

Ministerial Appointee. Chairman 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 of 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 expires 30/6/2014)

Clr Greg Matthews (1)

Represented Dubbo City Council. Member of the Wildlife Conservation, Health and Welfare Committee. Clr 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 expired 1/11/2012)

Ms Gae Raby (5)

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 expired 30/6/2013)

Ms Catherine Strassberg (6)

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 expires 30/06/2014)

Clr John Walkom (3)

Representing Dubbo City Council. Member of the Marketing Committee. Clr Walkom is Chair of Regional Development Australia – Orana, Deputy Chair of the New South Wales Regional development Advisory Committee and a member of the Dubbo Economic Advisory Committee. He is an active and highly regarded member of the local community in Dubbo, having worked closely with a broad range of stakeholders including community, business and local government representatives.
(Term commenced 06/02/13; expires 05/02/15)

Board Committees Finance and Capital Works 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, Taronga Foundation, customer service and tourism development. Consists of selected Board Members.

Wildlife Conservation, Health and Welfare Committee (6)

Chair – Dr Kersti Seksel.

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 and approved 13 new applications, 14 renewal applications and 3 amendment applications in 2012/13.



Organisational Chart



Senior Management Team

Cameron Kerr
BSc (Hons), MCom

Director and Chief Executive

Paul Davies
MA (Hons), MBA

General Manager, Marketing, Guest & Commercial Operations

Simon Duffy
BTeach, BEd (Hons)

General Manager, Life Sciences & Research Conservation

Matthew Fuller
Fellow, Winston Churchill Memorial Trust

General Manager, Taronga Western Plains Zoo

Alex Halliburton
BLA (Hons)

General Manager, Capital Works, Infrastructure & Operations

Hunter Rankin
BCom

General Manager, Corporate Services

Bettina Sammut
BA, Cert (PR), Grad Cert (HRM), Grad. Cert Change Mgt AGSM

General Manager, People & Learning



For the Rhi

5

Number of surviving species of rhinoceros (Black Rhinoceros, White Rhinoceros, Indian Rhinoceros, Sumatran Rhinoceros and Javan Rhinoceros).

noceros

The main threats to rhinoceros in the wild are illegal poaching and habitat destruction.

...we have conservation breeding programs for the Black Rhinoceros, White Rhinoceros and Greater One-Horned Rhinoceros at Taronga Western Plains Zoo and support the International Rhino Foundation to help conserve rhinoceros in Africa and Asia. Taronga staff also provide veterinary support to help breed the critically endangered Sumatran Rhinoceros at the Sumatran Rhino Sanctuary in Way Kambas National Park.

White Rhinoceros 'Mopani' and calf 'Macheo' at one day old. PHOTO: LEONIE SAVILLE

Year in Brief

Research & Conservation Science in Australia

Australia wide

Non-invasive measurements of stress in marsupials and monotremes



Christmas Island

Reptile and mammal disease prevalence on the island

Western Australia

Mining stress in mice as a model for wildlife



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

Taronga continues to expand its commitment to research and conservation science. Taronga scientists bring diverse expertise and work with partners including universities and state and Federal government agencies to address urgent environmental questions. Through our collaborative investigations and Taronga conservation science programs including the **Australian Registry of Wildlife Health**, **Wildlife Reproductive Centre** and **Australian Marine Mammal Research Centre**, our work will ultimately be applied to make better informed wildlife and habitat management decisions.

The vision and generous support of Taronga Foundation donors has also enabled the creation of the **Taronga Conservation Science Initiative**. Established in 2011 to expand Taronga's contribution to conservation science, the Initiative has leveraged nearly \$1.9 million over two years in scientific grants to explore issues of importance in the marine and terrestrial environments.

Key

- Research
- Conservation Partnerships
- Field Grants

South Australia

Non-invasive monitoring of Southern Hairy-nosed Wombats



Northern Territory
The ecology of the Leishmania parasite in the Northern Territory



Mission Beach, QLD
Reforestation for Cassowaries

Great Barrier Reef
Cryopreservation of coral embryos for future restoration



Lord Howe Island
Satellite telemetry of Australian juvenile loggerhead turtles

Central Australia
Flora and Fauna audit and management plan



Inland NSW
Land management for koala conservation

Oceans east of Australia
Contaminants in marine turtles



Jenolan Caves, NSW
Monitoring of the Jenolan Caves population of the Brush-tailed Rock-wallaby

Riverina, NSW
Platypus conservation

Sydney Harbour, NSW
Reintroduction of native bush rats to control populations of invasive species

Southern NSW
Radio-transmitter trials with the Regent Honeyeater

Oceans south of Sydney
The value and function of marine parks

Kosciuszko, NSW
Recovery strategies for the Corroboree Frog



Jervis Bay, NSW
Social networks of Port Jackson sharks

Tasmania
Monitoring individual function in wild, free-ranging and captive Tasmanian devils



Year in Brief

Our Global Reach

Taronga works with partners around the world to help secure a shared future for wildlife and people.

Taronga commits staff time and expertise to support more than 30 in-situ conservation projects. Taronga works with a large number of conservation experts and community groups around the world to **identify and reduce key threats to endangered and critically endangered species, protect vital habitat for wildlife, and address human-wildlife conflict.**

Taronga also supports community conservation campaigns including **Beads for Wildlife, Don't Palm Us Off** and **They're Calling on You** to raise community awareness about the threats facing wildlife and help secure a shared future for wildlife and people.



Nigeria
Wildlife Conservation Society and Great Ape Survival Project (Cross River Gorilla)

Nigeria ●●

Democratic Republic of Congo ●
Republic of Congo ●

● Brazil

Brazil
Royal Zoological Society of Scotland (Ecology and conservation of the Giant Armadillo)



● Conservation Partnerships

Democratic Republic of Congo

Jane Goodall Institute (Eastern Lowland Gorilla)

Fiji

National Trust of Fiji (Fijian Crested Iguana)

Indonesia

Komodo Survival Program (Komodo Dragon)

International Rhino Foundation (Sumatran Rhino)

The Orangutan Project (Sumatran Orangutan, Sumatran Tiger, Sumatran Elephant)

Kenya

Northern Rangelands Trust (Giraffe)

Madagascar

Omaha's Henry Doorly Zoo and Aquarium (OHDZA), Madagascar Biodiversity Partnership (MBP) and Conservation Fusion (CF) (Ring-tailed Lemur)

Nigeria

Wildlife Conservation Society and Great Ape Survival Project (Cross River Gorilla)

Republic of Congo

Jane Goodall Institute (Chimpanzee)

Sri Lanka

Department of Wildlife Conservation (Asian Elephant)

Tanzania

University of Oxford (African Wild Dog)

Thailand

Department of National Parks, Wildlife and Plant Conservation (Asian Elephant)

Zimbabwe

International Rhino Foundation (Black Rhino)

● Research

Antarctic

Leopard seal nutrition mapping project

Using 3-D photogrammetry to estimate body mass of marine mammals

Respiratory physiology and safe anaesthesia of the leopard seal

Borneo

Seed dispersal by the Orang-utan in the Sabangau forest, Borneo

China

Giant Panda reproductive seasonality: faecal and behavioural assessment in China

Sulawesi, Indonesia

Sulawesi Macaque biology and conservation in Selamatkan Yaki National Park

Thailand

Asian Elephant assisted reproduction

Aerosol transmission of pathogenic bacteria from Asian elephants



3

Nepal
Himalayan Nature (Protecting key habitats for Fishing Cats)



2

Uganda
New Nature Foundation (Kibale Fuel Wood Project)

- Uganda
- Kenya
- Zambia
- Tanzania
- Zimbabwe

● Madagascar

Madagascar
Omaha's Henry Doorly Zoo and Aquarium (OHDZA), Madagascar Biodiversity Partnership (MBP) and Conservation Fusion (CF) (Ring-tailed Lemur)



China
Giant Panda reproductive seasonality; faecal and behavioural assessment in China

● China



4

Fiji
National Trust of Fiji (Fijian Crested Iguana)

● Cambodia

● Philippines

● Sri Lanka

● Thailand

● Borneo

● Sulawesi

● Indonesia

Sulawesi
Sulawesi Macaque biology and conservation in Selamatkan Yaki National Park

● Fiji

● New Zealand

● Field Grants

Brazil

IPÊ - Instituto de Pesquisas Ecológicas (Protecting the Lowland Tapir in Brazil)

Royal Zoological Society of Scotland (Ecology and conservation of the Giant Armadillo)

Cambodia

University of Oxford (Ecology and conservation of Dholes)

Indonesia

Friends of National Parks Foundation (Reforestation project at the Lamandau River Wildlife Reserve)

Zoological Society of London (Enhancing wildlife protection in the Berbak ecosystem)

Nepal

National Trust for Nature Conservancy (Assessing human-bear conflicts)

Himalayan Nature (Protecting key habitats for Fishing Cats)

New Zealand

Bushy Park Trust (Establishing a new population of Hihi)

Nigeria

Tropical Research and Conservation Centre (Regenerating Sclater's Guenon habitat)

Philippines

Mabuwaya Foundation (Buffering human-crocodile conflict at Dinang Creek, San Mariano)

Uganda

New Nature Foundation (Kibale Fuel Wood Project)

Zambia

South Luangwa Conservation Society (Anti-snaring work at Luangwa National Park)



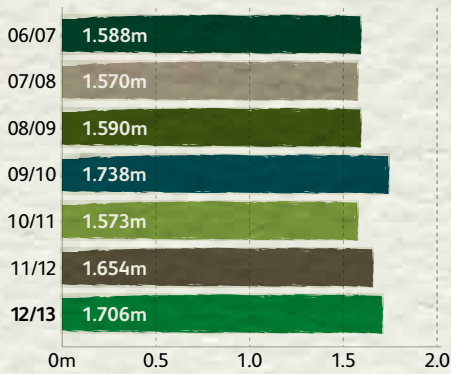
Antarctica

Leopard seal nutrition mapping project

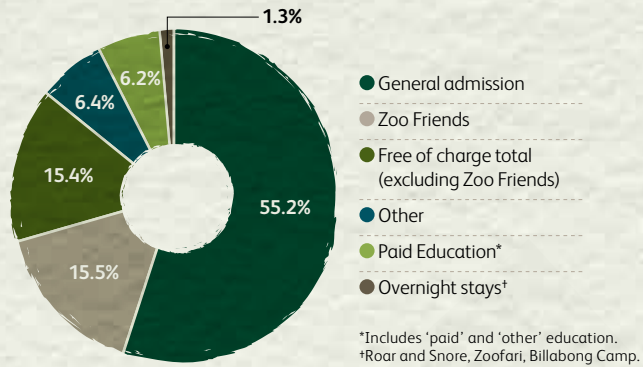
● Antarctica

Year in Brief Visitation

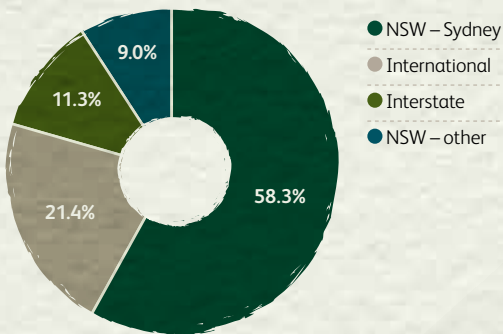
Total visitation (million people)



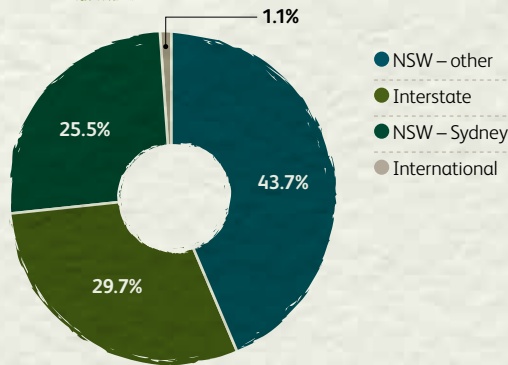
Guest ticketing mix



Origin of guests – Taronga Zoo



Origin of guests – Taronga Western Plains Zoo



Guest attendance

	2011/12	2012/13	Variance	Variance %
Consolidated result				
Paid attendance ⁽¹⁾	1,298,200	1,355,877	57,677	4.4%
Paid and FOC* attendance ⁽²⁾⁽³⁾	1,665,673	1,706,278	40,605	2.4%
Taronga Zoo				
Paid attendance ⁽¹⁾	1,101,113	1,159,627	58,514	5.3%
Paid and FOC attendance ⁽²⁾	1,430,049	1,477,638	47,589	3.3%
Taronga Western Plains Zoo				
Paid attendance ⁽¹⁾	197,087	196,250	-837	-0.4%
Paid and FOC attendance ⁽³⁾	235,624	228,640	-6,984	-3.0%

*FOC – Free of charge.

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

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

3. Includes function guests at Taronga Western Plains Zoo.



Year in Brief Financials

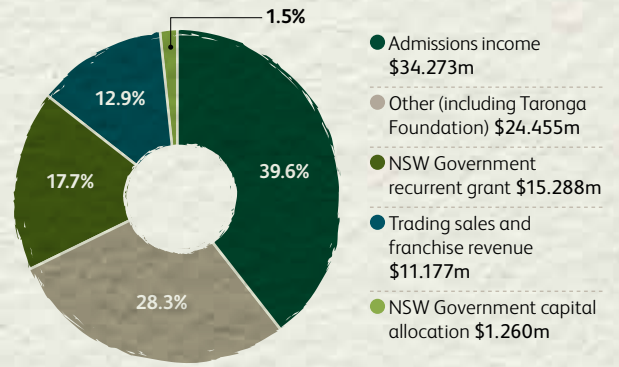


Total income (\$m)

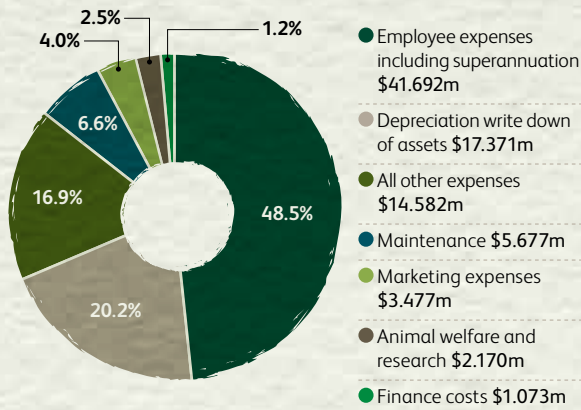


*Total income includes one-off Government grant of \$36 million.

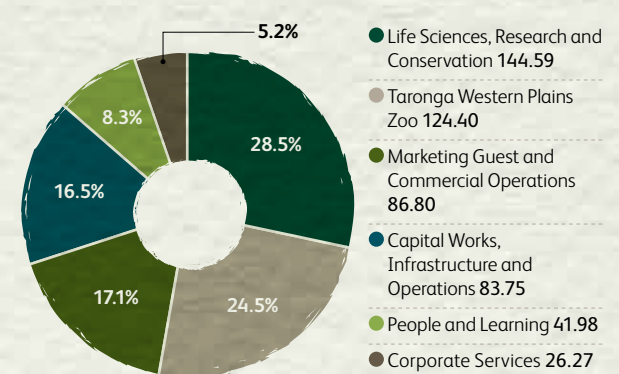
Sources of income for Taronga programs



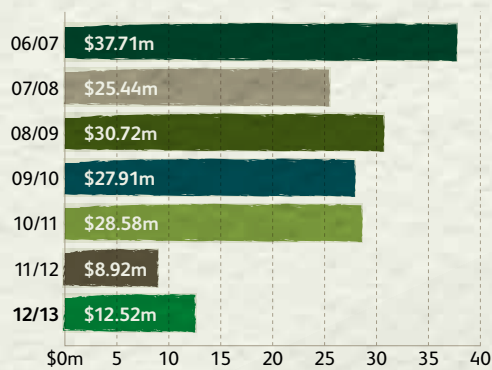
Allocation of recurrent resources to expense types



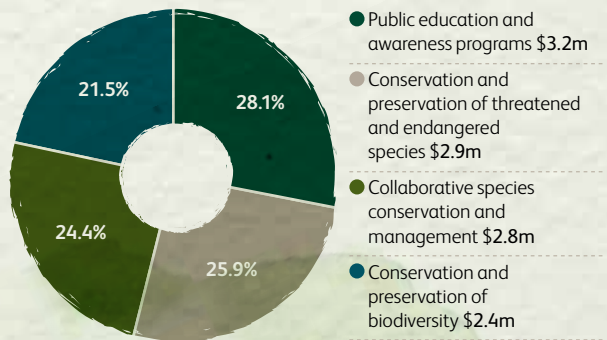
Allocation of employees by Taronga division



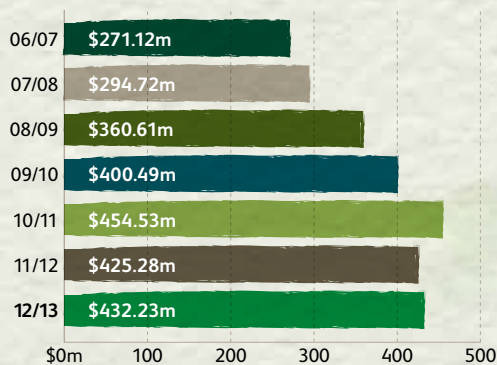
Expenditure on capital development & asset maintenance (\$m)



Total cost of Social Program Policy activities



Total assets (\$m)





17

The number of
chimpanzees
in Taronga's
breeding group.

For the
Chimpan



zee

...we are supporting the Jane Goodall Institute to expand the Tchimpounga Chimpanzee Rehabilitation Centre in the Congo. As the largest Chimpanzee sanctuary in Africa, it is home to more than 150 Chimpanzees that have been rescued from the illegal bushmeat and pet trades.

Chimpanzee 'Samaki' PHOTO: RICK STEVENS

Tangible Conservation Outcomes

The Ring-tailed
Lemur is classified
as near threatened;
numbers have
declined by 20-25%
in the last
24 years.

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

Key achievements

1. In its first two years, the Taronga Conservation Science Initiative received \$1.9 million in grants to support nine projects which underpin species and ecosystem management and conservation with sound science.
2. At the request of the Christmas Island National Park, the Australian Registry of Wildlife Health undertook extensive studies to determine the impact of disease on the island and specifically local species extinctions.
3. Taronga reared and released 1,100 Alpine Tree Frogs to Kosciuszko National Park as part of a joint research partnership with James Cook University and the NSW Office and Environment and Heritage to investigate innate immunity to chytrid fungus.
4. A Conservation Partnership was established with Omaha's Henry Doorly Zoo and Aquarium, Madagascar Biodiversity Partnership and Conservation Fusion to support community-based conservation of Madagascar's spiny forests and the Ring-tailed Lemur.
5. Taronga expanded its commitment to protecting wildlife and stopping illegal wildlife trade, from supporting wildlife protection units which prevent poaching and logging, to shoring up veterinary assistance programs for animals caught in snares in Asia and Africa.
6. Taronga staff have travelled to, assessed and added value to six conservation projects supported by the Taronga Foundation in different countries across the globe.
7. Taronga partnered with Woolworths to educate visitors about the importance of sustainable seafood choices. The partnership has unprecedented potential for Taronga to drive behaviour change and empower the community to become involved in marine conservation.
8. Taronga and SITA were declared joint winners of the Australian Business Award for Environmental Sustainability. Taronga's partnership with SITA ensures Taronga Zoo maximises recycling and minimises waste to landfill, with over 80% of all waste on site now recovered for recycling.



Tjeerd Jegen, Australian Sea-lion 'Maya' and Cameron Kerr launch the Taronga – Woolworths sustainable seafood partnership. PHOTO: RICK STEVENS



Rebecca Atencia and Matt Green at the Tchimpounga Chimpanzee Rehabilitation Centre, Congo. PHOTO: FERNANDO TURMO



Alpine Tree Frog, Taronga Zoo. PHOTO: MICHAEL MCFADDEN



Lesley Small and Emma Pollard laying camera traps in Sumatra.

Performance indicators

	2011/12	2012/13
Collection species which are classified as threatened⁽¹⁾		
Taronga Zoo	30%	28%
Taronga Western Plains Zoo	47%	45%
Threatened species in conservation programs⁽²⁾		
Taronga Zoo	43%	46%
Taronga Western Plains Zoo	70%	77%

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

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

Conservation Science Programs

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

Taronga continues to expand its commitment to research and conservation science. Taronga scientists bring diverse expertise and work with partners including universities and state and Federal government agencies to address urgent environmental questions. Through our collaborative investigations and Taronga conservation science programs including the Australian Registry of Wildlife Health, Wildlife Reproductive Centre, Australian Marine Mammal Research Centre and Behavioural Studies Unit, our work will ultimately be applied to make better informed wildlife and habitat management decisions.

The vision and generous support of Taronga Foundation donors have also enabled the creation of the Taronga Conservation Science Initiative. Established in 2011 to expand Taronga's contribution to conservation science, the Initiative has leveraged nearly \$1.9 million over 2 years in scientific grants to explore issues of importance in the marine and terrestrial environments. Examples of projects supported by the Initiative are outlined below:

Helping Endangered NSW Frogs Fight a Deadly Fungus

Project partners: Taronga, James Cook University, NSW Office of Environment and Heritage

Chytrid is a fungus, deadly to many amphibians, and is spreading to even the most remote areas of the world. Understanding frog immune response and adaptation to the chytrid fungus could help conserve several endangered species. Results of studies undertaken at Taronga indicate that infection with the chytrid fungus or prophylactic treatment had no effect on individual Booroolong Frog resistance. In short, there was no evidence for increased protective immunity following infection with chytrid. The experiments also indicated that most Booroolong Frogs had some sort of innate resistance that might assist in species recovery. The next phase of this research will include

monitoring disease free frogs bred and released from Taronga in 2013. The findings of this work may guide the future management of threatened frogs impacted by chytrid fungus. If innate immunity within species can be detected, it will guide the future of captive conservation and reintroduction programs by helping zoos to breed individuals with greater innate immunity without losing overall genetic diversity.

Hotspots for Marine Predators

Project partners: Taronga, Macquarie University, NSW Office of Environment and Heritage

This project is tracking key marine species including Australian and New Zealand fur seals, penguins and other sea birds to relate their movements and feeding to important oceanographic features in south-east Australia. Field trips for the penguin and seabird component of the project began last year and over 30 Little Penguin tracks were successfully recorded. Sensors deployed on fur seals to record conductivity, temperature and depth are also providing valuable data including in relation to behaviour and movements along the NSW coast. By identifying how oceanographic features impact on wildlife species behaviour, the project will help with the identification of important marine hotspots to improve the management and zoning of marine parks.

Benchmarking Lion Welfare

Project partners: Taronga, Australian Animal Welfare Strategy

Taronga is developing non-invasive techniques to provide an objective marker of Lion welfare and indicate the impact of changes in a Lion's environment. In some species, including humans, it is possible to determine stress levels by assessing adrenal activity over a period of time. However, this is not an option for Lions that like most wildlife species have evolved not to show weakness or stress until it becomes severe. Taronga will be applying the same technology used to determine the reproductive status of females by examining the oestrogen and progesterone metabolites in either faecal or urine samples collected on a regular basis to develop and validate a corticosteroid assay specifically for Lions. Taronga will work with other zoos and circuses to access Lions under a range of management conditions and pair the physiological assessment with behavioural assessments to determine behavioural indices of adrenaline.

Wild Shark Social Networks

Project partners: Taronga, Macquarie University, NSW Fisheries

Taronga's marine biologists are working to understand how grouping behaviour in sharks may affect their vulnerability to human threats such as overfishing and habitat destruction. The social structure of a Port Jackson Shark breeding group in the Jervis Bay Marine Park will be studied using acoustic monitoring and genetic techniques to collect behavioural and movement data from this cryptic marine species. Field work for this project was undertaken between July and September 2012 in Jervis Bay. To date, 221 Port Jackson Sharks have been sexed, measured, weighed and tagged. Preliminary analysis found that in Jervis Bay sharks are social and tend to associate with specific individuals. This work will continue in spring of 2013 to further explore the diversity of social behaviour of individual sharks. The techniques developed and validated in this project could be extrapolated to protect and learn about the social structure of other shark species in the future.

Amphibian IVF

Project partners: Taronga, University of Wollongong, NSW Office of Environment and Heritage

Assisted reproductive techniques (ART), similar to those used for humans, have been adapted for many wildlife species around the world. Now, Taronga hopes to develop and use ART to help support populations of four endangered Australian frog species. The project will develop techniques for gamete collection using common species, and apply the refined techniques to closely related endangered species, increase the reproductive output of endangered species and assess the re-introduction success of ART-generated individuals under variable environmental conditions. The knowledge gained from this research program will contribute substantially to the implementation of ART in zoological institutions and will aid the preservation and genetic management of Australia's unique amphibian fauna.

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 16 shark attack cases recorded in 2012/13 of which one was fatal. During the year there were over 390 written, email and telephone requests for information from the national and international media (television and print), university researchers, state and Federal government agencies, publishers, and the general public. Summary information is accessible to the general public on the Taronga website.

Field Based Conservation

Taronga commits staff time, expertise and over \$450,000 each year to support more than 30 in-situ conservation projects. Taronga works with a large number of conservation experts and community groups around the world to identify and reduce key threats to endangered and critically endangered species, protect vital habitat for wildlife, and address human-wildlife conflict. The achievements of some of Taronga's many partners in 2012/13 are summarised below.

Habitat protection and restoration

- With the **New Nature Foundation**, Taronga has helped build a shared future for people and primates in Uganda. Over half of the residents and neighbours of the Kibale National Park now grow trees for fuel and use efficient stoves that require half the amount of wood for cooking and heating as was previously required. An average reduction of 4,055 kilograms of wood per day (1.48 million kilograms of wood per year) has been achieved – this is wood that will now remain as forest, providing important habitat for the primates within the National Park.
- The **Tropical Research and Conservation Centre** in Nigeria has also seen a significant reduction in the rate of illegal hunting and deforestation as a result of sustainable agriculture and small scale forestry workshops supported by Taronga. This initial phase of forest protection and regeneration will be focussed on corridor development and paired with protection of the Sclater's Guenon and several other important species found in the area including golden pottos, bush babies and an endangered forest gecko (*Hemidactylus eniangii*).

- In Borneo, the **Friends of National Parks Foundation** achieved the goal of replanting 40 hectares of the Lamandau River Wildlife Reserve. From previous experience it is expected that 70% of these seedlings will survive and within seven years will provide viable habitat for Orang-utans and other species. Maintenance work also continues to restore damage from floods and wild pigs, and the invasive imperata grass, which prevents natural succession, and reduces habitat complexity. Seedlings planted were sourced from a nursery operated by local villagers as a commercial enterprise. The village cooperative nursery now employs 21 villagers full-time.
- As founding members of the **International Rhino Foundation**, Taronga supports Rhino Protection Units that actively protect Sumatran Rhino populations and prevent illegal logging and degradation of National Parks in Indonesia.

Addressing human-wildlife conflict

- Scientists from the **National Trust for Nature Conservation**, Nepal, have developed a better understanding of the causes, locations and types of human conflict with the Asiatic Black Bear and Himalayan Brown Bear in Manaslu Conservation Area (MCA). Some areas were highly affected by black bear both in terms of crop damage, livestock killings and human casualties as a result of which a range of strategies for mitigation will be tested.
- Also in Nepal, **Himalayan Nature** found that increasing numbers of farms in prime Fishing Cat habitat will undoubtedly increase competition and could lead to significant conflict with both Fishing Cats and otters unless stemmed immediately. This is one of the first projects to proactively identify a growing potential threat and mitigate conflict before it is entrenched in a community.
- In contrast, the intense activities of the **South Luangwa Conservation Society in Zambia** are a direct response to increasing aggression and wildlife poaching in the area. The project rescued and rehabilitated over 200 snared animals and is estimated to have saved 1046 animals from snares through snare removal programs including conducting long patrols, short patrols and day patrols in addition to apprehending 74 suspects and confiscating 26 firearms.
- The **Mabuwaya Foundation** in the Philippines has built a vegetative buffer zone on both sides of the Dinang Creek habitat close to human communities to reduce the threat from adult crocodiles and reduce the raiding of crocodile eggs from nests. The biofence built with support from Taronga delineates the reserve and a variety of fruit tree seedlings (mango, citrus, kaimito, rambutan and coconut) on the outside of the reserve that provide a food resource for the village.
- Taronga's 5-year partnership with the **Great Ape Survival Program and Wildlife Conservation Society** to protect the Cross River Gorilla in Cameroon empowered locals as patrol rangers and trained gorilla hunters to develop alternative livelihoods such as the farming of bees and snails. This work has drastically reduced the impact on this vital gorilla population.

Protecting species

Taronga supports organisations undertaking species-specific conservation, the primary role of zoos, in direct and innovative ways. Taronga has:

- worked with the **Australian National University** to better understand the ecology and physiology of the global amphibian decline, and improve reintroduction of endangered frogs in NSW;
- helped translocate 44 HiHi (Stitchbird) to **Bushy Park Trust** a mainland reserve in New Zealand, generating a separate population and reducing the overall risk of extinction to the species;
- assisted mutually supportive projects in Brazil, the **Pantanal Tapir Program and Armadillo Project** to study and protect the Brazilian Tapir and Giant Armadillo, including capturing the first recording of a Giant Armadillo birth;
- visited the remote location of Rinca Island, Indonesia, to assist the **Komodo Survival Program** in their annual abundance survey of the world's largest lizard, the Komodo Dragon;
- again visited Tchimpounga Chimpanzee Rehabilitation Centre in the Republic of Congo to assist **Jane Goodall Institute** in the construction of housing and fencing facilities for Chimpanzees and also in the first release of Chimpanzees in Tchindzoulou island; and

- is supporting the **Australian Platypus Conservancy** to analyse Platypus behaviour in various yabby trap designs to further understand the potential detrimental effect of current Opera House traps to Platypus survival.

As part of the Zoo Friends and Conservation Fellowships program, Taronga staff have visited and assisted many of these projects. Visiting staff have developed a deeper understanding of the challenges of field conservation and returned with new expertise and ideas that can be applied to the management of wildlife at Taronga and Taronga Western Plains Zoos.

Community Conservation Campaigns

Taronga uses inspirational visitor experiences and diverse community networks to empower individuals and businesses to take action for the wild. Strategic community campaigns apply behaviour change science and social marketing techniques to generate momentum around simple and engaging actions that will help secure a shared future for wildlife and people. Campaign highlights from the 2012/13 year include:

Fish for Good

Encouraging seafood choices which ensure a future full of fish for marine life and humans

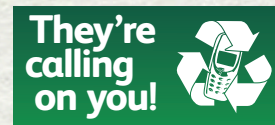


- Development of a new sustainable seafood campaign specifically designed to resonate with national audiences and engage seafood shoppers beyond Zoo grounds into seafood retailing outlets.
- Continued support of the Marine Stewardship Council's sustainable seafood eco-label through the Seal Show and online, including nationally highlighted activities for Sustainable Seafood Day.
- Engaging Woolworths Supermarkets as a major partner of Fish for Good and sponsor of the Great Southern Oceans Precinct. This partnership will allow the campaign to expand

within Taronga Zoo grounds and online channels. It will also facilitate campaign expansion into Woolworths stores in the future. The ability to connect with Woolworths shoppers about the importance of their seafood choice at the point of sale has unprecedented potential to empower the community in proactive marine conservation.

They're Calling on You

Recycling mobile phones to reduce landfill and support gorilla conservation



- Approximately 5,000 phones were recycled this year, raising over \$14,000 to support primate conservation via the Jane Goodall Institute in the Maiko-Tanya Kahuzi-Beiga region in the Democratic Republic of Congo.
- The number of phones recycled has increased in each of the four years of the program. The total number of phones now exceeds 17,000 and has raised over \$49,000.

Beads for Wildlife

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



- Sales of Beads for Wildlife giftware made by women across Kenya's Northern Rangelands Trust this year exceeded 8,000 items. Funds from this beadwork provide the communities with alternative income and lessen their reliance on livestock which compete with local wildlife for food and water.
- Bead sales enable Taronga to provide an annual salary and equipment support for 21 Conservancy Rangers to undertake wildlife monitoring and anti-poaching patrols across the Biliqo-Bulesa Conservancy.

Wildlife trade campaign development

Combating illegal wildlife trade for greater protection of species around the world including Sun Bears and various Rhinoceros species

- Planning and development is underway for a new campaign to combat the global illegal wildlife trade. This campaign will empower communities in Australia and across the world to take action to report wildlife crime.
- A partnership with TRAFFIC Southeast Asia, the wildlife monitoring network, has been established to support the campaign and help map criminal networks behind illegal trade in this high-demand region.

Environmental Sustainability

Australian Business Award – Environmental Sustainability

Taronga Zoo and SITA were declared joint winners of the Australian Business Award for Environmental Sustainability Award in 2013. The award recognises organisations that demonstrate leadership and commitment to the environment. SITA Environmental Solutions has been working with Taronga Zoo to provide a tailored and innovative waste management service. The partnership ensures Taronga Zoo maximises recycling and minimises waste ending up as landfill with over 80 % of Taronga's public and office waste recovered for recycling each year.

Waste Reduction and Purchasing Policy (WRAPP) progress

In 2012/13 Taronga successfully met targets for the purchase of recycled content or environmentally preferred office paper and external printing. Taronga has committed to ensuring that, at a minimum, all office and printing paper used will include recycled content and will be Forest Steward Council (FSC) certified. Taronga also engaged a printing broker who will ensure that these requirements will be met as part of contractual requirements.

Construction projects such as the Lemur Forest Adventure at Taronga Zoo and Billabong Camp at Taronga Western Plains Zoo have exemplified the principles of reuse. During construction of the Lemur Forest Adventure over 500 tonnes of construction waste was recycled. Excavated material was reused as fill and excavated sandstone boulders also reused for exhibit landscaping. Recycled telegraph poles have been included as another unique feature of the exhibit design in both projects.

Sustainability culture survey

A staff sustainability engagement survey was conducted during the year to better understand staff attitudes and behaviours towards sustainability at Taronga and to identify key barriers and motivations for improved engagement. The survey responses were benchmarked against the national average and will be used to pull out key themes and actions for the development of Taronga's Sustainability Plan.

Environmental Management System implementation

A Preliminary Environmental Assessment was completed at Taronga Zoo and is the first stage in the implementation of an Environmental Management System in line with the International Standard (ISO14001). The Preliminary Environmental Assessment reviews activities undertaken on site and the associated environmental risk. Identified risks and subsequent controls will form the basis of the Environmental Management System.

NSW Government Sustainability Advantage Program, Bronze Partner - Taronga Western Plains Zoo

Taronga Western Plains 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 completion of a site wide energy audit, followed by lighting and equipment retrofits as part of the Energy Saver Module.

Environmental Performance – Consolidated Report

Resource	2009/10	2010/11	2011/12	2012/13	Performance ⁹
Total electricity (kWhrs) ¹	9,770,151	9,495,380	9,403,781	9,700,279	3%
Natural gas (Mj) ²	4,460,518	5,491,914	5,803,347	6,562,397	13%
LPG (L) ³	35,633	28,783	33,978	35,872	6%
Potable water (KL)	185,572	186,188	152,879	168,608	10%
Recycled water used (KL) ⁴	80,000	67,000	77,678	58,120	-25%
River water (Mg) ⁵	307	277	290	476	64%
General waste to landfill (tonnes) ⁶	197	177	158	168	7%
Bulk waste to landfill (tonnes) ⁷	317	197	211	227	8%
Co-mingled waste recycled (tonnes) ⁸	332	338	367	343	-7%
Paper and cardboard recycled (tonnes)	215	210	255	188	-26%
Unleaded petrol (L)	49537	46785	51622	39221	-24%
Diesel petrol (L)	65498	68387	67931	66015	-3%

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 applies to Taronga Zoo only.
8. Co-mingled waste is defined as aluminium, glass and plastic.
9. Performance is calculated against the previous (2011/12) financial year.

The increase in consumption of natural gas was due to higher demand for heating of elephants and crocodiles over the winter months compared to the previous year, and the addition of new gas heating for the upgraded Chimpanzee facility.

The increase in potable water consumption was due to essential filter maintenance of the water treatment plant. During this time extra potable water was required to supplement the recycled water system. Correspondingly, the amount of recycled water produced by the water treatment plant decrease this year.

The increase in waste quantities to landfill was partly driven by the inclusion of waste from catering services in the waste management services contract. 2012/13 was the first year this had been done.

The variance in unleaded petrol use is due to a reduction in fleet vehicles that use unleaded petrol. An increasing proportion of Taronga's fleet vehicles now require diesel fuel.

Animals in Our Care



37

Number of joeys Taronga's Tasmanian Devil breeding program has produced. Devils are paired based on the breeding recommendations of the 'Save the Tasmanian Devil Program'

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

Key achievements

- 1,221 animals were treated at Taronga's wildlife hospitals.
- Taronga had its most productive Regent Honeyeater breeding season. 38 fledged chicks underwent and cleared pre-release quarantine examinations for release at Mt Pilot National Park, near Chiltern Victoria in April 2013.
- Over 1,100 live, fertile Southern Corroboree Frog eggs were produced at Taronga Zoo. 120 eggs were released into fenced, chytrid-free enclosures in Kosciuszko National Park and 563 into artificial chytrid-free pools at breeding sites within the National Park. 100 eggs were also transferred to the Amphibian Research Centre to expand the captive population.
- White Rhinoceros calf 'Macheo' was born from 'Mopani' who had been pregnant when Taronga Western Plains Zoo lost four White Rhinoceros to an unknown illness the previous year.
- The first Short-beaked Echidna puggle born at Taronga Zoo in 25 years was discovered by Backyard 2 Bush keepers. Unfortunately the puggle did not survive but has improved understanding of how the species breeds and best practice husbandry.
- A male Pygmy Hippopotamus arrived at Taronga Zoo from North Queensland in May 2013 and will be paired with Taronga's female to become the Zoo's next breeding pair.
- Almost 250 staff participated in Animal Welfare Workshops, held at both zoos, to increase staff understanding of Taronga's animal welfare responsibilities.
- A Responsible Pet Care Show was developed and presented every day during the 2013 Easter School Holiday period to help visitors better care for their pets and reduce their impacts on native wildlife.

Performance indicators

	2011/12	2012/13
Collection species managed in conservation programs ⁽¹⁾		
Taronga Zoo	13%	13%
Taronga Western Plains Zoo	33%	35%
Wildlife rehabilitation		
Number of cases	1,123	1,221

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



The Hon. Robyn Parker MP and Michael McFadden inspecting Corroboree Frog facilities at Taronga Zoo. PHOTO: DANIELLE HENRY



Dr Larry Vogelnest and Dr Liz Arthur examining Sumatran Tiger 'Jumilah' at Taronga Zoo. PHOTO: DANIELLE HENRY



Regent Honey-eater. PHOTO: DEAN INGWERSEN, BIRDLIFE AUSTRALIA



Fennec Fox kit, Taronga Zoo. PHOTO: RICK STEVENS

Life Sciences

Taronga Zoo

As a conservation organisation with responsibility for wildlife, the needs, interests and welfare of animals in our care is of the upmost importance. Taronga continues to focus on providing excellent husbandry, veterinary management and housing that promotes good welfare for all animals and the management of conservation breeding programs to ensure the sustainability of animal populations in the Zoo. Taronga also continues to invest in research and conservation science to support their protection and conservation, including via the reintroduction of species to the wild.

Taronga Zoo's endangered amphibian programs continue to demonstrate positive outcomes. The Southern and Northern Corroboree Frog breeding seasons were again successful in 2012/13. Over 1,100 Southern Corroboree Frog eggs were produced this year: some for release into artificial pools in Kosciuszko National Park; some for release into a newly constructed, disease-free enclosure; and a small number for transfer to other institutions to broaden the education program for the species. Taronga also produced 350 Northern Corroboree Frog eggs which were released into the Northern Brindabella Ranges. 2013 also saw the release of 1,100 Green-and-gold Bell Frog tadpoles to a restored wetland at Woonona, in Sydney's south, and in collaboration with the NSW Office of Environment and Heritage and James Cook University, the release of 1,100 Alpine Tree Frogs into Kosciuszko National Park. This later project will ascertain if different frog populations are developing resistance to chytrid fungus, a fungus that is proving deadly to many Australian amphibians.

The conservation breeding program for two species of critically endangered Christmas Island lizards (the Blue-tailed Skink and Lister's Gecko) continues to be successful. This program is particularly significant as both species may already be extinct in the wild. Indeed, the colony at Taronga Zoo and a second managed by Parks Australia on Christmas Island may be the last chance to maintain these species until they can be returned to their natural habitat.

This year's Regent Honeyeater breeding season was the most productive ever for Taronga.

Thirty-eight fledged chicks were released at Mt Pilot National Park, Victoria in April 2013 by Taronga, Birdlife Australia, the Victorian Department of Sustainability and Environment, and Parks Victoria staff. The released birds are surviving well in the park with 76% of birds being observed alive 10 weeks post release. Two zoo-bred birds released in 2010 were also spotted this year giving Taronga high hopes of continued success.

Taronga was invited to participate in the planned eradication of rats and mice from Lord Howe Island (LHI) via the capture and care of two endemic bird species. The program is being led by the LHI Board in partnership with the NSW Office of Environment and Heritage in response to the extinction of at least 17 species as a result of the introduction of rodents many years ago. Rodents also pose a threat to a further 80 species currently on the Island. Taronga was asked to develop holding facilities and conferred responsibility for the captive management of the LHI Woodhen and LHI Currawong during the three month captive management trial in 2013 and baiting program in 2016.

Taronga was also invited to become the first international member of the Conservation Centres for Species Survival (C2S2) consortium. C2S2's mission is leadership in studying and creating self-sustaining ex-situ and in-situ populations of some of the world's most endangered species. This membership brings the prestige of participation in a unique group dedicated to applying and developing resources for the survival of threatened species with special needs. It also allows Taronga to draw on expertise in the management of large ungulate herds, natural resource management and breeding of endangered species.

In 2012/13, Taronga Zoo welcomed a number of new arrivals by birth or transfer:

- In July 2012, a two-year-old female Sun Bear was transferred from the National Zoo and Aquarium in Canberra to be paired with Taronga's male. This was the first Sun Bear introduction to take place at the Zoo, with the female proving to be a strong, active and agile bear.
- Two long-awaited juvenile Komodo Dragons arrived from the USA and are settling in well together at Reptile World. Training is now underway to ensure ease of care as they rapidly grow larger.

- In October 2012, Backyard to Bush (B2B) keepers discovered that the successful pairing of a male and female Short-beaked Echidna had resulted in the first Short-beaked Echidna puggle born at Taronga in over 25 years. Short-beaked Echidna's are notoriously difficult to breed and this breeding success, along with the thorough records kept by B2B keepers, will help Taronga understand how Short-beaked Echidnas breed.
- December 2012 saw the birth of three Fennec Fox kits, representing a significant increase to the genetic diversity of the species in the region. The kits have thrived and continue to live with their parents.
- A young male Pygmy Hippopotamus was transferred to Taronga Zoo in May 2013 to be paired with Taronga's young female. This is a most significant acquisition and will benefit the region's breeding program for this endangered species.

A change in management styles of the Taronga Zoo elephant herd from 'free contact' to 'restricted contact' occurred in 2013. Both the elephants and the keepers have undergone a very smooth transition with the elephants continuing to enjoy daily exercise, baths, training and enrichment under this new management style.

The Bird Show and Taronga joined the wider Zoo community by celebrating NAIDOC week during the July School holidays. Our Animals of the Dreaming QBE Free Flight Bird Show provided visitors with information about Aboriginal culture, customs and dreaming stories and on how birds link to our indigenous heritage.

The Marine Mammal department has continued to be a leader in the husbandry and breeding of Little Penguins. The penguins are part of an international studbook that is being managed by Taronga's Curators. The Little Penguins also support a collaborative research project with the Australian Marine Mammal Research Centre (AMMRC) and Macquarie University.

Taronga Western Plains Zoo

The Life Sciences team has been busy planning for and managing many new arrivals as a result of successful births and local and international transfers in 2012/13. Significant transfers into Taronga Western Plains Zoo include the transfer by road of a Hippopotamus from far north

Queensland, the road transport of White Rhinoceros from Werribee Open Range Zoo, Victoria and the air transport of a Lion from New Zealand.

Celebrated births included Meerkats, Addax, Zebra, Wapiti, Giraffe, Barbary Sheep, Bison, Eland, Blackbuck, Przewalski Horse and Australian fauna including Tasmanian Devils, Mallee Fowl, a Koala and a number of Wallabies. The most celebrated birth was a male White Rhinoceros calf from 'Mopani' who had been pregnant throughout the period when Taronga Western Plains Zoo lost 4 White Rhinoceros to an undiagnosed illness.

In 2012/13, the Life Sciences team has also been committed to continuous improvement of the visitor experience. The team has worked tirelessly to develop and implement new visitor experience components of Billabong Camp, which commenced operation in April this year. Keepers have also reviewed presentations and animal experiences throughout the year to ensure they remain relevant and up to date.

During the year, planning has been undertaken for a number of future exhibit development projects to support the animal populations at the Zoo. The planning of a new Black Rhinoceros exhibit has been completed and stage one of the Savannah Exhibit upgrade has been completed with a new moat and fencing. Stage two of the Savannah Exhibit upgrade will also commence shortly.

Individual team members have attended a number of workshops, conferences and fellowships, returning with knowledge and expertise that will enhance the capabilities of the broader team. These included the International Congress of Zookeeping Conference held in Singapore in September 2012 and the Australasian Society of Zoo Keeping conference in New Zealand in May 2013. Keepers also travelled to South Africa to visit Cheetah Outreach and enhance their knowledge of cheetah conservation and management programs, and South Africa and Zimbabwe to support rhinoceros conservation initiatives.

Taronga Wildlife Hospitals

Taronga Zoo

The Taronga Wildlife Hospital (TWH) continues to care for animals at Taronga Zoo and wildlife that is brought to the Zoo for specialist treatment and care.

Forty-eight Regent Honeyeaters underwent pre-release quarantine examinations in preparation for release in Victoria. Each bird was examined under anaesthesia with blood and faecal samples collected for health assessment. These examinations revealed the presence of previously unrecognised parasites in this species and following disease risk assessment, it was determined that 38 birds were fit for release. Further research is being carried out on the parasites in collaboration with academic partners.

Tuberculosis management and surveillance remains a high priority. Since returning a positive result the index case, a female Asian Elephant, has undergone a course of treatment and indications are that she may be cured. There is currently no indication that any of the other elephants are infected however due to the insidious nature of tuberculosis, close monitoring will continue for the life of all the elephants. Six chimpanzees have also undergone a course of treatment and screening in early 2013 indicated that there is no need for further treatment. Over 300 other mammals in the zoo have been screened and no other cases of tuberculosis have been diagnosed. Outgoing mammal transactions resumed in September 2012 as a result.

Dental disease is not uncommon in zoo animals and in 2012/13 the TWH has increased its focus on dental disease prevention and treatment. The veterinarians have undergone training in consultation with a specialist veterinary dentist and specialised dental equipment has been purchased. Significant procedures included root canal treatment on a Chimpanzee and complex extractions in a Tasmanian Devil and two Californian Sea-lions.

Taronga Western Plains Zoo

It has been a busy year for the Wildlife Hospital at Taronga Western Plains Zoo. The animal collection is undergoing a period of change and consolidation as the Zoo works to position itself to meet the challenges of the future. Intrinsic to this has been the movement of many resident animals into new facilities within the Zoo and the acquisition of numerous new animals from other zoos. Newly arriving animals are held at the Wildlife Hospital and managed through a quarantine period by Wildlife Hospital staff to ensure the health of the Zoo's resident animals. Animals managed through quarantine this year included a pair of African Wild Dogs, 3 Cheetah, 2 Black-and-white Ruffed Lemurs, a Koala, an Oriental Short Clawed Otter and a White Rhinoceros. A large number of macropods destined for the Zoo's new Koala walkthrough experience were also cared for by the team in their transition through quarantine.

Wildlife Hospital veterinary staff also play a significant role in the reproductive management of the Zoo's animals. Highlights this year included the successful treatment of infertility in a female White Rhinoceros who went on to deliver a healthy calf. A Giraffe that developed problems during the unusual circumstance of delivering twins was also treated. Problematic calvings in Giraffes often result in the loss of mother and babies however on this occasion, the Wildlife Hospital team was able to deliver the babies and save the life of the mother.

Occasionally baby zoo animals require hand rearing by human surrogate parents. Staff at the Wildlife Hospital this year hand reared a female Eland and Barbary Sheep that were successfully reintegrated into their respective natal groups.

Another important role of the Zoo's veterinary team is to ensure that the Zoo's wildlife are in optimal condition to deliver on the Zoo's conservation agenda. Intrinsic to this is the ongoing surveillance of the animal collection for health issues. This year the team identified a series of cases of unusual skin and heart disease in the Tasmanian Devil group. These cases are being further characterised and will be reported in the veterinary literature via conference presentations and publications.

Wildlife Rehabilitation

Taronga Zoo

Over the past twelve months, 779 native animals were admitted to the TWH for treatment, an 8% increase on the number admitted in 2011/12.

The Wildlife Hospital works in collaboration with the wider community, local councils, state government wildlife authorities, the RSPCA and wildlife rescue organisations. Community involvement is encouraged and helps to raise awareness of the issues faced by urban wildlife. Members of the community were also involved in the rescue and eventual release of several of the animals brought to the hospital.

Twenty-six endangered marine turtles were rescued and admitted to the TWH last year. Some of these turtles were fitted with radio-tracking devices prior to release which provide much needed information on their biology while at sea. For example, the final tracking map was received from the Loggerhead Turtle released in January 2012 revealing it had travelled 6,360 kilometres in 370 days across the Pacific Ocean to the north tip of New Zealand.

TWH, in conjunction with The Southern Oceans Seabird Study Association, assisted in the recovery and release of a number of endangered seabirds. Severe storms at sea caused pelagic species to be blown ashore including Sooty Terns, a White-tailed Tropic Bird, Providence Petrel, Westland Petrel, Gould's Petrel, Shy Albatross, and Northern Giant Petrel. These birds were successfully treated and returned to the wild, some of which attracting considerable media attention. All birds were released with Australian Bird and Bat Banding Scheme metal leg bands to assist with the collation of post release survival and movement data.

Education continues to be an important component of the Hospital's activities. Staff have provided training to more than 680 school children about the treatment and rehabilitation of Little Penguins in Manly, and the community more broadly about the rescue and treatment of wildlife.

Taronga Western Plains Zoo

Free-ranging wildlife casualties from many areas of inland NSW present to the Taronga Western Plains Wildlife Hospital for assessment, treatment, rehabilitation and release. Whilst the bulk of cases admitted are from the central west region, wild animals are referred from as far afield as Griffith, Walgett, Bourke, Cobar and Moree. There were over 442 admissions this year with birds comprising the largest group of patients (49%) followed by mammals (39%) and reptiles (12%).

The types of injuries and illnesses seen are variable. In some situations, such as the Koalas injured in the devastating bushfires at Coonabarabran, patients became unwell due to natural processes. In other cases, disease due to exposure to an infection or toxin may occur such as in the case of a group of kangaroos in the Dubbo area that developed acute signs of kidney failure. Accidental trauma is also a well recognised and frequent cause of injury to wildlife.

Sadly however, some patients arrive at the Hospital with injuries caused by deliberate trauma. In the early part of 2013, six native protected birds were brought to the clinic from different locations with a history of having been found unable to fly and were subsequently discovered to have gunshot injuries. Three species of raptor and two psittacine species were represented including the now vulnerable pink (Major Mitchell's) cockatoo. Four of the birds had such significant injuries that euthanasia was deemed the only humane option. Relevant authorities were notified in order to raise awareness of the offences.

Two staff members from the Hospital were also engaged by an external research team to oversee the anaesthesia of a group of coastal emus near Grafton. Successful protocols for chemical restraint were developed to assist in the evaluation of post-release movements and survivability of this locally endangered population of birds.



Visitor Experience & Learning

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

Key achievements

1. Taronga's 12 year, \$221 million capital development Master Plan was completed.
2. Visitor satisfaction increased to 91% at Taronga Zoo. Visitor satisfaction was relatively steady at 84% at Taronga Western Plains Zoo.
3. Taronga Western Plains Zoo was awarded the Inland NSW Tourism Award for Best Tourist Attraction.
4. A total of 159,325 students were involved in Taronga learning programs. Another 5,700 students participated in a video conference facilitated by Taronga Education staff.
5. The Endanger Ranger program, a NSW Government election commitment, was delivered and enabled 3,300 students from Western Sydney to participate in an immersive overnight education program at Taronga Western Plains Zoo over a two-year period.
6. The Burbangana and Walanmarra programs continued to deliver unique and engaging experiences to at-risk indigenous young people. Psychologists and a community services team are working with Taronga to document and understand the



Komodo Dragon hatchling, Taronga Zoo.
PHOTO: RICK STEVENS



Sun Bear 'Mary' featuring in Wild Life at the Zoo Series 2. PHOTO: PETER HARDIN



Sir David Attenborough, Farley McDonald and Koala 'Yindi'. PHOTO: BEN GIBSON



Students participating in the NSW Government's Endanger Ranger program. PHOTO: SHALLON McREADDIE

theory of engagement, with a significant grant allocated for the development and expansion of the programs over the next three years.

7. The Taronga Training Institute continued to expand with over 350 students per annum.
8. Zoo Friends membership grew to record levels. Taronga now has over 77,000 Zoo Friends including 9,000 local members in Dubbo equivalent to more than 20% of the population.
9. Over 20,000 up-close animal encounters were delivered during the year, enabling a record number of visitors to engage more closely with Taronga's animals.
10. Wild Life at the Zoo Series 2 aired nationally on ABC television.
11. Taronga's online presence reached new heights: the Taronga YouTube channel had 1.9 million views; Facebook fans grew by 45% to 61,000 fans; and website visitation grew by 22% to 2.3 million visits annually.

Performance indicators

	2011/12	2012/13
Visitation – total	1,665,673	1,706,278
Students visiting on a school excursion		
Taronga Zoo	107,063	108,142
Taronga Western Plains Zoo	14,397	13,384
People participating in Public/Outreach education programs		
Taronga Zoo	37,127	37,799
Satisfied guests as measured through satisfaction surveys		
Taronga Zoo	89%	91%
Taronga Western Plains Zoo	85%	84%
Complaints per 1,000 guests⁽¹⁾		
Taronga Zoo	0.18	0.22
Taronga Western Plains Zoo	0.61	0.45
Conference and workshop proceedings delivered by staff (including workshops convened)	35	30

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

Guest Services

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 continue to be implemented across both Zoos during key school holiday periods. Customer feedback is collected via iPads at Taronga Zoo. This collection method will also be implemented at Taronga Western Plains Zoo in 2013/14. Results were analysed and key visitor satisfaction levels at each Zoo are outlined below.

Visitor customer satisfaction levels;

Visitor satisfaction levels	TZ 2011/12	TZ 2012/13	TWPZ 2011/12	TWPZ 2012/13
Overall satisfaction with value for money	4.1	4.5	4.3	4.2
Educational value	4.6	4.4	4.1	4.2
Seats/rest areas	4.4	4.4	4.1	4.3
Ease of finding way around	4.2	4.1	4	4.1
Ease of moving around	4.4	4.3	4.5	4.4
Visibility of animals	4.2	4.3	4	4
Welfare of animals	4.5	4.5	4.7	4.6
Variety of animals	4.8	4.6	4.3	4.2
Helpfulness of staff	4.7	4.6	4.2	4.5
Shows and keeper talks	4.7	4.4	4.5	4.5
Cleanliness of grounds/facilities	4.8	4.6	4.7	4.6

TZ = Taronga Zoo, TWPZ = Taronga Western Plains Zoo.
12 month average converted to an average out of 5 (5 = very satisfied, 1 = very dissatisfied).

Formal Learning

The strong partnership between Taronga, the Department of Education and Communities, Sydney Metropolitan Catholic Education system and the Department of Family and Community Services ensured that Taronga's formal learning had a very strong year. All programs and workshops deliver quality student outcomes that are directly related to the current NSW curriculum.

Across both Zoos and offsite programs, a total of 159,342 students participated in learning programs; 738 more participants than the previous year.

107,063 students ranging from kindergarten to year 12 visited Taronga Zoo, with 52,555 undertaking formal workshops delivered by one of Taronga's qualified Learning Engagement Officers.

A total of 13,384 students visited Taronga Western Plains Zoo of which 6,554 participated in a formal learning program. Of these students, 1,114 visited the Zoo as part of the Endanger Ranger election commitment bringing the total number of students to complete the program to 3,300 over two years. All other students engaged in self directed learning.

ZoosnooZ

This exciting overnight student program was very popular at both sites. There were 6,280 participants at Taronga Zoo and 1,625 at Taronga Western Plains Zoo. In an important development, Billabong Camp opened in April 2013 as the new site for ZoosnooZ at Taronga Western Plains Zoo and has since received excellent feedback from teachers and students.

Online learning

This area continues to grow with 5,700 students undertaking a video conference program facilitated by Taronga in 2012/13. Topics range from endangered species to backyard buddies. Another 1,200 students engaged with the new iPad program focusing on rainforests. This number will grow substantially in the coming years as teachers become more familiar with the hardware. A third app is to be launched in December 2013 focusing on Australian animals.

Zoomobile school visits

The Zoomobile outreach program delivers animal experiences to students who face challenges visiting Taronga or Taronga Western Plains Zoos. The Zoomobile visits remote schools, students learning whilst in NSW hospitals and schools for special needs students. Last year 18,615 students participated in a Zoomobile program. A second community Zoomobile program caters for preschools, nursing homes and community events; 19,184 people participated in this program.

Wildlife Workshops

This program targets overseas students, predominately Japanese students, and focuses on English language skills and conservation outcomes. Last year 548 students participated in the program.

Project Insitu

This conservation program empowers local students to make a difference in their community. Students learn about a specific animal species and the threatening processes impacting on them. They are then challenged to design communication and engagement objects to encourage the community to take action and help the species. Programs were conducted at Wagga Wagga (Squirrel Glider), Manly (Little Penguin), Chiltern (Regent Honeyeater), Dubbo (Platypus and Water Rat), and Lismore (Golden Glider).

Burbangana and Walanmarra (Department of Family and Community Services partnership programs)

These world first programs are conducted in partnership with the Department of Family and Community Services and are going from strength to strength. Burbangana, delivered at Taronga Zoo, works with the Intensive Support Services team and children, primarily teenagers, which are among the most disadvantaged in NSW. Walanmarra, delivered at Taronga Western Plains Zoo, is delivered to primary school aged Aboriginal children in foster care. Both programs focus on developing close caring relationships with animals.

This year 14 children participated in the programs. A research team has been convened to define the underlying theory of engagement as many of the children are transformed by these programs. Early and initial research suggests the power of the programs lies in nonverbal empathy and the children's involvement as part of a team delivering expert care to wildlife. A significant grant was received from the Department of Family and Community Service to ensure continuity of the program for the next three years.

Vocational Training

Taronga Training Institute

The Taronga Training Institute (TTI) had a very successful year. Importantly, it was reaccredited as a Registered Training Organisation after a thorough five year audit process. Accredited training in Animal Studies and Captive Animals (Certificate II and Certificate III, respectively) continues to be oversubscribed as a result of

which a formal application and interview process is being implemented. TTI also delivered a Certificate III in Tourism, as part of which 27 students completed a yearlong internship. Many of these students now have casual or full time work in the tourism industry and several are working at Taronga.

In total, 312 students were enrolled and participated in accredited training courses, including accredited short courses, delivered by the Taronga Training Institute at Taronga and Taronga Western Plains Zoos. 67 people also participated in non-accredited, special interest courses run by TTI including in training and conditioning, photography and the care of specific animal species.

Work experience

This program gives students the opportunity to undertake a week long placement working with Taronga's keepers. In 2012/13 327 students completed work experience at Taronga Zoo and 35 participated at Taronga Western Plains Zoo. A day long Meet a Keeper course was also conducted over several dates to another 490 students to give insights into zoo keeping as a career path.

Community Learning

Community learning programs are informal and available the public to engage participants in making a difference for targeted conservation outcomes.

Zoo Adventures

This themed holiday program is conducted every school holidays at both Zoos. This year 1,579 children attended the program at Taronga Zoo, 164 more children than the previous year. At Taronga Western Plains Zoo 557 children attended, slightly below last year's total of 575 children.

Boral YATZ

The Boral 'Youth at the Zoo' youth engagement program continues to go from strength to strength. YATZ participants are Taronga's green army and volunteer on special programs including Roar and Snore, Zoomobile visits and Zoo Adventures. YATZ participants are also training to deliver conservation messages to visitors, especially to children. Utilising the 'kids teaching kids' model their ability to engage the younger visitor is significant.

Roar and Snore

Roar and Snore had another highly successful year at both Zoos. At Taronga Western Plains Zoo 2,875 people participated in the program, while at Taronga Zoo, a record 10,317 people enjoyed this immersive overnight experience. In an exciting development for the program Billabong Camp opened at Taronga Western Plains Zoo and will serve as the new site for Roar & Snore. The new site has forty tents and is situated around a beautiful Billabong. Feedback for the new program has been excellent with the visitor experience focusing on native Australian and Asian animals.

Keeper for a Day

This program has been refined for different age groups with a junior keeper and cadet keeper program now available to complement the adult offering. Participants work with a keeper in many divisions across the zoo to undertake food preparation, conditioning and exhibit maintenance and also get to participate in a number of special animal experiences. This year 1,079 people participated in Keeper for a Day, significantly above last year's total of 448 people.

Visitor Learning and Interpretation

The Visitor Experience and Interpretation team aims to enrich the visitor experience, making it more meaningful and enjoyable through shows, presentations, guided tours, signs, installations, trails and immersive exhibit design. Ultimately, these experiences aim to enhance visitors' enjoyment, understanding, appreciation and support of the Zoo and wildlife and encourage them to take sustainable actions for wildlife conservation.

Highlights for Taronga Zoo were:

- Improving the visitor experience by developing different activities including Pat a Pet, Big Cat Guided Walks, Monotreme Touch Table, new Discovery Host Animals Talks during peak periods and school holiday trails;
- Development, installation and maintenance of interpretive materials and devices to engage visitors at our Orang-utan, Malayan Tapir, Sun Bear, Australian Nightlife, Wetlands, and Backyard to Bush exhibits;
- Continued development and support of the Taronga Reconciliation Action Plan including NAIDOC Celebrations, Aboriginal Discovery Host recruitment and training and the Nura Diya Tour;
- Planning, development and implementation of integrated interpretive content for projects including the Lemur Forest Adventure, New Farmyard Playground at Backyard to Bush and the Sumatran Tiger Exhibit;
- Continuous improvement of interpretive content for publications including the Zoo Map, Zoo Guide, What's On, the website and social media and e-newsletters;
- Development and implementation of 'Dinosaurs in the Wild' interpretive signage and visitor activities including the recruitment of 8 Dinosaur Keepers and over 40 volunteer guides who delivered engaging presentations and interacted with our visitors;
- On-going participation and delivery of a variety of training projects for staff including the staff induction program and interpretive talk and tour training workshops for keepers, Discovery Hosts, YATZ Volunteers and Zoo Volunteers; and
- Provision of support to TTI for the delivery of training for the first funded Learning and Experience Internship to be run at the Zoo as part of a Certificate III in Tourism.

Highlights for Taronga Western Plains Zoo were:

- Continued work to provide an opportunity for visitors to learn more about Aboriginal culture through Indigenous interpretation in the Australian/Koala Walkabout;
- Development, installation and maintenance of interpretive materials and devices to engage visitors at the new Ring-tailed Lemur Breeding Facility, Sumatran Tiger Exhibit, Billabong Camp and Australian/Koala Walkabout; and
- Delivery of training for interpretive talks and tours to Taronga Western Plains Zoo staff including keepers, Zoo Volunteers, YATZ Volunteers, Discovery Hosts and Zoofari Guides.

Zoo Friends

The Zoo Friends membership program reached record levels in 2012/13. As at 30 June 2013 there were 78,359 members, an increase of 12% on the previous year. Record membership levels also bolstered income received from the program.

Growth in Zoo Friends was partly driven by Taronga's partnership with Woolworths. An exclusive Zoo Friend membership discount offer was given to Woolworths Everyday Rewards card holders during the month of May.

The \$35 membership offer to Dubbo residents in March 2012 also became a permanent local offer in August and has contributed to the reversal of the trend in declining numbers of Zoo Friends at Taronga Western Plains Zoo. Of the total Zoo Friend members, 8,806 are Taronga Western Plains Zoo members representing an increase of 13% on the prior year.

Zoo Friend visitation also grew significantly during the year. Visitation at Taronga was 6.9% higher than 2011/12, and was 9.6% higher at Taronga Western Plains Zoo.

The Zoo Friends team is continuing to focus on increasing renewal rates and re-engaging members that have let their membership expire.

Four editions of the popular *Wildlife* magazine were successfully published during the course of the year.

Corporate Communications & Media Relations

A highlight of the year was the second series of the exclusive ABC television documentary series 'Wild Life at the Zoo'. Episodes included a range of stories that addressed issues from suspenseful introductions of Greater One-horned Rhinoceros to a planned breeding program for Sun Bears including an individual animal that had been rescued as a cub from illegal wildlife trade in south-east Asia. In April 2013, the first series was awarded silver in the New York Film and Television Awards in the category of Nature & Wildlife.

General media stories highlighted several breeding successes, including four Tasmanian Devil joeys born into the insurance breeding program and a White Rhinoceros calf born at Taronga Western Plains Zoo. The later highlighted the plight of the species in the wild and the birth as a remarkable success for the Zoo herd following the deaths in 2012.

A range of stories featuring Taronga's science and research programs were released, including research on whales using low frequency beeps to deter animals from man-made obstacles. A media announcement with the Hon. Robyn Parker MP, Minister for Environment and Heritage at Taronga Western Plains Zoo also highlighted Taronga's Reef Recovery Coral Cryogenics project, generating regional, metropolitan and international coverage.

Stories promoting zoo visitation included a number regarding the 'Dinosaurs in the Wild' campaign with coverage in syndicated media reaching 1.8 million people, and 100 radio networked promotions. Additionally, national and international media coverage was generated for the launch of the 'For The Wild' campaign.

The Taronga media team also managed a number of complex issues throughout the 2012/13 year including the elephant accident that resulted in serious keeper injuries and an injury to a keeper during a giraffe feeding session. A range of reactive and proactive communications strategies were successfully employed.

In 2012/13, Taronga managed 2,703 traditional media stories with an equivalent total value of \$23 million (based on estimates of the equivalent advertising value). A detailed breakdown is included in the table below.

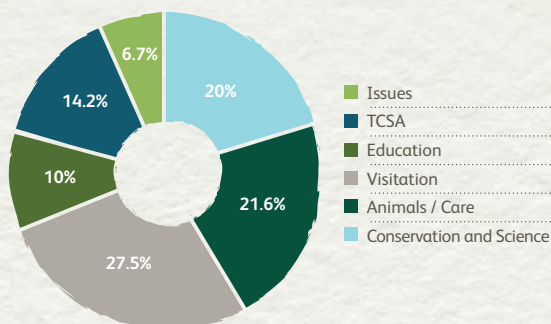
Taronga has also proactively packaged material, including interviews, vision, images, media releases and captions, to deliver stories directly to online and news media globally.

In addition, Taronga has expanded the online reach of its corporate communications as part of a broader strategy to increase engagement via digital channels. The news section of the website taronga.org.au received 279,857 views, and 144 staff blogs had over 440,000 views. The Taronga YouTube channel had 1.9 million views and there was a 63 % increase in Facebook supporters (now 70,000+ fans across all Taronga pages) and a 58 % increase in Twitter followers during the year. Taronga also received an average of 65 mentions each day on Twitter.

Media value summary

Television Media	# items	Value (\$'000)
Taronga Zoo	251	\$6,588
Taronga Western Plains Zoo	132	\$2,847
Total	383	\$9,435
Radio Media		
Taronga Zoo	410	\$733
Taronga Western Plains Zoo	401	\$550
Total	811	\$1,283
Print Media		
Taronga Zoo	712	\$7,472
Taronga Western Plains Zoo	797	\$2,562
Total	1,509	\$10,034
Overall Total	2,703	\$20,752
Wild Life at the Zoo Series	4 episodes ⁽¹⁾	\$2,596
Grand Total		\$23,348

⁽¹⁾ Four of the size episodes in the series aired during the reporting period (2012/13).



Capital Works and Project Planning – Taronga Zoo

Capital works and project planning at Taronga Zoo in 2012/13 included the following.

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 combines an animal exhibit with visitor adventure play activities. Construction works commenced in July 2012 with completion due late 2013. Buried sandstone has been discovered during construction which has been re-used and incorporated into the design highlighting the site's natural elements. Nearly 5000 new plants have also been introduced into the site.

Education Precinct – VIP animal holding refurbishment

The Education Precinct is a high profile behind the scenes area accessed by many different visitors and user groups. A significant upgrade of these facilities was necessary due to the high volume of visitors and once completed, will include new enclosures for Koalas, echidnas, wombats and squirrel monkeys. A free ranging macropod area will be located centrally with new shade structures over the existing tiered seating area and new Koala bay. A lizard viewing lounge and new fencing, paths, seating and planting, will also greatly enhance the area.

The existing area has been taken off line for a 3 month construction period with completion due in October 2013.

Taronga Zoo capital development plan

Taronga Zoo has commenced planning for a new program of development to address the needs of the site over the next 10 years. This Centenary Capital Plan will identify works required to maintain and renew Zoo assets, as well as propose new and exciting animal exhibits and visitor experiences. Taronga Zoo's commitment to education, research and conservation facilities will also form part of this Plan. Viable commercial activities will also be addressed for consideration.

Capital Works and Project Planning – Taronga Western Plains Zoo

Capital works and project planning at Taronga Western Plains Zoo in 2012/13 included the following.

Savannah Cabins

It has been identified that a new accommodation product for Taronga Western Plains Zoo would value add to the weekend Zoo experience. In this context, 15 eco friendly cabins are to be constructed on pasture land overlooking the existing African Savannah. They will be self sufficient cabins that service the family market.

The Eco Cabins will be prefabricated, contemporary, 2 bedroom / 2 bathroom cabins, each with individual parking. The added experience of views to the Savannah and interaction with African animals will be a significant draw card to attract tourists. The green, energy efficient, minimal carbon footprint aspect will also feature prominently in the development which will include water harvesting, passive cooling and heating and energy and water saving fixtures and fittings.

Design of the development is currently being completed with construction anticipated to commence in October 2013. Completion is scheduled for March 2014.

Zoofari accommodation redevelopment

The existing Zoofari experience at Taronga Western Plains Zoo is being reinvented with the refurbishment of Zoofari Lodge and construction of ten new luxury tents. The Lodge make over was completed in September 2012 and has been very well received by guests.

The scope for the accommodation portion of the development includes removal of 6 older style tents on site and the construction of 10 new luxury tents to be situated overlooking the African Savannah. An asymmetrical steel canopy covers the tent body, containing a king size bedroom, luxury bathroom and deck including built in outdoor awning and furniture.

Construction of the tents and building services will commence in August 2013 with a planned opening in March 2014.

Billabong Camp (Roar and Snore) redevelopment

The construction of an Australian Billabong themed camping experience was completed in April 2013. The facility is set beside a billabong within the Zoo circuit adjacent to many of the animal exhibits. The facility provides tents to accommodate family groups up to 60 people and school groups up to 80 children, including a dining, BBQ and food serving area, an amenities building and a camp fire pit on an adjacent island. It provides a managed overnight experience that has proved very popular with families and school groups.

Taronga Western Plains Zoo capital development plan

Taronga Western Plains Zoo is about to prepare a development plan to address the needs of the site over the next 10 years. This Centenary Capital Program will establish guiding principles for the enhancement of the Zoo. This process will commence in the second half of 2013.

African Savannah

Improvements to the existing African Savannah including the creation of moats and soft landscaping elements have continued this year to enhance the visitor experience. The extension of moats is allowing the removal of sections of fencing to bring the experience closer to visitors.

Heritage and Asset Management

At Taronga Zoo, maintenance of the site's natural, cultural and moveable heritage items on the Heritage and Conservation Register continued in 2012/13. This ensures that as guardians of a complex heritage asset and beloved community place, the Zoo's statutory obligations have been met and indeed exceeded. New works for the Lemur Forest Adventure have retained and enhanced the site by incorporating the site's natural rock shelves and original circulation layout into the design of the exhibit.

The Zoo's iconic sandstone landscape items have also been given special attention this year as a series of projects were implemented to restore the historic landscape characteristic. The restoration of the twelve sandstone seats at Hallstrom Square has reinvigorated this historic

precinct allowing them to be enjoyed and utilised by visitors. A number of sandstone stairs and walls have also been stabilised and restored. The history of utilising sandstone for the site's built landscape was continued with the construction of two traditional dry stone retaining walls within the Australian Section.

Other maintenance works have included the installation of a new roof membrane to the Elephant Temple and repair works to the timber shingled roof of the Platypus House, demonstrating a continuing commitment to ensuring what makes Taronga Zoo a special and valued place is managed and conserved.

Facilities and Infrastructure Asset Maintenance

Routine maintenance contracts

Period service contracts continue to provide ongoing preventive maintenance for Taronga's fire systems, lifts and escalators and all essential equipment. A new period contract for termite management has been commenced and the waste management contract has been renewed for a further period.

Master Plan maintenance

Contract works for maintenance of Master Plan projects include completion of the upgrade to the leopard seal pools and seal cove resurfacing, completion of the high voltage switchgear upgrade, the finalisation of infrastructure services replacement works to ensure the capacity of these services meets the needs of Master Plan and Centenary Capital Plan projects into the future.

Other works completed include the playground and water play at Backyard to Bush and replacement filters within the female elephant exhibit water system. External painting to the car park cladding and repainting of the access ramp at the upper entry precinct was also carried out.

General maintenance

Projects undertaken under general maintenance include painting of the platypus house, upgrading of the lighting within the Taronga centre with energy efficient LED light fittings, refurbishment of Tapir exhibit, upgrade of Sun Bear dens, replacement of entry doors to Education Centre corridor and online monitoring of electrical sub stations.

Taronga Western Plains Zoo maintenance

Maintenance projects undertaken at Taronga Western Plains Zoo included upgrading and painting of Black Rhino exhibit fencing, de-silting of the billabong lake ready for the opening of the Billabong Camp, and resurfacing of roads and car park areas.

Horticulture

New team members have recently been recruited to ensure the Horticulture team has the skills required to ensure Zoo grounds continue to be presented at the highest standard. Significant horticulture activities during the year included the establishment of landscaped areas to support the 'Dinosaurs in the Wild' experience. Planning has commenced for a new browse plantation site at the University of Western Sydney Richmond campus to ensure consistent Koala browse into the future. Taronga Artists Camp bush regeneration volunteers continue to restore vegetation along the foreshore and two separate bush regeneration areas at the lower entrance.



Meerkat pup
PHOTO: BOBBY JO CLOW

Financial Sustainability



19

Number of fledged Little Penguin chicks produced in the 2012 breeding season at Taronga Zoo.

Little Penguins are the only penguin species to breed in Australia.

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

Key achievements

1. Total visitation at Taronga and Taronga Western Plains Zoos increased by 2.4% on 2011/12.
 - Taronga Zoo welcomed 1.48 million visitors, a 3.3% increase on the previous year.
 - Taronga Western Plains Zoo visitation was slightly below the previous year at 228,640.
2. The 'Dinosaurs in the Wild' experience at Taronga Zoo resulted in a 6.8% increase in year on year visitation from November to January to nearly 450,000 visitors. This made it the busiest summer period ever for the Zoo.
3. The Taronga Foundation raised \$11 million to support capital developments and conservation and research projects.
4. The Taronga Wildlife Defender regular giving program was launched and has identified new Taronga Foundation supporters through face to face, direct mail and telemarketing.
5. In a tough retail environment, retail sales made a record net contribution to Taronga's bottom line.
6. Taronga commenced a five-year partnership with Restaurant Associates for catering services at Taronga Zoo and re-launched the Taronga Centre function spaces after completion of a \$750,000 capital development upgrade.
7. Taronga Western Plains Zoo achieved a record level of revenue from operations, up 5% on the previous year to \$12 million.
8. Renovation of the Zoofari Lodge Main House at Taronga Western Plains Zoo was completed, revitalising the Zoo's premium accommodation product.
9. Billabong Camp, a brand new overnight experience at Taronga Western Plains Zoo, was constructed and launched in April 2013.



The refurbished Zoofari Lodge dining room.
PHOTO: MARK JAMES



T-Rex installed for the 'Dinosaurs in the Wild' experience at Taronga Zoo.
PHOTO: ANDERS ALEXANDER



Billabong Camp. PHOTO: BEN GIBSON



Dragon boat racing to support the Taronga Foundation during Chinese New Year.

Performance indicators

	2011/12	2012/13
Direct Government support per visitor (Including contribution for capital development)⁽¹⁾		
Taronga Zoo	\$9.66	\$7.80
Taronga Western Plains Zoo	\$10.62	\$8.90
Operating expenses per visitor (Excluding Taronga Foundation)⁽¹⁾		
Taronga Zoo	\$44.33	\$42.70
Taronga Western Plains Zoo	\$63.47	\$65.62
Capital expenditure per visitor		
Taronga Zoo	\$3.09	\$5.03
Taronga Western Plains Zoo	\$3.18	\$8.58
Taronga Foundation fundraising revenue	\$11.2m	\$11.0m

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

Admissions

Taronga Zoo

Taronga Zoo enjoyed strong growth in paid and total admissions. Admissions growth was built on the success of the 'Dinosaurs in the Wild' experience held over summer and notwithstanding a tough discretionary retail environment and softer international tourism markets. Taronga Zoo's total admissions* of 1.48 million represented a 3.3% increase on the previous year. Resultant admissions revenue was 5.8% higher than the previous year due to growth in paid admissions** volume of 5.3%.

Favourable weather conditions had a positive impact on the total admissions result. The total number of wet weather days during the year was 52% lower than in the previous year and 40% lower than the five year average. However, four poor weather days of extreme heat and cyclonic rain during the peak summer month of January had a significant impact on that month's attendances.

Notwithstanding the success of 'Dinosaurs in the Wild' and the favourable weather conditions, admissions were constrained by a challenging economic climate with continued pressure on discretionary spend. International tourism admissions were negatively impacted during the year especially from Western hemisphere markets such as the UK and USA due to recessionary economic conditions and a high Australian dollar.

*Paid and free of charge attendance including function guests at both Zoos and Twilight Concert attendees at Taronga Zoo.

** Includes Zoo Friends, Paid Education and Overnight Stays.

Taronga Western Plains Zoo

Visits to Taronga Western Plains Zoo were comparable to the previous year. Total admissions of 228,640 included paid admissions of 196,250 which was 0.4% below the prior year's result. The yield per visitor also decreased marginally when compared to the previous year.

A strong focus was placed on growing admissions from the Dubbo local market (through the Mates Rates offer) and Regional NSW markets. Strong partnerships with both Destination New South Wales and Inland NSW Tourism enabled Taronga Western Plains Zoo to target regional admissions growth via an

increase in marketing spend through matched funding. This matched funding also enabled marketing to extend into interstate regions.

For all visitors, the ability to directly scan online admissions tickets via smart phones and tablets has had a positive impact on visitor experience and improved service and efficiencies at the point of entry to the Zoo.

Marketing and Promotional Activities

Taronga Zoo

Taronga Zoo implemented a major campaign over summer 2012-13 with the installation of life-size animatronic Dinosaurs across the Zoo. With the objective of driving interest and educating visitors on issues relating to species extinction, the 'Dinosaurs in the Wild' experience attracted 450,000 visitors to Taronga making it the busiest summer period (November to January) ever for the Zoo. The campaign was supported by an integrated marketing plan across TV, print and online, as well as various partner promotions (for example, with Destination NSW) implemented to broaden the reach of Taronga's advertising.

Taronga's school holiday advertising campaign in October focused on the popular Seal Show and at Easter on the Zoo's world-renowned Chimpanzee exhibit. Both campaigns drove interest to visit and highlighted the Zoo's conservation efforts.

Taronga's new brand and communication platform, 'For the Wild', was launched to the public in July 2012 to reinforce the organisation's role in conservation within and beyond Zoo grounds. The launch was supported by a marketing campaign that included a full-page advertisement in the Sun Herald, online advertising, in-flight advertising with Qantas and was successfully incorporated into all advertising and communications throughout the year.

Through its successful partnership with Fairfax, Taronga Zoo has been able to increase the reach of its advertising, including via a high impact cover wrap aligned with the 'For the Wild' launch. Taronga also benefited from editorial coverage across July 2012, ongoing fortnightly advertising throughout the year as well as a Taronga Zoo calendar distributed to 300,000 Herald readers in December 2012.

Taronga Western Plains Zoo

Marketing activities to drive visitation to Taronga Western Plains Zoo built on the prior year's regional NSW media partnership with Channel 7 Affiliates, made possible by a successful application for matched funding from Inland NSW Tourism. The partnership included an advertisement which aired across 30 and 15 second television segments, online banners, sponsorship of family programming and a dedicated website with Zoo facts and competitions. In addition, the partnership delivered targeted content through the popular children's television program 'Possum Club'.

Additional cross promotional activity with major partners continued throughout the year and included co-operative TV campaigns conducted with Dubbo City Council in September 2012 and April 2013. Taronga Western Plains Zoo was also promoted at the Triple J One Night Stand held in Dubbo in April, with over 18,000 attendees. The concert also aired on ABC2 and the broadcast contained significant zoo content.

Taronga Western Plains Zoo launched the new Billabong Camp overnight experience in April 2013 with a print campaign featuring new "Wake up in the Wild" creative messaging. The campaign appeared in three publications in the Newcastle/Hunter Valley area and was very effective in launching the new experience in this market – a record number of enquiries were received in April across both of the Zoo's accommodation experiences.

Local promotional activity centred on Taronga Western Plains Zoo's Zoo Friends and Mates Rates programs. This involved continued local promotion of the discounted Zoo Friends membership and Mates Rates one-day admission via print, radio and e-newsletter. Collectively through these programs, the Zoo signed-up over 15,033 people in Dubbo and the immediate surrounding area.

Digital Marketing

Take-up and engagement with digital platforms has grown substantially throughout the year. Facebook supporters have grown by 63% to 70,000+ fans across all Taronga pages compared to the prior year, and the email database has increased by 11%. In both instances these audience groups have proven to be highly engaged advocates for Taronga, with measures of engagement significantly ahead of industry benchmarks.

The website remains a key communication channel with visits increasing by 22% on the prior year to over 2.3 million visits annually. Continual improvements to content, a more focussed search advertising campaign and a refresh of the site to align with the new 'For the Wild' positioning have all contributed to this success.

Taronga's digital platforms have also been used successfully throughout the year to assist in driving admissions. Facebook and the email database were used to distribute a Taronga Zoo exclusive offer on the final weekend of 'Dinosaurs in the Wild', driving a 31% increment in general admissions.

Retail

Taronga Zoo

Taronga Zoo's retail team achieved a record profit of \$1.57 million, an increase of 6.2% on the previous year. This result was driven by increases in gross margin and average transaction value.

Significantly, this result was achieved in a particularly difficult retail environment. In this context, there was a strong focus on efficiencies to ensure an improved bottom-line return in a year where general consumer retail spend was depressed, and the strong Australian dollar negatively impacted on international visitor discretionary spend. Exclusive branded mementoes designed to promote and support the Zoo's conservation programs also helped mitigate the impacts of the difficult retail conditions.

Taronga Western Plains Zoo

Taronga Western Plains Zoo has seen an encouraging increase in traffic through the retail outlet and 2 % increase in spend-per-visitor. Consolidated commercial revenue of \$858,000 was achieved, representing an increase of 1.5 % on the prior year.

Operational efficiencies and improvements were also implemented during the year. These include solutions to storage challenges and improved access to stock, a reduction in stock variances, improved shop visibility and merchandising along with new product lines.

Catering and Functions

Taronga Zoo

The Taronga Zoo function and in-grounds catering business experienced a year of transformation commencing with the signing of a new catering services agreement with Restaurant Associates (RA). As part of the new 5 year contract, RA commenced an 18 month program of capital improvements to all catering facilities. Capital improvements were first undertaken at the Taronga Function Centre which was upgraded to meet industry demands and relaunched in October 2012. Following the upgrade there was an immediate improvement in function business with clientele also benefiting from new menus created by celebrity chef Sean Connolly.

In 2012/13 the function business performed well. Revenue of \$747,000 was 7 % higher than the previous year and wedding bookings increased by 46 %.

The second stage of upgrades commenced with the conversion of the Taronga Food Market cafe into a new outlet called The Baker & Coffee Maker. The outlet opened in June 2013 with a new and improved menu featuring fresh baguettes, sandwiches, pastries, pies and sausage rolls made on site, as well as a full range of coffee, smoothies and frappes. Upgrades to the remaining outlets will be completed by October 2013.

Overall, in-grounds per capita spend increased by 2.1 % to \$6.41 and the net result was a 13 % increase in total catering revenue over last year.

Taronga Western Plains Zoo

In 2012/13 there has been a significant increase in wedding and conference business at Taronga Western Plains Zoo. Consolidated commercial trading was \$457,000, representing a significant 16.7 % increase on the previous year. The recruitment of a professional events coordinator and restructure of the catering business to better support the functions business have also put the Zoo in good stead for continued growth.

In-grounds, both per visitor spend and catering income increased by 12.6 % and 11.9 % respectively. These increases are due in part to a restructure of the catering business, new product offerings and a number of special event offerings during the year including Mothers Day Breakfast & Lunch, Valentine's Day Dinner, Fathers Day Lunch, Zoo Grooves and the Dubbo Stampede.

Inground Commercial Operations

Taronga Zoo

The Animal Encounters program at Taronga Zoo performed strongly this year. Over 20,000 animal encounters were undertaken, a 97 % increase over last year, providing additional revenue to support Taronga's conservation endeavours whilst enhancing the visitor experience.

The Sun Herald Twilight at Taronga concert series enjoyed its 18th season. Almost 28,000 patrons were ticketed for 17 concerts held over 8 summer weekends. Offering stunning Sydney Harbour views and unreserved picnic seating, the series was enjoyed by many return patrons as well as new patrons as the variety of performances was increased. Café Harbourview offered corporate hospitality options for Taronga, its corporate partners and external clients and provided additional commercial returns.

Taronga Western Plains Zoo

Bikes and Carts had an outstanding year with consolidated commercial revenue of \$789,000, a 5.8% increase on the previous year. The result was positively influenced by further investment and an increase in the number of carts from 16 to 24 and the steady and ongoing replacement of the bike fleet. Targeted promotions through membership and other visitor segments have also assisted in achieving this result.

Animal Encounters have performed extremely well with consolidated commercial revenue of \$217,000, a 9.7% increase on the previous year's result. This increase was driven by offering double encounters at high admission points throughout the year to meet the demand.

In addition to Bikes and Carts and Animal Encounters, products and services available to guests such as binocular hire, the Safari Jumping Castle and pre booking of animal encounters have been extremely well received.

A strong commercial return has again been achieved for Zoofari Lodge, with 8,292 visitors enjoying the multi award winning Zoofari experience. Consolidated commercial revenue was \$1.9 million, a 3.8% increase on the previous year. In 2012/13, new comprehensive wine lists, souvenir products, revised tours, wine tastings, full renovation of the Zoofari Main House, banquet style communal African inspired meals and soft furnishings have all been added to refresh and rejuvenate the Zoofari experience. These additions have been very well received. Zoofari is also selling inventory through online sales channels which has placed it in a much more visible marketplace.

Taronga Foundation

The Taronga Foundation enjoyed another successful year, having received strong support from individuals, trusts and foundations, and corporate partners. 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 visitor experience. Funds raised have also enabled the expansion of the support of field conservation, conservation science and education projects.

Taronga Foundation Governors and Patrons

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

Taronga Foundation Chairman's report

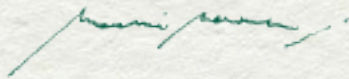
The cumulative total of funds secured by the Taronga Foundation since its establishment in 2000 is \$61 million and has exceeded the Foundation's overall 12-year target of \$57.6 million. In 2012/13, the Foundation raised a total of \$11.0 million.

The Foundation's fundraising activities over the past 12 months included our annual events, Zoofari and the Taronga Dinner, and New Years Eve at Taronga. Other highlights included the launch of the Taronga Wildlife Defenders program, recruiting donors to support Taronga's work with a regular monthly gift. The Foundation also held a successful supporter event to raise funds for the soon to open Lemur Forest Adventure which is being funded entirely by the Taronga Foundation. The event included a tour of the exhibit and presentations by Taronga keepers on the lemur breeding program at Taronga Western Plains Zoo and field conservation in Madagascar being supported by the Taronga Foundation.

Once again the Foundation was chosen by the City of Sydney to be the Charity Partner for Chinese New Year 2013, Year of the Snake. Taronga took part in the Chinese New Year parade and a staff team competed successfully in the Dragon Boat races in Darling Harbour, winning first prize.

I would like to thank Taronga Foundation Governors and Patrons for their continued support and advocacy again this year, particularly Ms Deborah Thomas for chairing the Zoofari fundraising committee, Mr Nigel Adams for support and advice on Estate matters and Ms Gretel Packer for her leadership and support for the Taronga Conservation Science Initiative.

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



Maurice Newman AC
Chairman
Taronga Foundation



Taronga Foundation events

The Foundation's two annual fundraising events raised \$610,000, a significant achievement in the generally difficult economic climate.

Zoofari was held on 23 November 2012 in a stunning clear marquee overlooking Sydney Harbour. Ms Deborah Thomas acted as MC for the event and Mr Justin Miller as auctioneer, with Ms Marcia Hines providing fabulous entertainment. The Taronga Dinner held on 23 May 2013 raised funds for rhino conservation. Funds raised are supporting Taronga Western Plains Zoo's world leading breeding programs and field programs managed by the International Rhino Foundation (IRF) of which Taronga is a founding member.

The Foundation's inaugural Valentines Day fundraising event was held at the Taronga Bird Show amphitheatre as an innovative new way to generate support from a new audience.

New Years Eve 2012 was a resounding success and tickets sold out well before the event. This event is well regarded as one of the best celebrations in Sydney with stunning views of the fireworks and an enjoyable atmosphere for friends and family.

Major gifts and bequests

A number of supporters have generously bequeathed gifts to the Taronga Foundation and in 2012/13 bequest income was over \$2.4 million.

Gifts from major donors totalled \$911,000 and have been applied to a range of projects in Australia and overseas. These gifts included funds dedicated to the Taronga Conservation Science Initiative for programs such as cryopreservation of coral cells from the Great Barrier Reef, prevention of marine mammal entanglements and conservation of the Fijian Iguanas.

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

Mr Len Bleasel AM and Mrs Valerie Bleasel
The Denton Family
Ms Gretchen Dechert
Ms Anna Dowe
Mr James Fairfax AC

Girl Guides Association (NSW)
Henry Pollack Foundation
Hill Family Conservation Foundation
Ms Jessica Hore
Mrs Sandra and Dr Graham Humphrey
Mrs Prue and Mr Andrew Kennard
Mrs Susan Maple-Brown
Ms Helen Molesworth
Mr Jacobus Neelemaat
Ms Gretel Packer
Ms Janis Salisbury
Mrs Betty Saunders-Klimenko
Skipper-Jacobs Charitable Trust
Ms Joyce Sproat
Mr Harry Triguboff
Wilson HTM Investment Group

The Taronga Foundation would also like to acknowledge the following Friends of the Future (funds received from estates 2012/13)

Estate of the Late Miss Jacqueline Zoe Crookston
Estate of the Late Ms Eileen Fitzpatrick
Estate of the Late Ms Ursula Wohnlich
Estate of the Late Ms Toni Baber
Estate of the Late Ms Heather Carnegie
Estate of the Late Ms Roberta Whitehead
Estate of the Late Ms Mary Jefferson
Estate of the Late Ms Margaret Balchin
Estate of the Late Mrs Shelley Corder
Estate of the Late Mr Charles Nightingale
Estate of the Late Mrs Margaret Davies
Estate of the Late Mr Cyril Smyth

Direct marketing

The Christmas appeal focused this year on Taronga's world leading rhinoceros breeding and conservation programs. The end of financial year tax appeal focused on Taronga's lemur breeding and conservation programs. This year's appeals have generated a record \$640,000, and an increase of 20% on the previous year.

In 2012/13, the Taronga Wildlife Defender regular giving program commenced, acquiring new supporters through face to face, telemarketing and direct mail programs.

Zoo Parent

Over the past 12 months, Zoo Parents have collectively contributed \$472,000. A range of monthly promotions continues to drive growth in this area.

Corporate partnerships

The Foundation has achieved a substantial level of corporate support with revenue of \$4.5 million received in cash and contra support.

Cash sponsorships of \$2.9 million were secured in 2012/13, a great achievement given the ongoing economic conditions and competitive sponsorship market. In addition, essential contra and project support reached a total of \$1.6 million in equivalent value towards the operations of Taronga and the Taronga Foundation.

The success of the corporate partnerships program is a direct result of the valued support of Taronga's long-term partners. Woolworths joined as a new Principal Partner this year, bringing opportunities to jointly promote sustainable seafood purchasing. Other Principal Partners, ANZ, Fairfax, QBE and Streets continue to work with Taronga to generate value for both organisations.

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

Taronga Zoo and Taronga Western Plains Zoos' Partners in Conservation

Sponsorship supports The Taronga Foundation's contribution to conservation

Principal Sponsors



The Sydney Morning Herald | The Sun-Herald



Crown Sponsors



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VISA PLATINUM

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Ernst & Young

Hulsbosch

LANXESS

MasterFoods

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Anthony Suters & Associates

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Buds & Bowers

Bunwood Press

Cards4Wildlife

Carnival Cruise Lines

Chris Yates Medical

Clearwater Filter Systems

Elam Communications

Event Emporium

Flying Fish Restaurant

Harris & Co Solicitors

Henry Davis York

Kelato Animal Health

Madzin Productions

Merivale

NSW Fire Brigades Relief & Welfare

Pace Farm

Pest Control Technologies

International

Pfizer Animal Health

SC Johnson

Signwave Newtown

Stihl

Total Defense

Tourism and Transport Forum


Traction Digital

Troy Laboratories

Virbac

Visy Beverage

Wet & Forget



The alignment of people and processes with strategy and values.

Our People & Organisational Effectiveness

Key achievements

1. Volunteers helped deliver new visitor experiences including the 'Dinosaurs in the Wild' exhibition and 'Big Cat Trail' guided walk at Taronga Zoo.
2. The number of workplace injury claims decreased. Workers' compensation claims fell from 44 in 2011/12 to 21, and Lost Time Injury claims from 18 to 12.
3. Taronga worked closely with WorkCover NSW and NSW Health to ensure continuous improvement in workplace health and safety, and facilitate effective information sharing and comprehensive investigation in response to incidents.
4. 10 staff members participated in local and international work experience and research projects as part of the Zoo Friends and Conservation Fellowships program.
5. Staff from Taronga and Taronga Western Plains Zoos were supported by the Zoo Friends membership program to attend and present papers at the Australasian Zoo and Aquarium Association conference.
6. The Leadership Team completed a 12 month leadership development program to help drive Taronga toward its centenary in 2016.
7. Eight staff completed the Certificate IV in Project Management and 20 staff gained a qualification in TAE40110 Cert IV in Training and Assessment or TAE10 Enterprise Trainer Skill Set to support the Taronga Training Institute.
8. Taronga continued its support for industry skills development with six trainees/apprentices employed across the organisation.



Taronga has held Sumatran Tigers since 1979. Over the past 30 years, 10 litters have been born with 14 cubs successfully reared into adulthood.

Sumatran Tigers 'Sakti' (back) and 'Kartika' (front).
PHOTO: RICK STEVENS

9. Specialist positions were recruited including Aboriginal Discovery Officers to deliver 'Nura Diya, Taronga's Aboriginal Wildlife Experience' and Mandarin speaking Discovery Officers to assist in the delivery of tours to the expanding Chinese market.

Performance indicators

	2011/12	2012/13
Severity rate		
Lost time injury frequency/ workplace accidents for both Zoos	20.8	13.58
Staff turnover		
Taronga Zoo	5.2%	3.0%
Taronga Western Plains Zoo	4.9%	2.7%



National Volunteer Week celebrations at Taronga Western Plains Zoo. PHOTO: MANDY QUAYLE

Volunteer Programs

In 2012/13 Taronga volunteer programs focused on opportunities to further engage volunteers in new activities that would also improve the visitor experience, as well as creating new and diverse volunteer programs to engage the wider community. A summary of new volunteer initiatives is below:

- To support the 'Dinosaurs in the Wild' experience, a specialised group of 40 volunteers were recruited and trained in interpretation and visitor experience before spending three months out in grounds delivering the program.
- 41 Guest Services volunteers were trained to deliver the 'Big Cat Trail' guided walk at Taronga Zoo, the first of what it is hoped will be numerous free, 45 minute, volunteer-led walks within Zoo grounds.
- The focus on visitor experience continued with refresher training in advanced guiding completed by 62 volunteers. 15 new volunteers also commenced training to become leaders of the Aussie Gold, Make a Wish and VIP tours.
- The Volunteer Education Committee, a group of eight Taronga Volunteers who help develop and deliver training programs, created a new one day training session for all new Guest Services recruits focusing on conservation communication and interpretation. This dedicated group also assisted with assessment of new volunteer guides, ensuring all guided walks are delivered to the same standard.
- Work Health and Safety training was offered to all volunteers with over half of the volunteer workforce attending workshops delivered over a two week period.
- Taronga volunteer programs continued its recruitment drive welcoming 17 new Guest Services volunteers and administrative volunteers for the Taronga Training Institute, Learning Centre, Volunteer Programs, Wildlife Hospital and Research and Conservation sections. Life Sciences (Zookeeper) recruitment broke all records with 537 applications received in just two weeks. A new volunteer role was also created within the marketing team to support the Woolworths sustainable seafood partnership.
- Volunteer programs staff supported the development and roll out of the Learning & Experience Internship throughout the year, assisting with recruitment and selection of students, delivering accredited training in customer service and tour guiding.

Volunteer statistics

Taronga Zoo	
Guest Services volunteers (exc. Dinosaur volunteers)	254
Dinosaur volunteers	40
Life Sciences volunteers	142
Behavioural Science volunteers	50
Administration volunteers	40
Other	56
Youth Volunteers	377
Total active volunteers	959
Average volunteer hours per day (exc. Youth)	252
Taronga Western Plains Zoo	
Visitor Services Volunteers	65
Youth Volunteers	40
Total active volunteers (exc. Youth)	105
Average volunteer hours per day	28
Consolidated	
Total active volunteers	1064

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. In 2012/13 Taronga has invested in the development of its people including through:

- a year long leadership development program for 40 staff in leadership positions;
- the provision of training in project management, with 10 staff completing a Certificate VI in Project Management; and
- upskilling Taronga Training Institute trainers with over 20 staff completing either the certificate IV in Training and Assessment or the refresher course for trainers.

During 2012/13, Taronga continued its support for trainee and apprentice roles with 6 trainees or apprentices employed to support industry skills development. These positions are in a range of areas including Human Resources, Education, Horticulture and specific trades.

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 August 2012. The ZAA Conference is an important forum for sharing ideas and gaining broad understanding of industry challenges and opportunities.

In 2012/13, 10 employees were also awarded Zoo Friends and Conservation Fellowships. Fellowships enable staff to participate in diverse local and international work experience and research projects including various field conservation programs supported by the Taronga Foundation Conservation Partnerships and Field Grants programs. For example, Fellowships were awarded to support the translocation of HiHi (Stitchbird) from an island to a mainland reserve in New Zealand, the study and protection of the Brazilian Tapir and Giant Armadillo in the Pantanal, and Wildlife Protection Units operating on the island of Sumatra in Indonesia.

Staff Recognition

The annual 'Silver Shovels' awards were held in September 2012 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 Marianne Richards who won the Director's Award for Taronga Zoo in recognition of support given to staff during the organisation's annual budgeting process. Pascal Benoit received the Director's Award for Taronga Western Plains Zoo for her tireless work to support the White Rhinoceros group following the death of four animals from an undiagnosed illness earlier in the year. Staff were also recognised on a quarterly basis for initiatives and behaviours that reflect Taronga's values.

In November, long serving employees were honoured at ceremonies held at Taronga and Taronga Western Plains Zoos, including 10 inductees who were welcomed into the prestigious '20 Year Club'.

Equal Employment Opportunity

Equal Employment Opportunity initiatives undertaken in 2012/13 include:

- Engagement of 11 identified Aboriginal Discovery Officers to deliver new programs and visitor experiences consistent with Taronga's Aboriginal Employment Achievement Strategy;
- Increased representation of women in Senior Officer and other leadership positions through the engagement of two new female employees at this level during the year;
- Provision of workshops offering financial planning assistance as well support and guidance on the social aspects of retirement in response to staff interest;
- Increased awareness of the Employee Assistance Program (EAP) including via delivery of a workshop to assist staff to deal more confidently with challenging behaviour in the workplace;
- Active promotion of a harassment and discrimination free workplace in partnership with the Anti Discrimination Board of NSW by displaying Anti Bullying posters in staff areas. Posters include contact details for Human Resources staff members and the EAP.

A detailed Disability Action Plan was developed by Taronga in 2011 and remains relevant and actively considered today. Disability remains a key focus area in Taronga's Strategic Plan, staffing and development objectives. Accessibility for staff (and Zoo visitors) also remains a priority and a number of provisions have been made:

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

Taronga has also continued its support of the Aboriginal and Torres Strait Islander community through an annual offering of Indigenous Scholarships for Taronga's Registered Training Organisation, the *Taronga Training Institute*.

Two scholarships were offered in the Certificate II in Animal Studies. In addition to this, the Taronga Training Institute accommodates the learning needs of all students with a disability or special needs.

Taronga is also continuing to review its Reconciliation Action Plan (RAP), launched in May 2012 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. In 2012/13 the RAP progressed well. One of the highlights was NAIDOC week celebrations at both Taronga and Taronga Western Plains Zoos which provided many and varied opportunities to create connections between staff and visitors and local Aboriginal Communities in Sydney and Dubbo. The RAP will continue to be reviewed every six months and revised annually to ensure it is an effective and relevant tool.

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

Work Health and Safety

Workers compensation and injury management

A continued focus on injury prevention has seen the number of work place injuries requiring workers compensation decrease from 44 to 21 in 2012/13. Serious injuries requiring time away from work (Lost Time Injuries) also decreased from 18 to 12 in 2012/13.

This has been achieved by an increased awareness of employees to hazards and risks within their work environment as well as a continued commitment from managers and supervisors to injury management and return to work process. This includes the development of suitable duties and provision of support to injured workers.

New hazard reporting tool

Following the development of the new incident reporting tool in 2011/12, a standalone Hazard Identification tool has been developed and implemented. The tool allows the user to record the identified hazard, rate the risk, detail any action taken immediately as well as suggest further corrective actions. The tool provides a centralised e-database accessible by all management and has improved efficiencies in managing and communicating hazards as well as ensuring compliance to Work Health and Safety legislation.

Across agency partnerships

To ensure continuous improvement in the management of complex Work Health and Safety matters, Taronga has partnered with both WorkCover NSW and NSW Health to deliver more comprehensive investigations. These across agency partnerships have also helped ensure effective information sharing and demonstrate Taronga's continued commitment to providing a safe and healthy workplace for all staff.

Zoonoses program

Zoonoses are agents that can cause diseases in multiple species of animals including humans. A review of Taronga's zoonoses program was undertaken in consultation with Taronga veterinarians and external medical professionals. This review resulted in a revised zoonoses program which has increased awareness and will assure the currency of vaccinations and screenings for relevant employees and volunteers. The review has also resulted in the development of an improved policy and procedure to support the program.

Support for the Community

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.

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 also volunteer their time to help deliver a wonderful experience for all visitors. This year

1,100 children participated at Taronga Zoo and 55 at Taronga Western Plains Zoo.

Taronga and Taronga Western Plains Zoos also provide heavily discounted and free of charge entry to a range of charity, community and special needs groups throughout the year. Members of the Royal Zoological Society of NSW also receive discounted entry. 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, and NSW Ministers.

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 a significant number 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 Salvation Army and St Vincent de Paul.

Taronga also supports the NSW Girl Guides by providing the location for the annual NSW Girl Guides Sleepout in August each year. In 2012, approximately 1350 Guides and Leaders from all over NSW participated in the event which is held on the Concert Lawns at Taronga Zoo to raise money for chosen fundraising activities within NSW Girl Guides. The event includes a full program of entertainment including animal presentations and encounters by Life Sciences staff, karaoke, a campfire and a movie. Guides are also invited to stay in the Zoo grounds the following day.

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.

Other risks that may affect Taronga's viability include regulatory risks regarding animal treatment and quarantine, and animal health risks. Both categories of risk are addressed in Taronga's risk management plan which is reviewed and approved annually by the Audit and Risk Committee and the Taronga Board. The Audit and Risk Committee also meets regularly to review the internal audit process.

Taronga has established a Disaster Recovery Plan in accordance with the NSW Treasurer's direction.



For the Short-beaked Echidna

...the Taronga Wildlife Hospital nursed this wild orphaned puggle to full health. Weighing only 120g when he arrived, 'Beau' required 24-hour care for the first five months. He now weighs 3kg and has been transferred to the Taronga Zoo Education Centre where he has an important role as an Ambassador for echidnas in the wild.



2013

The year the first
Short-beaked
Echidna puggle was
born at Taronga Zoo
after 25 years!

Glossary

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

RSPCA: Royal Society for the Prevention of Cruelty to Animals

SAG: Specialist Advisory Group

SAP: Systems Analysis and Program Development

SES: Senior Executive Service

SF Fin: Senior Fellow of the Financial Services Institute

TAFE: Technical and Further Education

TAG: Taxon Advisory Group

TB: Tuberculosis

TCSA: Taronga Conservation Society Australia

TTI: Taronga Training Institute

TWH: Taronga Wildlife Hospital

TWPWH: Taronga Western Plains Wildlife Hospital

TWPZ: Taronga Western Plains Zoo

TZ: Taronga Zoo

UNSW: University of NSW

USYD: University of Sydney

WAZA: World Association of Zoos and Aquariums

WELL: Workplace, English Language and Literacy

WIRES: NSW Wildlife Information and Rescue Service

WRAPP: Waste Reduction and Purchasing Policy

YATZ: Youth At The Zoo

ZAA: Zoo and Aquarium Association (formerly known as Australian Regional Association of Zoological Parks and Aquaria – ARAZPA)

ZIMS: Zoological Information Management System

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TARONGA CONSERVATION SOCIETY AUSTRALIA (TARONGA)
FINANCIAL STATEMENTS AND NOTES
FOR THE YEAR ENDED 30 JUNE 2013

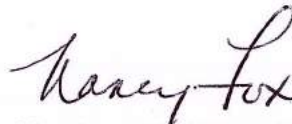
Statement

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 2013;
- 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



INDEPENDENT AUDITOR'S REPORT

Taronga Conservation Society Australia

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Taronga Conservation Society Australia (TCSA), which comprise the statement of financial position as at 30 June 2013, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the TCSA as at 30 June 2013 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 give a true and fair view and 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 TCSA'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 TCSA'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 TCSA
- 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.



Caroline Karakatsanis
Director, Financial Audit Services

23 September 2013
SYDNEY

**INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2013**

	Notes	Consolidated		Parent	
		2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Revenue					
Admissions		34,273	32,451	34,273	32,451
Trading and Franchise Revenue	2	11,177	10,207	11,177	10,207
Corporate Sponsorship		2,926	3,592	2,926	3,592
Government Grants	3	16,548	15,686	16,548	15,686
Investment Revenue	4	2,065	2,398	2,065	2,398
Donations and Bequests		2,442	3,276	2,442	3,276
Other Income	5	16,776	14,665	16,776	14,665
Gain/(Loss) on Sale of Assets	6	247	(337)	247	(337)
Total Revenue		86,453	81,939	86,453	81,939
Expenses					
Employee Benefits Expense	7(a)	38,696	38,807	-	-
Superannuation		2,996	3,093	-	-
Personnel Services	7(b)	-	-	39,497	46,022
Trading Cost of Sales	2	3,310	3,161	3,310	3,161
Marketing Expenses	7(c)	3,477	3,035	3,477	3,035
Depreciation and Amortisation	7(d)	17,371	16,746	17,371	16,746
Insurance		421	401	421	401
Maintenance	7(e)	5,677	6,049	5,677	6,049
Finance Costs	7(f)	1,073	1,918	1,073	1,918
Other Expenses	8	13,020	12,356	13,020	12,356
Total Expenditure		86,042	85,565	83,846	89,687
SURPLUS/(DEFICIT) FOR THE YEAR		411	(3,627)	2,608	(7,748)

The accompanying notes form part of these Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2013

	Notes	Consolidated		Parent	
		2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Surplus/(Deficit) for the year		411	(3,627)	2,608	(7,748)
Other comprehensive income:					
<i>Items that will not be reclassified to net result</i>					
Net increase/(decrease) in property, plant and equipment revaluation surplus	23	6,229	-	6,229	-
<i>Items that may be reclassified subsequently to net result</i>					
Available for sale financial assets					
-Valuation gains/(losses)	23	(13)	(851)	(13)	(851)
-Transferred to net result on disposal	23	125	135	125	135
Superannuation actuarial gains/(losses)	23	2,196	(4,122)	-	-
Other comprehensive income for the year		8,537	(4,838)	6,341	(716)
Total comprehensive income for the year	23	8,949	(8,464)	8,949	(8,464)

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2013

	Notes	Consolidated		Parent	
		2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
ASSETS					
Current Assets					
Cash and Cash Equivalents	22 (a)	50,543	41,738	50,543	41,738
Trade and Other Receivables	10	2,857	2,615	2,857	2,615
Inventories	11	1,230	1,269	1,230	1,269
Available-for-sale financial assets	12	2,086	3,804	2,086	3,804
Total Current Assets		56,716	49,425	56,716	49,425
Non-Current Assets					
Property, Plant and Equipment	13	375,332	375,612	375,332	375,612
Intangible Assets	14	181	242	181	242
Total Non-Current Assets		375,513	375,853	375,513	375,853
Total Assets		432,230	425,278	432,230	425,278
LIABILITIES					
Current Liabilities					
Trade and Other Payables	15	4,593	4,448	18,172	20,881
Other Liabilities	16	1,787	1,179	1,787	1,179
Borrowings	17	-	-	-	-
Provisions	18	8,487	8,727	-	-
Total Current Liabilities		14,867	14,353	19,959	22,060
Non-Current Liabilities					
Borrowings	17	16,535	16,431	16,535	16,431
Provisions	18	5,092	7,707	-	-
Total Non-Current Liabilities		21,627	24,138	16,535	16,431
Total Liabilities		36,494	38,491	36,494	38,491
Net Assets		395,736	386,787	395,736	386,787
Equity					
Reserves	23	192,819	186,478	192,819	186,478
Accumulated Funds	23	202,917	200,309	202,917	200,309
Total Equity		395,736	386,787	395,736	386,787

The accompanying notes form part of these Financial Statements.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2013

	Consolidated		Total
	Accumulated Funds \$'000	Reserves \$'000	
Balance at 1 July 2012	200,309	186,478	386,787
Surplus/(Deficit) for the year	411	-	411
Other comprehensive income:			
Gain on revaluation of land, buildings and infrastructure	-	6,229	6,229
Loss on revaluation of available-for-sale financial assets	-	(13)	(13)
Transferred realised losses	-	125	125
Superannuation actuarial gains	2,196	-	2,196
Total other comprehensive income	2,196	6,341	8,537
Total comprehensive income for the year	2,608	6,341	8,949
Balance at 30 June 2013	202,917	192,819	395,736

	Consolidated		Total
	Accumulated Funds \$'000	Reserves \$'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

	Parent		Total
	Accumulated Funds \$'000	Reserves \$'000	
Balance at 1 July 2012	200,309	186,478	386,787
Surplus/(Deficit) for the year	2,608	-	2,608
Other comprehensive income:			
Gain on revaluation of land, buildings and infrastructure	-	6,229	6,229
Loss on revaluation of available-for-sale financial assets	-	(13)	(13)
Transferred realised losses	-	125	125
Total other comprehensive income		6,341	6,341
Total comprehensive income for the year	2,608	6,341	8,949
Balance at 30 June 2013	202,917	192,819	395,736

	Parent		Total
	Accumulated Funds \$'000	Reserves \$'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

The accompanying notes form part of these Financial Statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2013

	Note	Consolidated		Parent	
		2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from Customers and Sponsors (inclusive of GST)		70,245	66,335	70,245	66,335
Interest Received		1,709	2,120	1,709	2,120
Dividends Received		125	212	125	212
Government Capital Grant		1,260	222	1,260	222
Government Recurrent Grant		15,188	15,564	15,188	15,564
		<u>88,527</u>	<u>84,454</u>	<u>88,527</u>	<u>84,454</u>
Payments to Suppliers and Employees (inclusive of GST)		(72,051)	(68,377)	(72,051)	(68,377)
Interest and Finance Costs Paid		(969)	(2,040)	(969)	(2,040)
		<u>(73,020)</u>	<u>(70,417)</u>	<u>(73,020)</u>	<u>(70,417)</u>
Net Cash (outflow)/inflow from Operating Activities	22(b)	15,507	14,037	15,507	14,037
CASH FLOWS FROM INVESTING ACTIVITIES					
Payments for Property, Plant and Equipment		(8,783)	(7,402)	(8,783)	(7,402)
Proceeds from Sale of Property, Plant and Equipment		23	4	23	4
Proceeds from Sale of Available-for-sale financial assets		2,058	2,305	2,058	2,305
Net Cash (outflow)/inflow from Investing Activities		(6,702)	(5,093)	(6,702)	(5,093)
CASH FLOWS FROM FINANCING ACTIVITIES					
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		8,805	(15,056)	8,805	(15,056)
Cash and cash equivalents at beginning of the year		41,738	56,794	41,738	56,794
Cash and cash equivalents at end of year	22(a)	50,543	41,738	50,543	41,738

The accompanying notes form part of these Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

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1	Summary of Significant Accounting Policies
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4	Investment Revenue
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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

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 Entity

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 2013 have been authorised for issue by Taronga on 23 September 2013.

b) Basis of Preparation

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

- i. the Australian Accounting Standards including the Australian equivalents to the International Financial Reporting Standards (AIFRS);
- ii. the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 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 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) Comparative Figures

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

d) Statement of Compliance

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

e) Revenue Recognition

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

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

Revenue is recognised for major business activities as follows:

i. Sale of Goods

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

ii. Rendering of Services

Revenue is recognised when the service is provided. This includes Admissions at gate and Trading and Franchise Revenue.

iii. Investment Revenue

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

iv. Government Grants

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

f) Acquisition of Assets

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

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

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

g) Capitalisation Thresholds

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

h) Revaluation of Property, Plant and Equipment

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

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

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

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

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

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 desktop valuation conducted by the Land and Property Management Authority in March 2013 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 2012. 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 the Taronga's infrastructure is based on a desktop valuation conducted by the Land and Property Management Authority in March 2013. Valuation of the infrastructure includes all site works which are considered to add value to the site as used and not already valued as individual fixed assets (such as buildings). This includes all services, roads and landscaping, etc. The value for infrastructure was split between the major categories of roads, services and landscaping and its value to the site expressed at Written Down Replacement Value. The valuation was increased by 2.2% for Taronga and 2.2% for Taronga Western Plains Zoo during the 2012/13 financial year to equate to the fair values as at 30 June 2013.

iii. Buildings, Enclosures and Improvements

The value of Taronga's buildings, enclosures and improvements is based on a desktop valuation conducted by the Land and Property Management Authority in March 2013. The carrying value of these assets has been adjusted by 2.2% for Taronga and 2.2% for Taronga Western Plains Zoo during 2013 to reflect these updated valuations.

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

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

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

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

i) Impairment of Property, Plant and Equipment

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

j) Depreciation and Amortisation

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

Category of Asset	Rate of Depreciation
Motor Vehicles	10.0%
Computer Equipment	33.3%
Other Items	20.0%
Infrastructure	The rate being determined by the estimated life of the asset (10-40 years as appropriate)
Building, Enclosures and Improvements	The rate being determined by the estimated life of the asset (10-50 years as appropriate)

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

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

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

k) 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.

l) 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.

m) 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.

n) Available-for-sale Investments

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

o) Employee Benefits

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

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

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

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

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.

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.

p) 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.

q) 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.

r) 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.

s) 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.

t) Borrowings

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

u) Trade and Other Payables

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

v) Finance Costs

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

w) 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.

x) New Australian Accounting Standards Issued but not effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

At date of authorisation of the financial statements, the following relevant Australian Accounting Standards had been issued or amended but are not yet effective and have not been adopted for the full year reporting period ended 30 June 2013:

- 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

y) Financial Risk Management

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

- Credit risk
- Liquidity risk
- Market risk

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

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

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

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

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

i. Credit Risk

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

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

Credit risk associated with Taronga's financial assets, other than receivables is managed through the selection of counterparties and the establishment of minimum credit 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, National Australia Bank and NSW Treasury Corporation which have been rated "AA-", "AA-", "AA-" and "AAA" by Standard and Poor's respectively. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 4.41% (2012 4.83%), the weighted average interest rate for the year was 4.41% (2012 5.30%). None of these balances are past due or impaired.

Receivables - Trade Debtors

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

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

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

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

ii. Liquidity Risk

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

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

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

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

Taronga maintains a direct payments facility of \$1.431m. This was unused at 30 June 2013.

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

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
i) Catering Sales	2,071	1,837	2,071	1,837
Less: Cost of Sales	(936)	(822)	(936)	(822)
Gross Profit	1,135	1,014	1,135	1,014
ii) Souvenir Sales	6,166	6,056	6,166	6,056
Less: Cost of Sales	(2,374)	(2,339)	(2,374)	(2,339)
Gross Profit	3,792	3,717	3,792	3,717
iii) Catering Franchise Commissions	2,940	2,315	2,940	2,315
Total Sales	11,177	10,207	11,177	10,207
Less total Cost of Sales	(3,310)	(3,161)	(3,310)	(3,161)
Total Gross Profit	7,867	7,046	7,867	7,046

3. Government Grants

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Capital grant	1,260	222	1,260	222
Recurrent grant	15,288	15,464	15,288	15,464
Total Government Grants	16,548	15,686	16,548	15,686

4. Investment Revenue

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Dividend Income	95	201	95	201
Term Deposits and Bank Interest	1,969	2,197	1,969	2,197
Total Investment Revenue	2,065	2,398	2,065	2,398

5. Other Income

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Animal Sponsorship	472	529	472	529
Animal Encounters	693	621	693	621
Bike and Cart Hire	789	746	789	746
Car Parking	1,646	1,575	1,646	1,575
Concert Commission	320	378	320	378
Consultancy Fees	82	124	82	124
Educational and Recreation Activities	4,308	3,681	4,308	3,681
Event Income	846	857	846	857
Provision of Services	78	362	78	362
Research Project Income	814	926	814	926
Sponsorship of Goods and Services	1,458	551	1,458	551
Taronga Training Institute	617	670	617	670
Zoo Friends Joining and Event Fees	186	166	186	166
Zoofari Lodge	2,066	2,090	2,066	2,090
Sundry Income	2,400	1,387	2,400	1,387
Total Other Income	16,776	14,665	16,776	14,665

6. Gain/(Loss) on Sale of Assets

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Gain on Sale of Plant & Equipment	18	4	18	4
Gain/(Loss) on Sale of Financial Assets	228	(341)	228	(341)
Total Gain/(Loss) on Sales of Assets	247	(337)	247	(337)

7. Expenses

a) Employee Expenses

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Salaries and Wages	34,386	34,730	-	-
Long Service Leave	764	682	-	-
Payroll Tax	2,040	1,998	-	-
Workers Compensation Insurance	902	1,031	-	-
Other	604	366	-	-
Total Employee Expenses	38,696	38,807	-	-

Employee related costs amounting to \$512,028 have been capitalised during the year (\$169,546 in 2012) and \$154,040 (\$193,693 in 2012) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

b) Personnel Services

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Salaries and Wages	-	-	34,386	34,730
Long Service Leave	-	-	764	682
Payroll Tax	-	-	2,040	1,998
Workers Compensation Insurance	-	-	902	1,031
Superannuation	-	-	800	7,215
Other	-	-	604	366
Total Personnel Services	-	-	39,497	46,022

Personnel Services include Superannuation Liabilities that are shown as a separate line item in the Income Statement.

c) Marketing Expenses

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Advertising	1,673	1,257	1,673	1,257
Promotions	810	607	810	607
Other Marketing	995	1,171	995	1,171
Total Marketing Expenses	3,477	3,035	3,477	3,035

d) Depreciation and Amortisation Expenses

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Depreciation				
Land and Buildings	13,577	13,261	13,577	13,261
Plant and Equipment	822	639	822	639
Infrastructure	2,911	2,785	2,911	2,785
Amortisation				
Intangible Assets	61	61	61	61
Total Depreciation and Amortisation Expenses	17,371	16,746	17,371	16,746

e) Maintenance

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Contracted labour and other (non employee related)	5,523	5,855	5,523	5,855
Employee related maintenance expenses (Asset Maintenance Grant)	154	194	154	194
Total Maintenance Expenses	5,677	6,049	5,677	6,049

f) Finance Costs

	Consolidated		2013 \$'000	Parent 2012 \$'000
	2013 \$'000	2012 \$'000		
Interest on Borrowings	969	1,153	969	1,153
Amortisation of discounts relating to borrowings	104	258	104	258
Loan Settlement Fee	-	507	-	507
Total Finance Costs	1,073	1,918	1,073	1,918

8. Other Expenses

	Consolidated		2013 \$'000	Parent 2012 \$'000
	2013 \$'000	2012 \$'000		
Animal Transport	125	186	125	186
Animal Husbandry & Research Support	2,170	2,379	2,170	2,379
Audit Fees – Audit of Financial Statements	95	90	95	90
Bad Debts Written Off	2	1	2	1
Bank Charges & Fees	297	274	297	274
Board Honoraria	192	205	192	205
Carrying Value of Assets Disposed:				
– Land and Buildings	144	323	144	323
– Plant and Equipment	4	18	4	18
– Infrastructure	7	-	7	-
Catering	947	828	947	828
Cash Collection	44	41	44	41
Communications	488	419	488	419
Computing Costs	351	344	351	344
Consultancy	162	277	162	277
Contract Services	1,475	1,378	1,475	1,378
Education Projects	12	41	12	41
Energy Costs	1,657	1,370	1,657	1,370
Internal Audit Fees	56	63	56	63
Legal Fees	197	41	197	41
Minor Equipment & Stores	625	499	625	499
Postage & Couriers	229	267	229	267
Printing & Stationery	648	455	648	455
Provision for Impairment of Trade Receivables	160	-	160	-
Travelling Expenses	370	346	370	346
Vehicle Costs	295	235	295	235
Vehicle Leasing Expenses	322	295	322	295
Water & Sewerage	437	362	437	362
Zoofari Lodge Expenses	207	198	207	198
Sundry Expenses	1,303	1,418	1,303	1,418
Total Other Expenses	13,020	12,356	13,020	12,356

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

Financial Assets Class:	Category	Consolidated		Parent	
		2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Cash and Cash Equivalents	N/A	50,543	41,738	50,543	41,738
Receivables (1)	Loans and receivables at amortised cost	2,316	2,239	2,316	2,239
Financial assets at fair value	Available-for-sale financial assets (at fair value)	2,086	3,804	2,086	3,804
Financial Liabilities					
Class:					
Payables (2)	Financial liabilities measured at amortised cost	4,574	4,429	18,154	20,863
Borrowings	Financial liabilities measured at amortised cost	16,535	16,431	16,535	16,431

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

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

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:

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Cash and Cash equivalents	50,543	41,738	50,543	41,738
Total Trade Receivables	2,316	2,239	2,316	2,239
Financial assets at fair value	2,086	3,804	2,086	3,804
	54,945	47,781	54,945	47,781

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

Trade Receivables Owing from NSW Government Entities	781	56	781	56
Trade Receivables Owing from Tourism Operators	691	645	691	645
Trade Receivables Owing from Other Entities	579	605	579	605
Trade Receivables Owing from Sponsors	272	776	272	776
Trade Receivables Owing from Catering Franchise Operator	169	158	169	158
Less: Allowance for Impairment	(176)	-	(176)	-
	2,316	2,239	2,316	2,239

Taronga does not hold any collateral as security over receivables.

Impairment as at 30 June 2013

	Consolidated		Gross Impairment	
	2013	2013	2012	2012
	\$'000	\$'000	\$'000	\$'000
Not Past Due	2,308	-	2,214	-
Past due 0-30 Days	8	-	25	-
Past due 31-90 days	88	(88)	-	-
Past due > 90 Days	88	(88)	-	-
	2,492	(176)	2,239	-

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

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July	-	-	-	-
Impairment (Gain) Recognised	176	-	176	-
Balance at 30 June	176	-	176	-

c) Liquidity Risk

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

30-Jun-2013	Carrying Contractual		< 6 mnths \$'000	6-12 mnths \$'000	>1yr <2 yrs \$'000	2-5 yrs \$'000	>5 yrs \$'000
	Amount \$'000	Cash flows \$'000					
Non-derivative Financial liabilities							
Trade and Other Payables	4,574	(4,574)	(4,574)	-	-	-	-
NSW Treasury Loans	16,535	(20,980)	(484)	(484)	(5,831)	(7,690)	(6,489)

30-Jun-2012	Carrying Contractual		< 6 mnths \$'000	6-12 mnths \$'000	>1yr <2 yrs \$'000	2-5 yrs \$'000	>5 yrs \$'000
	Amount \$'000	Cash flows \$'000					
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)

The NSW Treasury Corporation (TCorp) Loans are shown as maturing in the future periods above, including interest payable there-on. The Board maintains the flexibility to either repay the loans on maturity or to extend these loans for a further period.

Fair Value

Fair Value Compared to Carrying Amount

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

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

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

	Carrying		Fair Value	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial Assets				
Cash and Cash Equivalents	50,543	41,738	50,543	41,738
Receivables	2,316	2,239	2,316	2,239
Financial assets at fair value	2,086	3,804	2,086	3,804
	<u>54,945</u>	<u>47,781</u>	<u>54,945</u>	<u>47,781</u>
Financial Liabilities				
Payables	4,574	4,429	4,574	4,429
Borrowings	16,535	16,431	16,535	16,431
	<u>21,109</u>	<u>20,860</u>	<u>21,109</u>	<u>20,860</u>

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	-	4,991	-	4,991
Shares	2,086	-	-	2,086
	2,086	4,991	-	7,077

10. Trade and Other Receivables

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Debtors	2,794	2,415	2,794	2,415
Less: Allowance for impairment	(160)	-	(160)	-
	2,634	2,415	2,634	2,415
Prepayments	224	199	224	199
Total Trade and Other Receivables	2,857	2,615	2,857	2,615

11. Inventories

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Held for Distribution				
Food for Animals	152	141	152	141
Stores and Spare Parts	210	275	210	275
	362	416	362	416
Held for Resale				
Catering	68	41	68	41
Souvenirs	800	811	800	811
	868	853	868	853
Total Inventories	1,230	1,269	1,230	1,269

12. Available for Sale Financial Assets

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Bequested Shares	2,086	3,804	2,086	3,804

During the 12/13 Financial Year shares with a Book Value of \$1.829m were sold.

13. Property, Plant and Equipment

	Work in Progress	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 July 2012 - fair value					
Gross carrying amount	2,518	442,668	7,859	71,093	524,137
Accumulated Depreciation	-	(125,707)	(4,947)	(17,872)	(148,526)
Net carrying amount	2,518	316,961	2,912	53,221	375,612
At 30 June 2013 - fair value					
Gross carrying amount	8,168	451,545	8,217	74,187	542,117
Accumulated Depreciation	-	(140,237)	(5,324)	(21,223)	(166,785)
Net carrying amount	8,168	311,308	2,893	52,963	375,332

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	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2013					
Net carrying amount at 1 July 2012	2,518	316,961	2,912	53,221	375,612
Additions	8,935	1,340	687	-	10,962
Transfers	(3,284)	1,558	125	1,602	-
Disposals	-	(2,357)	(454)	(72)	(2,882)
Revaluation increment	-	5,170	-	1,059	6,229
Depreciation expense	-	(13,577)	(822)	(2,911)	(17,310)
Depreciation on disposals	-	2,213	445	65	2,723
Net carrying amount at 30 June 2013	8,168	311,308	2,893	52,963	375,332
At 1 July 2011 - fair value					
Gross carrying amount	16,016	432,843	6,891	66,666	522,415
Accumulated Depreciation	-	(116,111)	(4,556)	(15,086)	(135,753)
Net carrying amount	16,016	316,732	2,334	51,580	386,662
At 30 June 2012 - fair value					
Gross carrying amount	2,518	442,668	7,859	71,093	524,137
Accumulated Depreciation	-	(125,707)	(4,947)	(17,872)	(148,526)
Net carrying amount	2,518	316,961	2,912	53,221	375,612

Reconciliation

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

	Work in Progress	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
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)
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

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 2013, 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 2013, based on comparable zoning values \$2,600,000.

14. Intangible Assets

	Total \$'000
At 1 July 2012	
Cost (gross carrying amount)	573
Accumulated Amortisation and Impairment	(332)
Net carrying amount	242
At 30 June 2013	
Cost (gross carrying amount)	573
Accumulated Amortisation and Impairment	(392)
Net carrying amount	181
Year ended 30 June 2013	
Net carrying amount at 1 July 2012	242
Additions (acquisitions)	-
Transfers	-
Disposals	-
Amortisation	(61)
Amortisation on disposals	-
Net carrying amount at 30 June 2013	181
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	-
Carrying amount at 30 June 2012	242

15. Trade and Other Payables

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Operating Expense Creditors	1,847	2,314	1,847	2,314
Capital Creditors	1,165	252	1,165	252
Accruals and Other Creditors	1,580	1,881	1,474	1,467
Amounts Owing to the Division	-	-	13,686	16,848
Total Trade and Other Payables	4,593	4,448	18,172	20,881

16. Other Liabilities

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Unearned Income	1,787	1,179	1,787	1,179
Total Other Liabilities	1,787	1,179	1,787	1,179

17. Borrowings

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
NSW Treasury Corporation	16,535	16,431	16,535	16,431
These loans are due to mature as follows:				
Not later than one year	-	-	-	-
Later than one year but not later than two	4,974	-	4,974	-
Later than two years but not later than five	5,794	10,712	5,794	10,712
Later than five years	5,768	5,720	5,768	5,720
	16,535	16,431	16,535	16,431

Face Value and Capital Value of Loans

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Face Value of Loans	17,057	17,057	17,057	17,057
Add Unamortised Premium	-	-	-	-
Less Discount	(522)	(626)	(522)	(626)
Capital Value of Loans	16,535	16,431	16,535	16,431

18. Provisions

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Current Liabilities				
Annual Leave	2,972	3,196	-	-
Long Service Leave	5,516	5,531	-	-
Total Current Liabilities	8,487	8,727	-	-
Non Current Liabilities				
Long Service Leave	474	494	-	-
Superannuation	4,618	7,213	-	-
Total Non Current Liabilities	5,092	7,707	-	-
Total Employee Related Liabilities	13,580	16,434	-	-

a) Provision for Annual and Long Service Leave

In 2012/13, on-costs of \$1,383,154 included components for payroll tax calculated at 5.45%, workers compensation calculated at 4% and superannuation calculated at 9% of the relevant leave liability (\$1,417,750 in 2011/2012).

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	2,606	522	3,128
Expected to be settled outside twelve months	366	4,994	5,360
Total	2,972	5,516	8,487

b) Superannuation

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

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

Accounting Policy

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

Reconciliation of the Present Value of the Defined Benefit Obligation

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Present value of partly funded defined benefit obligations at beginning of the year	5,420	1,025	11,484	5,359	996	8,358
Current service cost	192	41	61	209	43	52
Interest cost	159	30	346	271	49	432
Contributions by fund participants	99		35	116		39
Actuarial (gains)/losses	(120)	(9)	(1,178)	110	84	3,003
Benefits paid	(697)	(147)	43	(644)	(146)	(400)
<i>Present value of partly funded defined benefit obligations at end of the year</i>	5,053	939	10,791	5,420	1,025	11,484

Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
<i>Fair value of Fund assets at beginning of the year</i>	4,487	596	5,634	4,821	698	5,909
Expected return on fund assets	375	49	471	403	57	496
Actuarial gains/(losses)	280	55	555	(401)	(54)	(470)
Employer contributions	210	48	74	192	42	59
Contributions by Fund participants	99	-	35	116	-	39
Benefits paid	(697)	(147)	43	(644)	(146)	(400)
<i>Fair value of Fund assets at end of the year</i>	4,754	599	6,812	4,487	596	5,634

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

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Present value of partly funded defined benefit obligations at end of year	5,053	939	10,791	5,420	1,025	11,484
Fair value of fund assets at end of year	(4,754)	(599)	(6,812)	(4,487)	(596)	(5,634)
<i>Net Liability/(Asset) recognised in statement of financial position at end of year</i>	299	340	3,979	934	429	5,850

Expense Recognised in Income Statement

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Components Recognised in Income Statement						
Current service cost	192	41	61	209	43	52
Interest cost	159	30	346	271	49	432
Expected return on Fund assets (net of expenses)	(375)	(49)	(471)	(403)	(57)	(496)
Actuarial losses/(gains) recognised in year	-	-	-	-	-	-
<i>Expense/(income) recognised</i>	(24)	22	(64)	76	35	(12)

Amounts Recognised in Other Comprehensive Income

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Actuarial (gains)/losses	(400)	(64)	(1,732)	511	138	3,472
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 \$4.106m loss.

Fund Assets

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

	30-Jun-13	30-Jun-12
Australian equities	30.4%	28.0%
Overseas equities	26.1%	23.7%
Australian fixed interest securities	6.9%	4.9%
Overseas fixed interest securities	2.2%	2.4%
Property	8.3%	8.6%
Cash	13.1%	19.5%
Other	13.0%	12.9%

Fair Value of Fund Assets

All Fund assets are invested by SAS Trustee Corporation (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 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Actual return on Fund assets	751	103	935	7	3	(2)

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-Jun-13	30-Jun-12
Salary increase rate (excluding promotional increases)		2.5% pa
2013/2014 (SASS, SSS and SANCS)	2.25% (PSS 2.95%)	
2014/2015	2.25%	
2015/2016 to 2019/2020	2.0% pa	
2020 onwards	2.5% pa	
Rate of CPI Increase	2.5% pa	2.5% pa
Expected rate of return on assets	8.60%	8.60%
Discount rate	3.80% pa	3.06% pa

iii. Demographic Assumptions

The demographic assumptions at 30 June 2013 are those that were used in the 2012 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

Historical Information

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Present value of defined benefit obligation	5,053	939	10,791	5,420	1,025	11,484
Fair value of Fund assets	(4,754)	(599)	(6,812)	(4,487)	(596)	(5,634)
(Surplus)/Deficit in Fund	299	340	3,979	934	429	5,850
Experience adjustments – Fund liabilities	(120)	(9)	(1,178)	110	84	3,003
Experience adjustments – Fund assets	(280)	(55)	(555)	401	54	470

Historical Information Previous Reporting Periods

	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	5,359	996	8,358
Fair value of Fund assets	(4,821)	(698)	(5,909)
(Surplus)/Deficit in Fund	538	298	2,449
Experience adjustments – Fund liabilities	(259)	(14)	(105)
Experience adjustments – Fund assets	258	3	(17)

	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

Expected Contributions

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Expected employer contributions to be paid in next reporting period	188	41	55	221	46	63

Funding Arrangements for Employer Contributions

i. Surplus/Deficit

The following is a summary of the 30 June 2013 financial position of the Fund calculated in accordance with AAS 25 "Financial Reporting by Superannuation Plans":

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Accrued benefits	4,591	791	6,475	4,789	864	6,219
Net market value of Fund assets	(4,754)	(599)	(6,812)	(4,487)	(596)	(5,634)
<i>Net (surplus)/deficit</i>	(163)	191	(337)	302	268	585

ii. Contribution Recommendations

Recommended contribution rates for Taronga are:

SASS 30-Jun-13 multiple of member contributions	SANCS 30-Jun-13 % member salary	SSS 30-Jun-13 multiple of member contributions	SASS 30-Jun-12 multiple of member contributions	SANCS 30-Jun-12 % member salary	SSS 30-Jun-12 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 2012 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	SASS, SANCS, SSS 2.7% pa (PSS 3.5% pa) for 6 years then 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 \$10,848,000 (\$4,062,000 in 2011/2012) have been included in Accumulated Funds as at 30 June 2013. The unexpended restricted funds are held as cash in separate bank accounts from Taronga's unrestricted funds.

	Unexpended Amount	
	2013	2012
Taronga Foundation Program	\$'000	\$'000
Capital Redevelopment Fundraising	9,308	2,783
Taronga Foundation Recurrent Projects	1,539	1,278
Total	10,848	4,062

20. Remuneration of Auditors

The Audit Office fees for auditing Taronga's financial statements were \$94,500 (\$90,000 in 2011/2012). 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 \$191,658 (\$204,634 in 2011/2012) was paid. This amount included Honoraria of \$33,228 (\$33,228 in 2011/2012) paid to the Chairman of the Board and \$134,167 (\$147,579 in 2011/2012) 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.

	Consolidated		Parent	
	2013	2012	2013	2012
\$10,000 - \$19,999	8	8	8	8
\$20,000 - \$29,999	1	1	1	1
\$30,000 - \$39,999	1	1	1	1
Board Members	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:

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Cash and Cash Equivalents	50,543	41,738	50,543	41,738
Total Cash	50,543	41,738	50,543	41,738

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:

	Consolidated		Parent	
	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000
Operating Surplus/(Deficit)	411	(3,627)	411	(3,627)
Depreciation and Amortisation	17,371	16,746	17,371	16,746
Non Cash Contribution (Capital)	(1,265)	-	(1,265)	-
(Gain)/Loss on Sale of Assets	(247)	337	(247)	337
Amounts capitalised in prior years transferred to profit and loss	154	341	154	341
Change in Assets and Liabilities:				
(Increase)/Decrease in GST Receivable	(116)	306	(116)	306
(Increase)/Decrease in Accounts Receivable	507	(837)	507	(837)
(Increase)/Decrease in Inventories	39	7	39	7
Increase/(Decrease) in Creditors and Accruals	(461)	(466)	(461)	(466)
(Increase)/Decrease in Prepayments	(24)	200	(24)	200
Increase/(Decrease) in Employee Entitlements	(567)	965	(567)	965
(Increase)/Decrease in Prepaid Superannuation	-	-	-	-
Increase/(Decrease) in Unfunded Superannuation	(399)	(193)	(399)	(193)
Movement in Unamortised (Premium)/Discount on Loans	104	258	104	258
Net Cash Provided From Operating Activities	15,507	14,037	15,507	14,037

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 2013.

23. Reserves and Retained Surplus

	Accumulated Funds		Asset Revaluation Reserve		Available for Sale Investments Reserve		Total Equity	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Balance at the beginning of the financial year	200,309	208,057	187,349	187,349	(871)	(155)	386,787	395,251
Surplus/(Deficit) for the year	411	(3,627)	-	-	-	-	411	(3,627)
Superannuation actuarial gains/(losses)	2,196	(4,122)	-	-	-	-	2,196	(4,122)
Net increase in asset revaluation reserve for:								
• land and buildings	-	-	5,170	-	-	-	5,170	-
• infrastructure	-	-	1,059	-	-	-	1,059	-
Available for sale investments revaluation gains/(losses)	-	-	-	-	(13)	(851)	(13)	(851)
Transferred realised losses	-	-	-	-	125	135	125	135
Total	2,608	(7,748)	6,229	-	112	(716)	8,949	(8,464)
Balance at the end of the financial year	202,917	200,309	193,577	187,349	(759)	(871)	395,736	386,787

24. Commitments

a) Capital Expenditure Commitments

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$3,524,862 (\$530,050 in 2012) inclusive of GST of \$320,442. These commitments relate to expenditure that will be incurred within the following twelve months.

b) Operating Lease Commitments

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

	Consolidated		Parent	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Not later than one year	489	414	489	414
Later than one year and not later than five years	466	359	466	359
Later than five years	-	-	-	-
Total including GST	955	773	955	773

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

c) GST Input Tax Credit Claimable on Commitments Amounts to \$407,228.

25. Contingent Assets and Liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2013 (nil in 2011/2012).

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

	2013 Taronga Foundation	2013 Taronga & Corporate Services	2013 Taronga Western Plains	2013 Total	2012 Taronga Foundation	2012 Taronga & Corporate Services	2012 Taronga Western Plains	2012 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
Revenue								
Admissions	1,035	28,958	4,280	34,273	993	27,135	4,323	32,451
Trading and Franchise Revenue	-	7,728	3,449	11,177	-	7,002	3,205	10,207
Corporate Sponsorship	2,926	-	-	2,926	3,592	-	-	3,592
Government Grants	-	13,946	2,602	16,548	-	13,074	2,612	15,686
Investment Revenue	156	1,908	-	2,065	283	2,115	-	2,398
Donations and Bequests	2,442	-	-	2,442	3,276	-	-	3,276
Other Income	4,228	8,377	4,171	16,776	3,386	7,271	4,008	14,665
Gain/(Loss) on Sale of Assets	228	13	5	247	(341)	4	-	(337)
Total Revenue	11,017	60,931	14,506	86,453	11,190	56,601	14,149	81,939
Expenditure								
Employee Expenses	1,460	28,933	8,303	38,696	1,389	29,119	8,299	38,807
Superannuation	122	2,171	703	2,996	94	2,317	682	3,093
Trading Cost of Sales	-	1,854	1,456	3,310	-	1,815	1,346	3,161
Marketing Expenses	1,420	1,575	482	3,477	970	1,701	363	3,035
Depreciation	-	15,014	2,357	17,371	-	14,481	2,265	16,746
Insurance	-	337	84	421	-	324	77	401
Maintenance	183	4,594	900	5,677	46	5,056	947	6,049
Finance Costs	-	983	89	1,073	-	1,811	107	1,918
Other Expenses	1,816	8,770	2,434	13,020	1,776	8,251	2,328	12,356
Total Expenditure	5,001	64,231	16,810	86,042	4,276	64,876	16,414	85,565
Surplus/(Deficit) for the Year	6,016	(3,301)	(2,304)	411	6,914	(8,275)	(2,265)	(3,627)
Total Assets	10,848	379,641	41,741	432,230	4,062	379,958	41,259	425,278
Total Liabilities	-	(33,193)	(3,302)	(36,494)	-	(34,786)	(3,706)	(38,491)

*The funds raised by the Foundation for the year ended 30 June 2013 amounted to \$11,017,000 (\$11,190,000 in 2011/12). Total Foundation expenditure includes expenditure on conservation research and education projects of \$1,404,000 in 2012/13 (\$1,534,000 in 2011/12).

End of Audited Financial Statements

Operating budget performance

	Actual 12/13 \$'000	Budget 12/13 \$'000	Budget 13/14 \$'000
Admissions	34,273	35,546	34,794
Trading and franchise revenue	11,177	11,443	11,647
Corporate sponsorship	2,926	3,810	5,500
Government grants	16,548	16,448	14,918
Investment revenue	2,065	1,690	1,535
Donations and bequests	2,442	2,245	2,437
Other income	16,776	12,260	15,340
Profit on sale of assets	247	0	0
Total revenue	86,453	83,442	86,171
Employee Benefits expense	38,696	40,325	41,383
Superannuation	2,996	3,357	3,531
Trading cost of sales	3,310	3,418	3,333
Marketing expenses	3,477	2,381	2,187
Depreciation and amortisation	17,371	17,119	17,444
Insurance	421	471	489
Maintenance	5,677	6,342	6,304
Finance costs	1,073	1,140	1,140
Other expenses	13,020	14,890	16,369
Total operating expenditure	86,042	89,442	92,181
Operating surplus / (deficit)	411	(6,000)	(6,010)

Payables analysis data

Aged payables analysis by quarter	Current	31-60	61-90	91+	Total
-September quarter	1,076,676	54,917	23,064	2,073	1,156,730
-December quarter	2,067,351	96,821	63,310	8,166	2,235,648
-March quarter	1,941,202	103,723	105,817	42,499	2,193,241
-June quarter	2,084,808	30,638	14,189	37,775	2,167,410

Accounts paid on time by quarter	Target	Actual	Total paid	Paid on time
-September quarter	100 %	85 %	24,544,405	23,696,635
-December quarter	100 %	85 %	18,681,861	17,799,828
-March quarter	100 %	80 %	18,519,011	17,147,069
-June quarter	100 %	84 %	19,205,679	17,348,481

Average days taken to process accounts in	28
Average days taken to process accounts in	28
Average days taken to process accounts in	31
Average days taken to process accounts in	28
Average days taken to process accounts in	29

No interest has been paid on overdue accounts in the 2012/13 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, NAB or Westpac bank. For the year ended 30 June 2013 these facilities combined had an annual compound rate of return of 4.41 %. The Hour-Glass benchmark interest rate for the 12 months to 30 June 2013 was 3.69 %

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 2013.

Asset and capital

2012/13 Capital Expenditure	Taronga	TWPZ	Total
Masterplan	\$1,657,099	\$0	\$1,657,099
Foundation funded	\$5,376,900	\$1,901,058	\$7,277,958
Total	\$7,033,998	\$1,901,058	\$8,935,056

Major Capital Projects 2012/13	Expenditure 2012/13	Costs to complete	Expected Completion date
Taronga			
Lemur Forest Adventure	\$4,465,215	\$2,017,687	2013/14
Education Centre Refurbishment	\$200,392	\$301,136	2013/14
Taronga Western Plains			
Billabong Camp	\$916,520	\$0	Complete
Zoofari Accommodation & Eco Cabins	\$727,269	\$5,427,000	2013/14

2012/13 Maintenance Grant Expenditure	Taronga	TWPZ	Total
Total expenditure	\$2,966,301	\$613,972	\$3,580,273

Major Maintenance Projects 2012/13	Expenditure 2012/13	Costs to complete	Expected Completion date
Taronga			
Backyard to Bush Maintenance	\$349,730	\$0	Complete
Painting - car park	\$57,200	\$0	Complete
Amazonia Exhibit Maintenance	\$47,824	\$0	Complete
Taronga Western Plains			
Reseal roads and car park	\$47,740	\$0	Complete
Black Rhino Night Yards Maintenance	\$53,280	\$0	Complete

Taronga Conservation Society Australia Division (Taronga Division) Financial Statements

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TARONGA CONSERVATION SOCIETY AUSTRALIA DIVISION (Taronga Division)
FINANCIAL STATEMENTS AND NOTES
FOR THE YEAR ENDED 30 JUNE 2013

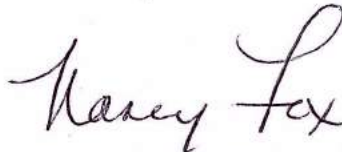
Statement

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 the Taronga Division for the year ended 30 June 2013;
- 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



INDEPENDENT AUDITOR'S REPORT

Taronga Conservation Society Australia Division

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Taronga Conservation Society Australia Division (the Division) which comprise the statement of financial position as at 30 June 2013, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Division as at 30 June 2013, 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 give a true and fair view and 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.



Caroline Karakatsanis
Director, Financial Audit Services

23 September 2013
SYDNEY

INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2013

	Notes	2013 \$'000	2012 \$'000
Revenue			
Personnel Services		40,163	46,385
Total Revenue		40,163	46,385
Expenditure			
Employee Expenses	2	39,363	39,171
Superannuation	2	2,996	3,093
Total Expenditure		42,359	42,264
SURPLUS/(DEFICIT) FOR THE YEAR		(2,196)	4,122

The accompanying notes form part of these Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2013

	Notes	2013 \$'000	2012 \$'000
Surplus/(Deficit) for the year		(2,196)	4,122
Other comprehensive income:			
<i>Items that may be reclassified subsequently to net result</i>			
Superannuation actuarial gains/(losses)		2,196	(4,122)
Other comprehensive income for the year		2,196	(4,122)
Total comprehensive income for the year		-	-

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2013

	Notes	2013 \$'000	2012 \$'000
ASSETS			
Current Assets			
Receivables	3	13,686	16,848
Prepaid Salary & Wages	3	-	-
Total Current Assets		13,686	16,848
Non Current Assets			
Prepaid Superannuation		-	-
Total Non Current Assets		-	-
Total Assets		13,686	16,848
LIABILITIES			
Current Liabilities			
Payables	4	106	414
Other Liabilities	5	-	-
Provisions	6	8,487	8,727
Total Current Liabilities		8,594	9,141
Non Current Liabilities			
Provisions	6	5,092	7,707
Total Non Current Liabilities		5,092	7,707
Total Liabilities		13,686	16,848
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 2013

	Accumulated Funds \$'000	Total Equity \$'000
Balance at 1 July 2012	-	-
Surplus/(Deficit) for the year	(2,196)	(2,196)
Other comprehensive income:		
Superannuation actuarial gains	2,196	2,196
Total other comprehensive income	2,196	2,196
Total comprehensive income for the year	-	-
Balance at 30 June 2013	-	-

	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	-	-

The accompanying notes form part of these Financial Statements.

CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2013

	Notes	2013 \$'000	2012 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts - Personnel Services		43,324	41,262
		43,324	41,262
Payments - Employee Related		(43,324)	(41,262)
		(43,324)	(41,262)
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 2013

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 statements were authorised for issue by the Chairman of the Taronga Division on 23 September 2013.

b) Basis of Preparation

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

- i. the Australian Accounting Standards including the Australian equivalents to the International Financial Reporting Standards (AIFRS);
- ii. the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 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) Comparative Figures

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

d) Statement of Compliance

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).

e) 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.

f) 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.

g) 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.

h) Employee Benefits

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

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

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

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

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.

i) New Australian Accounting Standards Issued but not effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

At date of authorisation of the financial statements, the following relevant Australian Accounting Standards had been issued or amended but are not yet effective and have not been adopted for the full year reporting period ended 30 June 2013:

- 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

j) Financial Risk Management

i. Credit Risk

Credit risk is the risk of financial loss to the Taronga Division if counterparty to a financial instrument fails to meet its contractual obligations and arises principally from Taronga'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.

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

	2013	2012
	\$'000	\$'000
Salaries & Wages	35,052	35,094
Long Service Leave	764	682
Payroll Tax	2,040	1,998
Workers Compensation Insurance	902	1,031
Other	604	366
	39,363	39,171

Superannuation*	2,996	3,093
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Employee Expenditure above includes Employee payments of \$512,028 (\$169,546 in 2012) and \$154,040 (\$193,693 in 2012) that have been either capitalised or transferred to maintenance expenses respectively in TCSA's Financial Statements.

* Refer Note 6(b). Superannuation actuarial gains of \$2,196,420 (2012: \$4,121,650 Losses) are recognised in the Statement of Comprehensive Income. Total superannuation expense, including actuarial gains recognised in the Statement of Comprehensive Income is \$0.8m (2012: \$7.215m).

3. Receivables

Parent Entity - Taronga		
Total provisions receivable	13,580	16,434
Add accrued salaries, wages and on costs receivable	106	414
Less prepaid superannuation	-	-
	13,686	16,848

Prepaid Salary & Wages	-	-
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Total Receivables	13,686	16,848
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4. Payables

Accrued salaries, wages and on-costs	106	414
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5. Other Liabilities

Unearned Income	-	-
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6. Provisions

	2013	2012
	\$'000	\$'000
Current		
Annual Leave	2,972	3,196
Long Service Leave	5,516	5,531
Total Current	8,487	8,727
Non-Current		
Long Service Leave	474	494
Superannuation	4,618	7,213
Total Non-Current	5,092	7,707
Total Employee Related Provisions	13,580	16,434

a) Provisions for Annual and Long Service Leave

In 2012/13, on-costs of \$1,383,154 included components for payroll tax calculated at 5.45%, workers compensation calculated at 4% and superannuation calculated at 9% of the relevant leave liability (\$1,417,750 in 2011/2012).

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

	Annual Leave	Long Service Leave	Total
	\$'000	\$'000	\$'000
Expected to be settled within twelve months	2,606	522	3,128
Expected to be settled outside twelve months	366	4,994	5,360
Total	2,972	5,516	8,487

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.

Reconciliation of the Present Value of the Defined Benefit Obligation

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
<i>Present value of partly funded defined benefit obligations at beginning of the year</i>	5,420	1,025	11,484	5,359	996	8,358
Current service cost	192	41	61	209	43	52
Interest cost	159	30	346	271	49	432
Contributions by fund participants	99	-	35	116	-	39
Actuarial (gains)/losses	(120)	(9)	(1,178)	110	84	3,003
Benefits paid	(697)	(147)	43	(644)	(146)	(400)
<i>Present value of partly funded defined benefit obligations at end of the year</i>	5,053	939	10,791	5,420	1,025	11,484

Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
<i>Fair value of Fund assets at beginning of the year</i>	4,487	596	5,634	4,821	698	5,909
Expected return on fund assets	375	49	471	403	57	496
Actuarial gains/(losses)	280	55	555	(401)	(54)	(470)
Employer contributions	210	48	74	192	42	59
Contributions by Fund participants	99	-	35	116	-	39
Benefits paid	(697)	(147)	43	(644)	(146)	(400)
<i>Fair value of Fund assets at end of the year</i>	4,754	599	6,812	4,487	596	5,634

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

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Present value of partly funded defined benefit obligations at end of year	5,053	939	10,791	5,420	1,025	11,484
Fair value of fund assets at end of year	(4,754)	(599)	(6,812)	(4,487)	(596)	(5,634)
<i>Net Liability/(Asset) recognised in statement of financial position at end of year</i>	299	340	3,979	934	429	5,850

Expense Recognised in Income Statement

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Current service cost	192	41	61	209	43	52
Interest cost	159	30	346	271	49	432
Expected return on Fund assets (net of expenses)	(375)	(49)	(471)	(403)	(57)	(496)
Actuarial losses/(gains) recognised in year	-	-	-	-	-	-
<i>Expense/(income) recognised</i>	(24)	22	(64)	76	35	(12)

Amounts Recognised in Other Comprehensive Income

	SASS	SANCS	SSS	SASS	SANCS	SSS
	Financial	Financial	Financial	Financial	Financial	Financial
	Year to 30	Year to 30	Year to 30	Year to 30	Year to 30	Year to 30
	June 13	June 13	June 13	June 12	June 12	June 12
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Actuarial (gains)/losses	(400)	(64)	(1,732)	511	138	3,472
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 \$4.106m loss.

Fund Assets

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

	30-Jun-13	30-Jun-12
Australian equities	30.4%	28.0%
Overseas equities	26.1%	23.7%
Australian fixed interest securities	6.9%	4.9%
Overseas fixed interest securities	2.2%	2.4%
Property	8.3%	8.6%
Cash	13.1%	19.5%
Other	13.0%	12.9%

Fair Value of Fund assets

All Fund assets are invested by SAS Trustee Corporation (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

Actual Return on Fund Assets

	SASS	SANCS	SSS	SASS	SANCS	SSS
	Financial	Financial	Financial	Financial	Financial	Financial
	Year to 30	Year to 30	Year to 30	Year to 30	Year to 30	Year to 30
	June 13	June 13	June 13	June 12	June 12	June 12
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Actual return on Fund assets	751	103	935	7	3	(2)

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-Jun-13	30-Jun-12
Salary increase rate (excluding promotional increases)		2.5% pa
2013/2014 (SASS, SSS and SANCS)	2.25% (PSS 2.95%)	
2014/2015	2.25%	
2015/2016 to 2019/2020	2.0% pa	
2020 onwards	2.5% pa	
Rate of CPI Increase	2.5% pa	2.5% pa
Expected rate of return on assets	8.60%	8.60%
Discount rate	3.80% pa	3.06% pa

iii. Demographic Assumptions

The demographic assumptions at 30 June 2013 are those that were used in the 2012 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

Historical Information

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Present value of defined benefit obligation	5,053	939	10,791	5,420	1,025	11,484
Fair value of Fund assets	(4,754)	(599)	(6,812)	(4,487)	(596)	(5,634)
(Surplus)/Deficit in Fund	299	340	3,979	934	429	5,850
Experience adjustments – Fund liabilities	(120)	(9)	(1,178)	110	84	3,003
Experience adjustments – Fund assets	(280)	(55)	(555)	401	54	470

Historical Information Previous Reporting Periods

	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	5,359	996	8,358
Fair value of Fund assets	(4,821)	(698)	(5,909)
(Surplus)/Deficit in Fund	538	298	2,449
Experience adjustments – Fund liabilities	(259)	(14)	(105)
Experience adjustments – Fund assets	258	3	(17)

	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

Expected Contributions

	SASS Financial Year to 30 June 13 \$'000	SANCS Financial Year to 30 June 13 \$'000	SSS Financial Year to 30 June 13 \$'000	SASS Financial Year to 30 June 12 \$'000	SANCS Financial Year to 30 June 12 \$'000	SSS Financial Year to 30 June 12 \$'000
Expected employer contributions to be paid in next reporting period	188	41	55	221	46	63

Funding Arrangements for Employer Contributions

i. Surplus/Deficit

The following is a summary of the 30 June 2013 financial position of the Fund calculated in accordance with AAS 25 *Financial Reporting by Superannuation Plans*:

	SASS 30-Jun-13 \$'000	SANCS 30-Jun-13 \$'000	SSS 30-Jun-13 \$'000	SASS 30-Jun-12 \$'000	SANCS 30-Jun-12 \$'000	SSS 30-Jun-12 \$'000
Accrued benefits	4,591	791	6,475	4,789	864	6,219
Net market value of Fund assets	(4,754)	(599)	(6,812)	(4,487)	(596)	(5,634)
<i>Net (surplus)/deficit</i>	(163)	191	(337)	302	268	585

Contribution Recommendations

Recommended contribution rates for the Taronga Division are:

SASS 30-Jun-13 multiple of member contributions	SANCS 30-Jun-13 % member salary	SSS 30-Jun-13 multiple of member contributions	SASS 30-Jun-12 multiple of member contributions	SANCS 30-Jun-12 % member salary	SSS 30-Jun-12 multiple of member contributions
1.9	2.5	1.6	1.9	2.5	1.6

ii. Funding Method

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

iii. Economic Assumptions

The economic assumptions adopted for the 2012 actuarial review of the Fund are:

Weighted-Average Assumptions

Expected rate of return on Fund assets backing current pension liabilities	8.3% pa
Expected rate of return on Fund assets backing other liabilities	7.3% pa
Expected salary increase rate	SASS, SANCS, SSS 2.7% pa (PSS 3.5% pa) for 6 years then 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 receivables 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.

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

Financial Assets	Category	2013	2012
Class:		\$'000	\$'000
Receivables	Loans and receivables at amortised cost	13,686	16,848
Financial Liabilities			
Class:			
Payables	Financial liabilities measured at amortised cost	106	414

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:

	2013	2012
	\$'000	\$'000
Receivables	13,686	16,848

The total balance of the Taronga Division's receivables at balance sheet 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.

Impairment as at 30 June 2013

	2013	2012
	\$'000	\$'000
Not Past Due	13,686	16,848

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

The following are the contractual maturities of financial liabilities:

30-Jun-2013	Carrying Amount	Contractual Cash flows	< 6 months
Non-derivative Financial liabilities	-	-	-
Payables	106	(106)	(106)

30-Jun-2012	Carrying Amount	Contractual Cash flows	< 6 months
Non-derivative Financial liabilities	-	-	-
Payables	414	(414)	(414)

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 2013 (nil in 2011/2012).

10. Subsequent Events

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

End of Audited Financial Statements

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Appendix 1

Functions of the Taronga Conservation Society Australia

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

- 15(1)** The Board may establish, maintain and control (Taronga) for the following purposes:
- a) carrying out research and breeding programs for the preservation of endangered species;
 - b) carrying out research programs for the conservation and management of other species;
 - c) conducting public education and awareness programs about species conservation and management; and
 - d) displaying animals for educational, cultural and recreational purposes.
- 15(2)** The Board may also maintain and control:
- a) the zoological park established before the commencement of the Act on the land described in Schedules 3 and 4 under the name 'Taronga Zoological Park'; and
 - b) Other zoological parks on land or premises vested in or held by the Board, whether or not those parks were established by the Board, for the purposes referred to in this section.
- 15(3)** The Board:
- a) may cooperate with, and provide funds and other assistance to, such scientific and other institutions, governments and other bodies and individuals as the Board may determine in connection with species conservation and management for other scientific and zoological purposes; and
 - b) may investigate and carry out research into:
 - 1) the design of, and equipment and procedures in zoological parks; and
 - 2) the care and well-being of animals kept in zoological parks are maintained and controlled by the Board; and
 - c) may provide educational services for the public (whether in the nature of lectures, broadcasts, films, publications or otherwise) about species conservation and management, zoological parks and the biology of animals and;
 - d) may provide and charge for such services in connection with zoological parks maintained and controlled by the Board as the Board may determine; and
 - e) may make recommendations or reports to the Minister with respect to matters connected with the Board's power, authorities, duties, functions or the administration of this Act.
- 15(4)** The Minister may request the Board to make recommendations or reports to the Minister with respect to matters connected with the Board's powers, authorities, duties and functions or the administration of this Act and the Board is to comply with any such request.
- 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 our website, www.taronga.org.au/about-us/privacy-policy/privacy-policy

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

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

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

Administration Assistant
 Corporate Services
 Taronga Conservation Society Australia
 PO Box 20
 Mosman NSW 2088
 T: 02 9978 4709
 F: 02 9969 7515

Appendix 3

Conservation Programs and Population Management Programs

Species	Held at Taronga Zoo	Held at Taronga Western Plains Zoo	Coordinator*
Addax		X	J Gillespie*
African Lion	X	X	L Ginman*
African Wild Dog		X	S Dentrinos
Asian Elephant	X	X	A Embury
Australian Little Penguin	X		N Boyle*
Black and White Ruffed Lemur		X	S Barlow
Black-handed Spider Monkey	X	X	L Grossfeldt*
Black-winged Stilt	X		V Wilson
Bongo	X	X	N Dunn*
Broad-headed Snake	X		D Gilbert
Brolga	X		C Srb
Brush-tailed Rock Wallaby	X		P Andrew*
Cheetah		X	S Eyre
Chimpanzee	X		M Finnigan
Corroboree Frog	X		M McFadden*
Cotton-Top Tamarin	X		A Embury
Eastern Whipbird	X		M Tantini*
Eland		X	J Gillespie*
Fijian Crested Iguana	X		J Gillespie*
Galapagos Tortoise		X	O Stackpole
Ghost Bat	X		L Catt
Giraffe	X	X	L Jolly
Goodfellow's Tree-kangaroo	X		C Ford
Helmeted Honeyeater	X		K Cartwright
Hippopotamus		X	T Joustra
Komodo Dragon	X		P Andrew*
Meerkat	X	X	S Eyre
Noisy Pitta	X		E Schmelitschek*
Northern Quoll	X		L Veyret
Plains Zebra	X	X	L Jolly
Przewalski's Horse		X	T Jenkinson*
Pygmy Hippopotamus	X		R Moss*
Quokka	X	X	B Turner
Red Panda	X		C Hibbard
Regent Bowerbird	X		M Shiels*
Regent Honeyeater	X		J Gillespie*
Ring-tailed Lemur	X	X	M Tyler
Rose-crowned Fruit-dove	X		K Cordwell
Royal Spoonbill	X		C Carter
Sacred Kingfisher	X		C Srb
Scimitar Oryx		X	D Burgoyne
Siamang		X	T Joustra
Small-clawed Otter	X	X	T Joustra
Snow Leopard	X		C Hibbard
Southern Cassowary	X		J Biggs
Squirrel Glider	X		A Watson*
Squirrel Monkey	X		L Grossfeldt*
Sumatran Tiger	X	X	C Hibbard
Sun Bear	X		Vacant
Tasmanian Devil	X	X	C Srb/ C Hibbard
Tuatara	X		Vacant
Western Lowland Gorilla	X		E Walraven*/ L
White Rhinoceros		X	S Kudeweh
White-browed Woodswallow	X		V Wilson
White-cheeked Gibbon	X		C Campbell
Yellow-bellied Gilder	X		W Gleen*

* Taronga Staff

Appendix 4

Animal transactions relating to Conservation Programs and Population Management Programs

Animals transferred from Taronga Conservation Society Australia

Gender convention	Species type	Name of place transferred to
0.0.10	Corroboree Frog	Healesville Sanctuary VIC
0.0.8	Corroboree Frog	Snowy Mountains Visitor Centre NSW
0.0.8	Corroboree Frog	Tumut NPWS Visitor Centre NSW
1.1.0	Komodo Dragon	Australian Reptile Park NSW
1.1.0	Komodo Dragon	Perth Zoo WA
1.0.0	Komodo Dragon	Cairns Tropical Zoo QLD
5.0.0	Rose-crowned Fruit-dove	Rockhampton Zoo QLD
1.1.2	Rose-crowned Fruit-dove	Symbio Wildlife Park NSW
1.0.0	Rose-crowned Fruit-dove	Adelaide Zoo SA
0.1.0	Sacred Kingfisher	Australian Reptile Park NSW
1.0.0	Noisy Pitta	Darling Downs Zoo QLD
0.1.0	Noisy Pitta	Wildlife Habitat QLD
0.1.0	Noisy Pitta	Adelaide Zoo SA
0.1.0	Noisy Pitta	Hartley's Crocodile Adventures QLD
0.1.0	Noisy Pitta	Melbourne Zoo VIC
1.1.0	Noisy Pitta	Currumbin Wildlife Sanctuary QLD
1.0.0	Noisy Pitta	Cairns Wildlife Dome QLD
0.1.0	Noisy Pitta	Cairns Tropical Zoo QLD
0.1.0	Noisy Pitta	Gorge Wildlife Park SA
1.0.0	Regent Bowerbird	Adelaide Zoo SA
1.0.0	Regent Bowerbird	Australian Reptile Park NSW
2.1.0	Helmeted Honeyeater	Healesville Sanctuary VIC
0.2.0	Regent Honeyeater	Australian Reptile Park NSW
2.0.0	Regent Honeyeater	Cleland Wildlife Park SA
17.19.1	Regent Honeyeater	Chilton-Mt Pilot National Park VIC
2.0.0	Tasmanian Devil	Symbio Wildlife Park NSW
0.1.0	Tasmanian Devil	Perth Zoo WA
5.2.0	Tasmanian Devil	Taronga Western Plains Zoo NSW
3.0.0	Tasmanian Devil	Australian Walkabout Wildlife Park
1.2.0	Quokka	Taronga Western Plains Zoo NSW
1.0.0	Quokka	Ballarat Wildlife Park VIC
0.1.0	Pygmy Hippopotamus	Melbourne Zoo VIC
0.3.0	Meerkat	Gorge Wildlife Park SA
2.0.0	Meerkat	Mogo Zoo NSW
1.1.0	Ring-tailed Lemur	Halls Gap Zoo VIC
0.1.0	African Wild Dog	Altina Wildlife Park NSW
0.1.0	Giraffe	Taronga Zoo NSW
3.3.0	Tasmanian Devil	Australian Reptile Park NSW
1.1.0	Scimitar Oryx	Monarto Zoo SA

Animals transferred to Taronga Conservation Society Australia

Gender convention	Species type	Name of place transferred from
0.1.0	Fijian Crested Iguana	Melbourne Zoo VIC
1.0.0	Rose-crowned Fruit-dove	Public Donation NSW
0.1.0	Yellow-bellied Glider	Public Donation NSW
4.3.0	Komodo Dragon	Los Angeles Zoo USA
1.1.0	Broad-headed Snake	Melbourne Zoo VIC
0.1.0	Regent Honeyeater	Adelaide Zoo SA
0.1.0	Regent Honeyeater	Melbourne Zoo VIC
1.6.0	Regent Honeyeater	Cleland Wildlife Park SA
1.1.0	Tasmanian Devil	Healesville Sanctuary VIC
0.1.0	Goodfellow's Tree-kangaroo	Belfast Zoo UK
1.0.0	Brush-tailed Rock-wallaby	Waterfall Springs NSW

Gender convention	Species type	Name of place transferred to
1.0.0	Plains Zebra	Auckland Zoo NZ
1.0.0	Pygmy Hippopotamus	Shambala Animal Kingdom QLD
0.1.0	Giraffe	Taronga Western Plains Zoo NSW
1.0.0	Cheetah	Orana Wildlife Park NZ
1.0.0	African Lion	Auckland Zoo NZ
0.1.0	White Rhinoceros	Werribee Open Range Zoo VIC
2.2.0	Tasmanian Devil	Healesville Sanctuary VIC
5.2.0	Tasmanian Devil	Taronga Zoo NSW
1.2.0	Quokka	Taronga Zoo NSW
1.0.0	Small-clawed Otter	Melbourne Zoo VIC
2.0.0	Black and White Ruffed Lemur	Perth Zoo WA
1.1.0	Scimitar Oryx	Monarto Zoo SA
0.1.0	Addax	Monarto Zoo SA
0.1.0	Hippopotamus	Sea World QLD

Appendix 5

Research projects and conservation programs

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	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, UNSW, AWC, DECCW, Landcare Research	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, University of NSW, Instituto Antártico Argentina	ARC Linkage Grant, University of NSW, Taronga Conservation Society Australia
	Marine predators, marine parks and marine hotspots	Dr D Slip Prof R. Harcourt	Taronga, Macquarie University, NSW OEH, NSW Marine Park Authority, NPWS	ARC Linkage Grant, Macquarie University, Taronga Conservation Society Australia
4b/01/11	Vocal learning in Leopard Seals	A/Prof T Rogers Dr D Slip	Taronga, UNSW	
4c/03/10	Using 3-D photogrammetry to estimate body mass of marine mammals	Dr D Slip	Taronga, Macquarie University	
5a/07/09	Resistance to Chytridiomycosis in Endangered NSW frogs	Dr S Cashins	Taronga, James Cook University	ARC Linkage Grant, James Cook University, NSW Office of Environment and Heritage, Taronga Conservation Society
	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
5c/01/09	Correlation of Tasmanian Devil reproductive and adrenal activity	Dr T Keeley	Taronga	Taronga
4d/01/11	Investigations into the Reproductive Biology of the Tasmanian Devil/ Tasmanian Devil puberty and senescence	Dr T Keeley	Taronga	Morris Animal Foundation, Busch Gardens and SeaWorld Conservation Fund, Taronga

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
4d/03/11	Embryo flushing of black and white rhinos	Dr B Bryant	Taronga, Institute for Zoo and Wildlife Research, University of South Australia, Euroa Equine Centre	Taronga
	Non-invasive monitoring of oestrus and translocation in Southern Hairy-nosed Wombats	Dr T Keeley	Taronga, University of Queensland	Queensland Government, Wombat Foundation
4b/05/11	Trial of radio-transmitter attachment on the Reagent Honeyeater (<i>Anthochaera phrygia</i>)	Mr D Ingwersen 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 <i>Leishmania</i> in the Northern Territory	Dr A Dougall Dr K Rose	University of Sydney, 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, University of Sydney	Department of Sustainability, Environment, Water, Population and Communities (SEWPC)
	Murray Valley Encephalitis virus surveillance	Dr K Rose Dr D Phalen	Taronga, University of Sydney	DAFF, DoHA
	An imperical assessment of whale alarms and avoidance, or not, by migrating Humpback Whales	Dr D Slip Prof R. Harcourt	Taronga, Macquarie University, NSW Parks and Wildlife Service	Taronga, AMMC
	Amphibian Myxozoa Research	Dr K Rose A Hartigan Dr J Slapeta Dr D Phalen	Taronga, University of Sydney	Unfunded
	Myxozoan parasite in brain of critically endangered frog	A Hartigan Dr C Sangster Dr K Rose Dr DN Phalen Dr J Slapeta	Taronga, University of Sydney	Unfunded
	Comparative pathology and ecological implications of two Myxosporean parasites in native Australian frogs and the invasive Cane Toad	Dr K Rose A Hartigan Dr J Slapeta Dr D Phalen	Taronga, University of Sydney	Unfunded
	National Avian Influenza Wild Bird Surveillance Program	Dr T Grillo	Australian Wildlife Health Network	DAFF
	Social networks of Port Jackson sharks	Mr N Bass A/Prof C Brown Dr J Wiszniewski	Macquarie University, Taronga	Sea World Research and Rescue Foundation, Taronga, Macquarie University
	Hormonal evidence of the autonomous ovary in the Tasmanian Devil	Dr M Dehnhard Dr T Keeley	Taronga, IZW	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

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	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	MRS Fortes Dr RG Holroyd Dr A Reverter Dr BK Venus Dr N Satake Dr GB Boe-Hansen	Taronga, University of Queensland	University of Queensland, Meat and Livestock Australia (MLA)
	An assessment of the incorporation of information from dog health programs in rural and remote indigenous communities into the National Wildlife Health Information System	Dr K Cox-Witton	Australian Wildlife Health Network	
	Zoo Based Wildlife Disease Surveillance Pilot Project	Dr A Cameron	Australian Wildlife Health Network, AusVet Animal Health Services	Australian Centre of Excellence for Risk Analysis (ACERCA), Department of Agriculture, Fisheries and Forestry (DAFF)
	Effect of oestrous state on female-female behaviour in chimps	Dr V Melfi	Taronga	Unfunded
	Nutrition vs. Male reproductive output?	Dr N 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 (ARWH)	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, CSIRO - Australian Animal Health Laboratory	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
	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, university of Sydney	Morris Animal Foundation, Seaworld and Busch Gardens Conservation Fund, Taronga

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	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 N Satake Dr G Boe-Hansen Mr D Tutt	Taronga(WRC), University of Queensland	University of Queensland
	Wild Bird Surveillance Analysis Project	Dr T Grillo	Australian Wildlife Health Network	DAFF
	Development of assisted reproductive technologies for dasyurid	Dr T Keeley	Taronga	
5a/09/09	Respiratory physiology of the leopard sea	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 Naive Populations of <i>Crinia signifera</i> and <i>Litoria alpina</i>	Dr S Cashins Ms L Grogan Dr L Skerratt Mr M McFadden Dr P Harlow	James Cook University, Taronga	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	University of Sydney	University of Sydney
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	Morris 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 Herman Slade Foundation, USYD
4f/01/11	Internal core body temperature monitoring of TWPZ Rhinos	Dr N Satake (suspended until alternative method is found)	Taronga	Taronga
4c/03/11	Sustainable fish source feed trials for Marine Mammals	Mr E Bombonato	Taronga	Taronga
4c/11/11	Little penguin (<i>Eudyptula minor</i>) conservation genetics and ecology in NSW	Dr J Sinclair	UNSW	UNSW
5b/02/12	Probing platypus vision	Dr M Hawkins A/Prof Culum Brown	Taronga, Macquarie University	Taronga, Macquarie University, Australian Geographic
	Foot and Mouth Disease Wild Animal Project	R Woods	Australian Wildlife Health Network	Department of Agriculture, Fisheries and Forestry (DAFF)

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	National Marine Mammal Health Fund Program	R Woods	Australian Wildlife Health Network, Sydney University	
	Emotions in Animals	V Melfi	Taronga	
	Asian Elephant Assisted Reproduction Project	Dr N Satake Dr R Hobbs	Taronga	
	Eastern Grey Kangaroo Babesia characterization	K Rose J Hall S Donahoe	Taronga	
	Green Turtle Coccidiosis Project	K Rose J Hall S Donahoe	University of Sydney	
	Validation of positive welfare indices in zoo animals	V Melfi	Taronga	
	Physiological validation of an assay for faecal glucocorticoid metabolites in Giraffe	Dr M Bashaw Dr A Ganswindt Dr. R Palme	Taronga, University of Pretoria, University of Veterinary Medicine Vienna	
	Measuring stress in wild, free-ranging and captive Tasmanian devils	S Florent Dr E Cameron Dr. M Bashaw	Taronga, University of Tasmania	
	Mining stress in mice as a model for wildlife	K Mancera Dr M Bashaw	Taronga, University of Queensland	
	Selamatkan Yaki	V Melfi	Taronga	
	Monitoring of the Jenolan Caves captive and remnant population of the Brush-tailed Rock-wallaby	Dr L Vogelnest	Taronga Wildlife Hospital, NSW OEH	
	Habitat preferences of fur seals from Jervis Bay	M Carr Dr D Slip Prof R. Harcourt	Taronga, Macquarie University	
	Effects of night housing conditions on megaherbivores	A Pemberton Dr M Bashaw Dr R Hobbs	Taronga, Charles Sturt University	
	Microchip Associated Fibrosarcomas of Gliders	K Rose J Hall S Donahoe		
	Australian wildlife papilloma Virus Investigation	K Rose J Hall S Donahoe	Murdoch University	
	Christmas Island Wildlife Health Assessment	K Rose J Hall S Donahoe	University of Sydney	
	Non-invasive measurements of stress in marsupials and monotremes	Dr M Bashaw Dr K Fanson	Taronga, Deakin University	
3a/04/13	Numerical modelling of swimmig techniques in seals	Dr G Doig Dr D Slip A/Prof T Rogers	Taronga, UNSW	
5a/02/12	Collection of opportunistic samples for researchers from live animals during veterinary procedures	Dr L Vogelnest	Taronga Wildlife Hospital	
4a/11/10	Radiography of Australian Mammals	Dr L Vogelnest Dr G Allan	Taronga Wildlife Hospital, Veterinary Imaging Associates	
4a/02/13	Prevalence of Koala retrovirus diversity, including KoRVB, in Australian-based Koalas	Dr G Pye Dr K Vnette Herrin	Taronga Wildlife Hospital	
	Characterization of renal disease in captive non-domestic felids in Australian zoo	Dr J Norris Dr R D'Arcy	Taronga Wildlife Hospital, University of Sydney	

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Assessment of the exposure to and likely susceptibility of captive wild felids to a range of important infectious agents affecting members of Family Felidae.	Dr J Norris Dr R D'Arcy	Taronga Wildlife Hospital, University of Sydney	
	Development of improved post mortem and ante mortem testing for avian mycobacteriosis	Dr C Sangster Dr M Krockenberger L Tong	Taronga Wildlife Hospital, University of Sydney	
	Wildlife Pathogen Discovery	Prof E Holmes Dr Helena Dr J Sebastian	University of Sydney	
	Contaminants in Marine Turtles	Dr D Hardesty M Puckeridge	CSIRO	
	Assessment of the long term impact of oil spill on seabird population health: Pelican and Ibis Health Studies	G Ross	NSW OEH	
	The effects of Spirorchiid infection on mortality of Green Turtles (<i>Chelonia mydas</i>) in NSW	Z Ezzy Dr T Leung	University of New England	
	Study of Pathology in Brushtail Possums (<i>Trichosurus vulpecula</i>) in Urban Australian Settings	Dr C Sangster	Taronga Wildlife Hospital	
	Health Assessment of the Christmas Island Flying Fox (<i>Pteropus melanotus natalis</i>)	J Hall K Rose M Field C De Jong D Phalen J Austin C Smith	University of Sydney	
	<i>Babesia</i> spp. Associated with morbidity in eastern grey kangaroos (<i>Macropodis giganteus</i>) from eastern New South Wales and southeast Queensland	L Donahoe C Peacock Y Choo P O'Donoghue A Hyatt S Crimeri M Sriyastava L Vogelnest A Gordon K Rose	Murdoch University, NSW DPI, CSIRO's Australian Animal Health Labs, Biosecurity QLD	
	Systemic Coccidiosis in Green Turtles (<i>Chelonia mydas</i>)	J Vukcevic Dr G Shea	University of Sydney	
	Human-animal bonds in zoos	Dr W Shaw	BSU, University of NSW	
	Investigation into the aetiology of vestibular disease in captive Sumatran Tiger cubs	Dr F Hulst Assoc. Prof V Barrs Prof C Wade J Wheelhouse	Taronga Wildlife Hospital, University of Sydney	
	Aerosol-mediated transmission of pathogenic bacteria from Asian elephants (<i>Elephas maximus</i>)	Dr L Vogelnest P Thompson Dr E Tovey S Burke	Taronga Wildlife Hospital, University of Sydney	

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Disease incidence associated with stranded sea turtles triaged at Taronga Wildlife Hospital – A retrospective study.	Dr K Vinette Herrin	Taronga Wildlife Hospital	
	Satellite telemetry of two Australian juvenile loggerhead turtles (<i>Caretta caretta</i>): tracking the "lost years".	Dr K Vinette Herrin L Hall Dr G Balazs	Taronga Wildlife Hospital, Pacific Islands Fisheries Science Center (Hawaii)	
	Development of an elephant specific gamma interferon release assay for tuberculosis.	Dr L Vogelneust Dr D Begg P Thompson	Taronga Wildlife Hospital, University of Sydney	
	Chimp Wounding	Dr Vicky Melfi Prof G Hosey Dr S Hill	BSU, University of Bolton, Chester Zoo	
	Social Analysis of the AWHN Digest Readership	T Grillo	Australian Wildlife Health Network, Australian Bureau of Agricultural and Resource Economics and Sciences	Wildlife Exotic Disease Preparedness Program (WEDPP)
4c/12/12	Learning to sing: ensuring the survival of the endangered Regent Honeyeater by studying the communication	K-L Smith	Macquarie University	Macquarie University
	Banded Iguana (<i>Brachylophus</i> sp.) 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 OEH, Taronga, Zoos Victoria, ARC	NSW OEH, Taronga
	Yellow-spotted Bell Frog Captive Husbandry Project	Mr M McFadden Dr P Harlow Dr D Hunter	NSW OEH, Taronga	NSW OEH, 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 N Thomas	Fiji Dept. Biosecurity, Nature Fiji-Mareqeti Viti, Taronga	Critical Ecosystems Partnership Fund, Fiji Dept. of Environment
	Factors influencing reintroduction success and population persistence in the endangered Alpine Tree Frog	Ms L Brannelly Dr L Skerratt Dr L Berger Mr M McFadden Dr P Harlow Dr D Hunter	James Cook University, Taronga, NSW OEH	ARC Linkage Grant & James Cook University
3a/06/13	Validation of Animal-Based Measures of Welfare in Lions	Dr M Bashaw Dr R Hobbs	Taronga	Australian Animal Welfare Strategy, Taronga

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
4b/10/12	Pattern recognition - evaluating the use of whisker patterns for individual identification in Australian sea lions	Dr R Robinson	Victoria University	Victoria University, Curtin University
4d/12/12	Virtual elephant herds	Dr K-Lynn Smith Dr J Wiszniewski Mr R Brogran Dr K Fanson	Taronga, Macquarie University, Perth Zoo	Taronga, Macquarie University

Appendix 6

Post mortum and clinical samples supplied for research and teaching purposes

Receiving organisation	Individual	Sample and purpose
Australian Federal Police	A Preston	Blood from higher primate species: validating the specificity of forensic blood kits to human DNA only
Australian Museum	Ms J Sladek	Bird carcasses: education, tissue banking and display
Australian Museum	Dr S Ingleby	Australian/Pacific mammal carcasses: education, tissue banking and display
Australian Museum	Mr R Sadlier	Reptile 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.
University of Sydney	Dr J Slapeta	Faecal samples and fixed and frozen tissues from Short-beaked Echidnas: understanding coccidiosis in Short-beaked Echidnas
University of Sydney	Dr J Norris	Serum and urine from Taronga felids: characterisation of chronic renal disease in non-domestic felids
University of Sydney	Dr S Hemsley	Marsupial carcasses: education of university students in how to perform necropsies
University of Sydney	Dr T Rogers	Pinniped and cetacean carcasses and tissues: education, behaviour and hormones in marine mammals
University of Sydney	Ms L Tong	Tissues, blood and faecal samples from Birds: Avian Mycobacteriosis study
University of Sydney	Ms F Atkinson	Blood from chimpanzees: Assessing variation in the salivary amylase gene (AMY1) and the effect on carbohydrate digestion. Implication for diabetes management.
University of Tokyo, Japan	Dr M Nonaka	Blood from Monotremes and Marsupials: determining the evolution of the Immuno-histochemistry complex in mammals
University of Sydney	Ms N Yashin	Clavicles from mammals: Anatomy, function and evolution of the coracoclavicular ligaments.
Cheetah Conservation Fund	Steve Austin	Cheetah faecal samples for cheetah census work
Flinders University	Nicole Anderson	African wild dog blood and faeces for project linking in-situ and ex-situ management of <i>Lycaon pictus</i>

Appendix 7

Scientific associates

Title	Institution	Title
Dr Graeme Allan	Veterinary Imaging Associates	Veterinary Radiology
Dr Ros Bathgate	University of Sydney, Veterinary Science	Reproduction
Dr Niek Beijerink	University of Sydney, Faculty of Veterinary Science	Small Animal Cardiology
Professor Kathy Belov	University of Sydney, Veterinary Science	Genetics
Dr Lee Berger	James Cook University - Tropical Infectious Disease Research Centre	Pathology
Dr Ian Beveridge	University of Melbourne	Pathology
A/Prof Culum Brown	Macquarie University	Animal Behaviour
Professor Michael Bryden	University of Sydney	Marine Ecology
Professor Paul Canfield	University of Sydney	Pathology
Dr Kelly Caruso	Small Animal Specialist Hospital	Veterinary Ophthalmology
Dr David Clarke	K9 Gums	Veterinary Dentistry
A/Professor Christina Dart	University of Sydney Vet Centre, Camden	Veterinary Anesthesiology
Dr Sarah Davies	Veterinary Imaging Associates	Veterinary Radiology
Dr Simon de Graff	University of Sydney, Veterinary Science	Reproductive Biology
Dr Nadine Fiani	Small Animal Specialist Hospital	Veterinary Dentistry
Dr Paul Fowler	Royal North Shore Hospital	Obstetrics and Gynaecology
Professor Ian Fraser	University of Sydney, Department of Obstetrics & Gynaecology	Obstetrics and Gynaecology
Dr Raf Freire	Charles Sturt university	Animal Behaviour
Mr Michael Fruin	Horseshoe Express	Master Farrier
Dr Sarah Goldsmid	Animal Referral Hospital	Veterinary
Dr Frank Goritz	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management	Reproductive Biology
Dr Tom Grant	University of New South Wales	Ecology
Dr Mary Hagedorn	Smithsonian Institution and Hawaii Institute of Marine Biology	Marine Biology
A/Professor Robert Harcourt	Macquarie University	Marine Ecology
Dr William Hartley	<i>Now retired</i>	Pathology
Mrs Margaret Hawkins	Taronga Conservation Society	Animal Behaviour
Dr Robert Hermes	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management	Reproductive Biology
Dr Thomas Hildebrandt	Leibniz Institute for Zoo and Wildlife Research, Department of Reproduction Management	Reproductive Biology
Dr Caroline Hogg	Zoo and Aquarium Association	Reproduction
Dr Edward Holmes	University of Sydney's Emerging Infections and Biosecurity Institute	Evolutionary Biology
Professor Geoff Hosey	University of Bolton	Animal Behaviour
Dr Bernard Hudson	Royal North Shore Hospital	Pathology
Dr Steve Johnston	University of Queensland	Reproduction
Professor Richard Kingsford	University of New South Wales	Ecology
Professor Marton Kluckow	Royal North Shore Hospital	Neonatology
Dr Phillip Ladds	<i>Now retired</i>	Pathology
Mr Jason Lohrey	Arcitecta Pty. Ltd.	IT
A/Professor Guy B Marks	Woolcock Institute of Medical Research - Respiratory and Environmental Epidemiology Group	Epidemiology
Ms Rosemary Martin	Taronga Conservation Society Australia	Animal Behaviour
Dr Tony Mogg	University of Sydney, Veterinary Centre	Equine Medicine
Dr Jennie Mohler	Livestock Veterinary Teaching & Research Unit	Veterinary
Dr Robert Nicoll	Veterinary Imaging Associates	Veterinary Radiology
A/Professor Jacqueline Norris	University of Sydney, Faculty of Veterinary Science	Veterinary

Title	Institution	Title
A/Professor Christopher Peacock	School of Pathology and Laboratory Medicine, The University of Western Australia	Pathology
Dr David Phalen	University of Sydney Vet Centre, Camden	Veterinary
Dr Adrian Philbet	Royal (Dick) School of Veterinary Sciences	Veterinary
Professor David Raubenheimer	University of Sydney	Nutritional Ecology
Dr Rod Reece	Elizabeth Macarthur Agricultural Institute	Veterinary Pathology
Dr Tracey Rogers	University of New South Wales	Marine Ecology
Professor William Sherwin	University of New South Wales	Conservation Genetics
Dr Cathy Shilton	Berrimah Laboratories	Wildlife Pathology
Dr David Simpson	Animal Referral Hospital, Strathfield	Veterinary
Professor Steve Simpson	University of Sydney	Nutritional Ecology
Dr Lee Skerratt	James Cook University - Tropical Infectious Disease Research Centre	Pathology
Dr Jan Slapeta	University of Sydney, Veterinary Science	Veterinary Parasitology
Dr Jeffery Smith	Eye Clinics for Animals	Veterinary Ophthalmology
Dr K-Lynn Smith	Macquarie University	Animal Behaviour
Dr Richard Speare	James Cook University	Pathology
Dr David Spratt	CSIRO Sustainable Ecosystems	Parasitology
Dr Monique Van Sluys	University of New South Wales	Ecology
Dr Linda Vogelnest	University of Sydney Vet Centre, Camden	Veterinarian Dermatology
Dr James Watson	CSIRO Australian Animal Health Laboratories	Disease Preparedness
Dr Cameron Whittaker	Eye Clinics for Animals	Veterinary Ophthalmology
Dr Kate Wilson	New South Wales Office of Environment and Heritage	Government Liaison
Sydney Water Police		Wildlife Release and Rescue

Appendix 8

Paid consultancies undertaken by the Taronga Conservation Society Australia

Report/Services	Receiving organisation
Diagnostic Services on Insurance Populations	NSW OEH
Efficacy of contraceptive implants in 3 female Asian elephants	Australia Zoo
Analysis of samples to detect pregnancy in Asian elephants	Melbourne Zoo
Analysis of serum for LH to predict next ovulation in an Asian elephant	Melbourne Zoo
Tasmanian Devil faecal sample analysis	University of Tasmania
Dugong hormone analysis	University of Queensland
Giant Panda hormone analysis	Adelaide Zoo
Koala hormone analysis for research	University of Sydney
Evaluation of Green Turtles, Little penguins, long-nosed bandicoots and marine mammals	NSW OEH (NPWS)
Contraceptive efficacy on the old Asian Elephant female	Perth Zoo
Development of sample collection protocols for small native mammals	Northern territories Government's Biodiversity Division
Dee Why Lagoon birds mortality investigation	Warringah Council
Victoria Park bird mortality due botulism investigation	City of Sydney Council
Long-neck turtle mortality investigation	Sydney Olympic Park Authority
Flying fox examination	RSPCA
Woylies faecal stress hormones validation	Perth Zoo
Marmosets stress hormone metabolites comparison	University of Sydney
Blue tailed skink intestinal tape worm infection	Christmas Island National Park
Mulloway - fish post mortem examination	NSW DPI
Histopathology of native mammals, birds and reptiles	Timbertown Vet Hospital - Port Macquarie
Evaluation of stress hormone responses associated with different marking techniques in mice	Garvan Institute for Medical Research

Report/Services	Receiving organisation
Assessment of reproductive cycles in tigers	Australia Zoo
Captive Husbandry component of Lord Howe Island Rodent Eradication Project	Lord Howe Island Board
IUCN 'Red List' classification of Solomon Island reptiles and Fijian Iguanas	IUCN
Captive Breeding of two species of Christmas Islands lizards	Parks Australia
Captive maintenance and breeding for re-introduction of Green and Golden Bell Frogs	Village Building Company
Brett Finlayson - reptile and Invertebrate advice regarding new displays	Wellington Zoo
Clinical Veterinary and Veterinary Pathology Consultancies	Office of Environment and Heritage, Department of Premier and Cabinet (via MOU agreement)
Clinical Veterinary and Veterinary Pathology Consultancies	Sydney Olympic Park Authority
Clinical Veterinary and Veterinary Pathology Consultancies	Wild Life Sydney Zoo
Clinical Veterinary and Veterinary Pathology Consultancies	Botanic Park and Centennial Parklands
Quarantine housing and Veterinary Services	Alma Park Zoo, Queensland
Veterinary consultancy – emu anaesthesia	Sinclair Knight Merz

Appendix 9

Lectures and presentations by Taronga staff

Staff member	Subject	Receiving body
L Arthur	Tracking data update for Loggerhead Turtle released from Lord Howe Island	Wildlife Rehabilitation Conference and Marine Turtle Health and Rehabilitation Workshop, Townsville, Queensland, July 2012
M Bashaw	What Can Animal Poo Tell You? Noninvasive endocrine monitoring	Wildlife Health Network online presentation
M Bashaw	Assay development for pregnancy testing of sitatunga (<i>Tragelaphus spekei</i>)	International Society for Wildlife Endocrinology, Vienna, Austria
N Bodel	Zoo Education	Coalition of Knowledge Building Schools
N Bodel	Partnerships	2012 ZAA conference
N Boyle	Captive Bovid Management in Australia	Conservation Centres for Species Survival (C2S2) Annual Conference
N Boyle	Black Rhinoceros Management at Taronga Western Plains Zoo	Southern Black Rhinoceros Sustainability Program Annual Meeting.
S Brice	ZIMS training	Symbio Wildlife park; Wildlife Sydney Zoo
B Bryant	Taronga Western Plains Wildlife Hospital	WIRES, Dubbo branch
B Bryant	Managing the health of captive populations	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
B Bryant	White rhinoceros mortalities at Taronga Western Plains Zoo 2012	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
B Bryant	Restraint of zoo animals	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
J Burgess	Taronga Western Plains Wildlife Hospital	WIRES, Dubbo branch
M Campbell	Taronga Western Plains Wildlife Hospital	WIRES, Dubbo branch
M Campbell	Zoo animal nutrition	Residential School for the Masters Degree in Wildlife Health and Population Management, University of Sydney
M Campbell	Devil facial tumour disease	Australian Veterinary Association
M Campbell	Introduction to unusual/exotic patients in practice	Charles Sturt University, veterinary undergraduates
M Campbell	Ferret, rabbit and rodent medicine and surgery in practice	Charles Sturt University, veterinary undergraduates

Staff member	Subject	Receiving body
M Campbell	Avian medicine and surgery	Charles Sturt University, veterinary undergraduates
M Campbell	Reptile medicine and surgery	Charles Sturt University, veterinary undergraduates
M Campbell	Wildlife medicine	Charles Sturt University, veterinary undergraduates
A Connor	Volunteer Customer Service Models	City of Sydney Library
K Ellis	Managing Meerkat Mahem	ASZK Conference, Auckland NZ
S Elton	breeding of captive wombats	ZAA Conference
A D'Ettore	Seals in Antrarca	Active Travel (Antartica)
T Etchells	Husbandry and Quarantine of Western Lowland Gorilla	Veterinary Nurses Council of Australia, Annual Conference, Melbourne, Victoria, April 2013
F Evans	Fly off recovery paper	ICZ conference, Singapore (sept 2012)
B Finalyson	Short-beaked Echidna breeding	Perth Zoo
M Fuller	Occasional Address	Charles Sturt University 2012 Graduates
M Fuller	Destination Development of Taronga Western Plains Zoo	Dubbo City Council Economic Development Advisory Committee
J Gillespie	Hands on or hands off - rethinking Ungulate management in Australia	Zoo Aquarium Association
T Grillo	Pigeon Paramyxovirus and the Australian Wildlife Health Network: a case study of Activities	AusVet Wildlife QGIS Workshop
T Grillo	Australian Wildlife Health Network - who we are and what we do	Sydney University Lecture to Veterinary Conservation Biology Students
T Grillo, L Post and R Woods	Pigeon Paramyxovirus and the Australian Wildlife Health Network: a case study of Activities	Wildlife Disease Association - Australasia Conference
T Grillo, K Cox-Witton and R Woods	A One Health Approach to Wildlife Disease Surveillance in Australia	Joint Wildlife Disease Association / European Wildlife Associations (WDA / EWDA) Conference
B Hanson, E Miller-Klein, and V Melfi	I can't hear you! Rethinking the Zoo's Acoustic Environment	Zoo Aquarium Association Annual General Meeting, Goad Coast, Association of Zoos and Aquaria, Phoenix; and World Association of Zoos and Aquaria, Melbourne
E Hall	2 day course on Intensive Care and Rehabilitation of Sea Birds	Bonorong Sanctuary, Tasmania
E Hall	Wildlife Rescue and First Aid	Taronga Training Institute 2 day weekend short course, Taronga Zoo, March 2013
E Hall	Wildlife Rescue and First Aid	Taronga Training Institute 2 day weekend short course, Taronga Zoo, June 2013
E Hall	Little Penguin Rehabilitation at Taronga Wildlife Hospital	3 presentations over 3 days to school children attending "Project Penguin" community conservation program
J Hall	The Australian Registry of Wildlife Health Database Demonstration and Adoption Possibilities	RSPCA
P Harlow	Australian Reptile Ecology	Australian Catholic University, Animal Ecology
P Harlow	Conservation of Christmas Island reptiles	Macquarie University, Biology Dept.
P Harlow	Fijian Crested Iguanas	Australian Herpetological Society
G Hosey and V Melfi	Bonds between zoo professionals and their animals	International Congress of Zookeeping, Singapore
B Host	Training of Ring-tailed possum	ABMA Conference, Canada (April 2013)
F Hulst	Tuberculosis - an emerging zoonosis in zoos	Australian Society for Infectious Disease Conference: Zoonoses - bringing doctors and veterinarians together, Sydney, NSW, July 2012

Staff member	Subject	Receiving body
F Hulst	Managing a Tuberculosis outbreak: development and implementation of screening protocols for Mycobacterium tuberculosis in zoo mammals	American Association of Zoo Veterinarians Annual Conference in Oakland, California, USA, October 2012
C Kerr	Learning from the 'Speed Humps' (lessons from Taronga's management of Tuberculosis)	2012 Zoo and Aquarium Association Conference
C Kerr	Know and Understand your Visitor – A Strategy for Improving Experience, Learning and Engagement	2012 World Association of Zoos and Aquariums Conference
R Martin, V Melfi	A comparison of zoo animal in the presence of familiar and unfamiliar people	Animal Welfare Science Centre Seminar, Zoos Victoria
V Melfi	Human-animal interactions in Zoos	Animal Welfare Science Centre Seminar, Zoos Victoria
V Melfi	Human-animal interactions in Zoos	University of Melbourne
V Melfi	Human-animal interactions in Zoos	Emotional Enrichment workshop, Hunter College, New York
V Melfi	Integrated conservation of SY for Karrie	Registry office for online presentation
V Melfi	The emperor's new clothes	
V Melfi	The need for an evidence based approach to captive animal management	International Congress of Zookeeping, Singapore
M McFadden	Komodo Survival Program	Hawkesbury Herpetological Society
M McFadden	Southern Corroboree Frog Conservation Program at Taronga Zoo	University of Western Sydney, Conservation Biology
M McFadden	Conservation and Management of Amphibians	University of Technology Wildlife Ecology
M McFadden	Reptile and Amphibian Taxonomy	Australian Catholic University Animal Ecology
M McFadden	Corroboree Frog Conservation Program	Wild Life Conservation Fund
M McFadden	Southern Corroboree Frog Recovery Program	Australian Catholic University Animal Ecology
E Neumann	Animal training and conditioning workshop	ICZ conference, Singapore (sept 2012)
E Neumann	Seals in Antarctica	Active Travel (Antarctica)
A Pemberton	States of Positive welfare: the concept of flow	International Congress of Zookeeping, Singapore
A Reiss, K Cox-Witton, T Grillo and R Woods	A Zoo-Based Wildlife Surveillance System for Australia	Joint Wildlife Disease Association / European Wildlife Associations (WDA / EWDA) Conference
A Reiss, K Cox-Witton, T Grillo and R Woods	Capturing wildlife disease surveillance data from Australian zoos - a progress report	Wildlife Disease Association - Australasia Conference
K Robberts	Built with Purpose - the Juvenile Justice Program at TWPZ	Zoo and Aquarium Association Conference
K Robberts	Poster Presentation for Endanger Ranger Program	Zoo and Aquarium Association Conference
T Rogers, M Ciaglia, T O'Connell, D Slip, J Meade, A Carlini and M Márquez	WAP Antarctic top predator behaves differently: whiskers reveal WAP leopard seals are krill-feeding specialists	XXXII Scientific Committee on Antarctic Research and Open Science Conference, Portland Oregon, USA, July 13-25 2012
T Rogers, T O'Connell, M Ciaglia, A Andrews, D Slip, A Carlini and M Márquez	Seal whiskers reveal long-term diet specialists: not all are top-order predators.	The 8th International Conference on Applications of Stable Isotope Techniques to Ecological Studies. Brest, Brittany, France - August 20th to 24th 2012.
K Rose	Discovery of Leishmania in Australian macropods	Australian Society for Microbiology, St. Vincent's Hospital
K Rose	Australian Registry of Wildlife Health	Northern Division of WIRES, Sydney
K Rose	Overview of Marine Fauna Stranding Response	NSW Office of Environment and Health Hunter Marine Wildlife Preparedness
K Rose	The Value of sample Collection and Necropsy	NSW Office of Environment and Health Hunter Marine Wildlife Preparedness

Staff member	Subject	Receiving body
K Rose	Avian polyoma virus infections and black and white bird disease	Virtual Microscopy Rounds
K Rose	Building a Wildlife Health Research Community Online	Policy Advisory Committee Meeting
K Rose, J Hall	Wildlife Disease Investigation	Workshop, University of Sydney Wildlife Special Interest Group 3
M Shiels	Woodhen project	Lord Howe Island Public School
M Shiels	Feeding wild birds	Lane Cove Nursing Home
M Shiels	Regent Honeyeaters and Species Management	Macquarie University PHD Students
D Slip	The Role of Zoos in Conservation	UNSW, third year biology lecture
D Slip	What is Antarctica really like: research and living in Antarctica	Avalon Public School (year 5 and 6)
D Slip	Marine Mammal Research at Taronga: understanding ecosystems for effective conservation of the marine environment	Observatory Hill School Marine Science visit to Sydney Institute of Marine Science, Senior Science students
D Slip	Research and working in Antarctica	St Philips Christian School
G Sullivan	The Introduction of Camels (<i>Camelus dromedarius</i>) to an African Elephant (<i>Loxodonta Africana</i>) at Taronga Western Plains Zoo	4th International Congress of Zookeeping, Singapore
T Tavassolie, M Bashaw	Exploring the tub: Enrichment and age affect young rats' performance in the Morris Water Maze	Annual Conference of the Association for Psychological Science
P Topham	Ecology and Natural History of the Reptiles of Sydney	Kuringai Council Bush Regeneration group and wider community
P Topham	Reptiles of Sydney	Wild Things NSW
P Topham	Reptiles and Spiders of Sydney	Hornsby TAFE, New Migrants education program
M Van Sluys	How to conserve a biodiversity hotspot: challenges and outcomes of a case study	Faculty of Veterinary Science, University of Sydney
L Vogelnest	Microchipping wildlife presentation and workshop	NSW National Parks and Wildlife Services staff at Taronga Zoo, NSW, July 2012
L Vogelnest	Diagnosis, Investigation and Management of Tuberculosis at Taronga Zoo	NSW Health, "Bugs Breakfast" monthly talk, North Sydney, NSW, October 2012
L Vogelnest	Saving the Cat Ba Langur	Wildlife Diseases Association, Australasian Section Annual Conference, North Stradbroke Is, Queensland, September 2012
L Vogelnest	Tuberculosis in elephants Webinar	Australian Registry of Wildlife Health - National Wildlife Health Rounds series, March 2013
J Wiszniewski	Marine Mammal Research at Taronga: understanding ecosystems for effective conservation of the marine environment	Observatory Hill School Marine Science visit to Sydney Institute of Marine Science, Senior Science students
R Woods and L Post	The Australian Wildlife Health Network: Ten Years On	Wildlife Disease Association - Australasia Conference
R Woods, L Post and C Bunn	Foot-and-Mouth (FMD) Risks relating to wildlife - Scope, Gap Analysis and Future Priorities	Wildlife Disease Association - Australasia Conference
Various TWPZ Keepers	Various Monthly Presentations	University of Third Age, Dubbo

Appendix 10

Publications

Books

- Campbell-Ward, M. L. (2013) Hypoadrenocorticism in other species. In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 28-35. Wiley-Blackwell, Ames.
- Campbell-Ward, M. L. (2013) Hyperadrenocorticism and primary functioning adrenal tumors in other species (excluding horses and ferrets). In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 95-99. Wiley-Blackwell, Ames.
- Campbell-Ward, M.L. (2013) Hypercalcemia in other species. In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 385-395. Wiley-Blackwell, Ames.
- Campbell-Ward, M. L. (2013) Hyperthyroidism/thyroid neoplasia in other species. In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 311-314. Wiley-Blackwell, Ames.
- Campbell-Ward, M. L. (2013) Rabbits: otitis. In: Clinical Veterinary Advisor – Birds and Exotic Pets (eds. J. Mayer and T.M.Donnely), pp. 403-405. Elsevier Saunders, St. Louis.
- Campbell-Ward, M. L. (2013) Rabbits: vestibular disease. In: Clinical Veterinary Advisor – Birds and Exotic Pets (eds. J. Mayer and T.M.Donnely), pp. 428-430. Elsevier Saunders, St. Louis.
- Campbell-Ward, M. L. and Rand, J. (2013) Diabetes mellitus in other species. In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 191-200. Wiley-Blackwell, Ames.
- Chen, S. and Campbell-Ward, M. L. (2013) Insulinomas in other species. In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 245-252. Wiley-Blackwell, Ames.
- Hosey, G., Melfi, V.A., and Pankhurst, S (2013). Zoo Animals: their behaviour, management and welfare (2nd edition). Oxford, UK: Oxford University Press
- Keen, J. and Campbell-Ward, M. L. (2013) Pathologic reproductive endocrinology in other species. In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 504-511. Wiley-Blackwell, Ames.
- Melfi, V.A., and Hosey, G. (2012). Multi-zoo research guidelines. London UK: BIAZA.
- Spindler, R.E., Wiszniewski, J and Slip, D. (2012) The Potential Role of Zoos in Climate Change, in Climate Change. Eds, D Lunney and P Hutchins. Royal Zoological Society Publications
- Stanford, M., Keen, J. and Campbell-Ward, M. L. (2013) Hypocalcemia in other species. In: Clinical Endocrinology of Companion Animals (ed. J. Rand). pp. 335-355. Wiley-Blackwell, Ames.

Peer Reviewed Literature

- Aitken-Palmer C, Hou R, Burrell C, Zhang Z, Wang C, Spindler R, Wildt DE, Ottinger MA, Howard J. (2012) Protracted reproductive seasonality in the male giant panda (*Ailuropoda melanoleuca*) reflected by patterns in androgen profiles, ejaculate characteristics, and selected behaviors. *Biol Reprod.* 86:195-204
- Bryant, BR, Blyde, D, Eamons, G and Whittington, R. (2012) *Mycobacterium avium* subspecies paratuberculosis cultured from the feces of a southern black rhinoceros with diarrhea and weight loss. *Journal of Zoo and Wildlife Medicine.* 43(2) 391-3
- Burgess EA, Lanyon JM, Keeley T. (2012) Testosterone and tusks: maturation and seasonal reproductive patterns of live, free-ranging male dugongs (*Dugong dugon*) in a subtropical population. *Reproduction.* 143(5):683-97. doi: 10.1530/REP-11-0434
- Burgess EA, Lanyon JM, Brown JL, Blyde D, Keeley T. (2012) Diagnosing pregnancy in free-ranging dugongs using fecal progesterone metabolite concentrations and body morphometrics: a population application. *Gen Comp Endocrinol.* 177(1):82-92. doi: 10.1016/j.ygcen.2012.02.008
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- Cashins, S.D., Grogan, L.F., McFadden, M., Hunter, D., Harlow, P.S., Berger, L. and Skerratt, L.F. (2013) "Prior infection does not improve survival against the amphibian disease Chytridiomycosis", *PLoS ONE*, 8(2), e56747.
- Clark, F.E., and Melfi, V.A. (2012) Environmental enrichment for a mixed species nocturnal mammal exhibit. *Zoo Biology*, 31: 397-413
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- Fanson, K., Lynch, M., Vogelnest, L., Miller, G., Keeley, T. (2013) Response to long-distance relocation in Asian elephants (*Elephas maximus*): monitoring adrenocortical activity via serum, urine, and feces. *European Journal of Wildlife Research* DOI: 10.1007/s10344-013-0718-7
- Fisher, R.N., Thomson, P., Watling, D., Harlow, P.S. (2013) "Brachylophus bulabula (Fiji banded iguana): Predation". *Herpetological Review*, 44(1), 140-141.
- Greta J. Frankham, Carolyn Hogg, Judith Gillespie, Andrew King & Rebecca N. Johnson (2013) Characterisation of 16 microsatellite markers via 454 sequencing, to aid ex-situ conservation of the scimitar-horned oryx, *Oryx dammah*, *Conservation Genetics Resources*, vol 5, pp795–797.
- Hagedorn M, van Oppen MJ, 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*. 65:157-8
- Hartingan, A., Dhand, N., Rose, K, Slapeta, J. and Phalen D.N. (2012) "Comparative Pathology and Ecological Implications of Two Myxosporean Parasites in native Australian Frogs and the Invasive Cane Toad", *PlosOne*, vol.7, no. 10,e43780. Doi: 10.1371/journal.pone.0043780
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- Hosey, G. and Melfi, V.A. (2012) Human-animal bonds between zoo professionals and the animals in their care. *Zoo Biology*, 31: 13-26.
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- Ma, G. Dennis, M., Rose, K., Spratt, D. and Spielman, D. (2013) "Tawny Frogmouths and Brushtail Possums as Sentinels for *Angiostrongylus cantonensis*, the Rat Lungworm", *Vet Parasitol*, 18;192(1-3):158-65. Available online <http://dx.doi.org/10.1016/j.vetpar.2012.11.009>
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- Melfi, V.A. (2013) "Is training zoo animals enriching?", *Applied Animal Behaviour Science*, Invited contribution to *Zoo Animal Welfare Special Issue* (ed. S Ross)
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- Grillo, T., Cox-Witton, K. & Post, L. 2012. Australian Wildlife Health Network report. *Animal Health Surveillance Quarterly*, Vol. 17 Issue 4
- Grillo, T., Cox-Witton, K. & Post, L. 2013. Australian Wildlife Health Network report. *Animal Health Surveillance Quarterly*, Vol. 18 Issue 1
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- Spindler, R (2012) "Coral Preservation", *WildLife*, Autumn 2013
- Spindler, R (2012) "Taronga Acting for Global Reforestation", *WildLife*, Winter 2013
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Thesis and Reports

- ABLV Bat Stats: Australian Bat Lyssavirus Report, June 2012
- ABLV Bat Stats: Australian Bat Lyssavirus Report, December 2012
- Fisher, R, P.S. Harlow, J. Niukula, P. Biciloa, T. Osborne, N. Thomas, L. Chemnick, H. Davis, and O. Ryder. (October 2012). "Further Assessment of Fijian Iguana (*Brachylophus* sp.) populations in the Fijian Islands and development of a microsatellite library". Unpublished report prepared for International Iguana Foundation. Pp 16.
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- Fung, J. 2012 *Unlocking Records Befuddled by Time: Growth Models, a Tool to Determine Tissue Age*. BSc Honours thesis School of Biological, Earth and Environmental Sciences, University of New South Wales, pp 64
- Harlow, P.S., Cavanagh, L. and Andrew, P. (April 2012) "Captive Husbandry and Genetic Management of Christmas Island Blue-tailed Skink and Lister's Gecko at Taronga Zoo". Unpublished report to Parks Australia. Taronga Conservation Society.

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- Hockett, R. 2012 Behavioural confirmation of colour sensitivity in the platypus *Ornithorhynchus anatinus*. BSc Honours thesis Department of Biological Sciences, Macquarie University, NSW, Australia
- Lees, C., Harlow, P.S. and Andrew, P. (June 2013) "Christmas Island Blue-tailed Skink and Lister's Gecko: captive program review and recommendations for 2013". Unpublished report to Parks Australia. Taronga Conservation Society Australia. Pp 18.
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Conference and Workshop Proceedings

- Bashaw, M.J. (2012) "Assay development for pregnancy testing of sitatunga (*Tragelaphus spekei*)". International Society for Wildlife Endocrinology, Vienna, Austria. *Veterinary Medicine Austria* 99:Suppl. 1, 69.
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- Grillo, T., Cox-Witton, K., & Woods, R. (2012). "A One Health Approach to Wildlife Disease Surveillance in Australia". Joint Wildlife Disease Association / European Wildlife Disease Associations Conference, Lyon, France
- Grillo, T., Post, L. & Woods, R. (2012). "Pigeon Paramyxovirus and the Australian Wildlife Health Network: a Case Study of Activities". Wildlife Disease Association – Australasian Section, Stradbroke Island
- Hawkins, M. (2013) Comparison of chimpanzee behaviour between an African sanctuary and a zoo group. Australasian Zoo Keepers Association, Auckland
- Hosey, G. & Melfi, V. (2012) Bonds between zoo professionals and their animals, International Congress of ZooKeeping, Singapore
- Ma, G. Dennis, M., Rose, K., Spratt, D. and Spielman, D. (2012) "Tawny Frogmouths and Brushtail Possums as Sentinels for *Angiostrongylus cantonensis*, the Rat Lungworm", Poster - Zoonosis Conference, Sydney
- Melfi, V. (2012) The need for an evidence based approach to zoo animal management, International Congress of ZooKeeping, Singapore
- Pemberton, A., Melfi, V., Freire, R. & Hawkins, M. (2012) States of positive welfare, the concept of "flow" International Congress of ZooKeeping, Singapore
- Reiss, A., Cox-Witton, K., Grillo, T. & Woods, R. (2012). "A Zoo-Based Wildlife Surveillance System for Australia". Joint Wildlife Disease Association / European Wildlife Disease Associations Conference, Lyon, France.
- Reiss, A., Cox-Witton, K., Grillo, T. & Woods, R. (2012). "Capturing wildlife disease surveillance data from Australian zoos – a progress report". Wildlife Disease Association – Australasian Section, Stradbroke Island
- Rose, K., Lohrey J., Bhuyan, M., Banyer, J. and Hall, J. (2012) "Building a Wildlife Health Research Community: From Field to Pathogen Discovery". Abstract submitted to the eResearch in Australia Conference, Sydney.
- Rose, K., Hall, J. (2012) "What to collect when you are unexpected: Diagnostic pathways and the importance of good sample collection". Sea Turtle Health and Rehabilitation Workshop, Townsville, Australia.
- Rose, K., Lohrey J., Bhuyan M., Banyer J., Hall, J. (October, 2012) "Building a Wildlife Health Research Community: From Field to Pathogen Discovery". Abstract accepted by the eResearch in Australasia conference – Sydney
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- Rose K. Hall J. (September, 2012) "The Online Registry – a Demonstration and Discussion". Wildlife Disease Association – Australasian Section, Stradbroke Island
- Skerratt, L., Rose, K., Woods, R., Reiss, A., Spratt, D., Bunn, C., Whiteley, P., Baker, R., Woolford, L., Boardman, W., Obendorf, D., Alley, M., Phalen, D., McLelland, D. and McLelland, J. (September 2012) "Should the WDA-A Develop a Wildlife Health Strategy?" – Wildlife Disease Association – Australasian Section, Stradbroke Island
- Spindler, R., Hagedorn, M., van Oppen, M.J., Heyward, A., MacFarlane, D. (2012) Establishment and Use of Great Barrier Reef Coral Cryo-Reserve. Society for Conservation Biology Conference, Darwin August 2012.
- Woods, R., Post, L. & Bunn, C. (2012). "Foot-and-Mouth (FMD) Risks Relating to Wildlife – Scope, Gap Analysis and Future Priorities". Wildlife Disease Association – Australasian Section. Stradbroke Island

Workshops Convened

- Conservation principles for primate field project staff (July 2012) German Primate Research Centre, Germany
- Establishing an enrichment programme using the concept of 'flow' (September 2012), International Conference for Zoo Keepers, Singapore Zoo, Singapore
- Establishment of the Biodiversity Knowledge Strategy, Sydney (February 2013)
- Marine Turtle Necropsy Workshop, North Stadbroke Island (May 2013)
- Marine Turtle Workshop, Australian Seabird Facilities, Ballina (December 2012)
- Practical environmental enrichment for Taronga animal precincts (March - June 2013), Taronga
- Quantum GIS Workshop (February 2013), Sydney
- Sea Turtle Health and Rehabilitation Workshop, Townsville (July 2012)
- Taronga animal welfare workshops for staff and volunteers (July-August 2012)
- The Online Registry, Adelaide Zoo and University of Adelaide (April 2013)
- The Satisfaction of Rising to the Challenge: exploring the concept of 'flow' (September 2012), International Conference for Zoo Keepers, Singapore Zoo, Singapore

Appendix 11

Staff representation on external committees

Name	Committee
M Bashaw	American Psychological Association Early Career Representative
B Bryant	ZAA vet SAG ungulate TAG, Primary Veterinary Advisor Veterinary co-advisor Rhinoceros Research Group to Rhinoceros TAG, American Zoo Association
M Campbell	ZAA vet SAG nutrition group, Primary Veterinary Advisor
J Conaghan	Director, International Rhino Keepers Association (IRKA)
A Connor	Sydney Volunteer Coordinators network
K Cox-Witton	Commonwealth Zoo Animal Health Reference Group National Avian Influenza in Wild Birds Steering Group (DAFF) National Significant Disease Investigation (NSDI) Committee National BioSIRT Development Committee (observer) DAFF BioSIRT Consultative Group Australian Wildlife Health Network Universities Committee Australian Wildlife Health Network State and Territory Coordinators Committee Rabies Technical Reference Group
P Davies	Joint Chair, Government Attractions Sydney Group Sydney Harbour National Landscape Steering Committee
G Dawson	Local Emergency Management Committee
S Duffy	ZAA Australasian Species Management Program Committee National Society for Biodiversity Policy Friends of LWIRO Australia ZAA Asian Elephant Steering Committee Sydney-Nagoya Sister City Committee
M Fuller	Board Member, Inland NSW Tourism Dubbo City Council Economic Development Advisory Committee Tasmanian Devil Steering Committee
J Gillespie	Zoo Aquarium Association Accreditation and Animal Welfare Committee
L Ginman	Association of Pet Dog Trainers - President

Name	Committee
T Grillo	Wildlife Disease Association - Australia National Animal Health Information System (NAHIS) Committee National Avian Influenza in Wild Birds Steering Group (DAFF) Commonwealth Zoo Animal Health Reference Group IUCN CBSG Disease Risk Assessment Working Group ZAA VetSAG ZAA Veterinary Advisory Group to Australian terrestrial mammals TAG Australian Wildlife Health Network Universities Committee Australian Wildlife Health Network State and Territory Coordinators Committee Wildlife Disease Association (Parent Body) Wildlife Disease Association - Australia Series of National Guidelines Avian Influenza Working Group Series of National Guidelines Psittacosis Working Group Chytrid Threat Abatement Plan Review Committee Beak and Feather DiseaseThreat Abatement Plan Review Committee
L Grossfeldt	Borneo Orangutan Survival - Vice President
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, Steering Committee NSW Declining Frog Working Group
C Kerr	Chair, Eco Tourism Australia Chair, ZAA Elephant CMP Steering Committee Board Member, International Rhino Foundation Board member, Zoo and Aquarium Association Member, UNSW Scientific Advisory Committee Member, TAFE NSW Sydney Institute Advisory Council
V Melfi	International Union for Conservation Nature, IUCN: Captive Breeding Specialist Group member International Union for Conservation Nature, IUCN: Species Survival Commission member International Union for Conservation Nature, IUCN: Primate Specialist Group member International Union for Conservation Nature, IUCN: Section for Small Apes Selamarkan Yaki Founder and contributor of an integrated conservation programme for the Sulawesi crested black macaques European Association of Zoos Aquarie, EASA: Gibbon TAG Chair Shape of Enrichment: Chair Advisory Group and core committee member
P Metcalfe	NSW Exhibited Animals Advisory Committee NSW Non-Indigenous Animals Advisory Committee
M McFadden	Co-covenor, ZAA Amphibian TAG Corroboree Frog Recovery Team NSW Declining Frog Working Group ACEAS Working Group for "Decision making for ex-situ conservation of Australian frogs".
S McReddie	Dubbo City Council Public Art Strategy Committee
K Rose	Australian Wildlife Health Network Operations Committee Australian Wildlife Health Network Universities Committee Australian Wildlife Health Network 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
B Sammut	Convenor, ZAA Human Resources SAG
M Shiels	Regent Honeyeater Recovery Team

Name	Committee
D Slip	OEH Marine Fauna Advisory Group IUCN SSG Boa and Python Specialist Group
R Spindler	UNSW School of BEES Visiting Committee - Member NSW OEH Cluster Science Committee Society for Conservation Biology - Oceania
R Stapley	Vice President NSW Fauna and Marine Parks Association
P Topham	General Committee, Australian Herpetological Society
L Vogelnest	Editorial Board, Australian Veterinary Journal Oceania Representative of the American Association of Zoo Veterinarians, International Committee NSW DECCW Marine Fauna Advisory Group National Zoo Animal Health Reference Group, Department of Agriculture, Fisheries and Forestry
E Walraven	Australian Animal Welfare Strategy NSW Recovery team member Brush-tailed Rock-wallaby NSW Recovery team member Little Penguin NSW Recovery team member Long-nosed Bandicoot ZAA Taxon Advisory Group Convener Australian mammals
J West	International Shark Attack Committee Member IUCN Shark Specialist Group - Member
R Woods	Devil Facial Tumour Disease (DFTD) Steering Committee 2009 to present Commonwealth Zoo Animal Health Reference Group 2006 to present National Animal Health Information System (NAHIS) Committee 2004 to 2011; 2012 (Alternate) National Avian Influenza in Wild Birds Steering Group (DAFF) 2006 to present Australian Wildlife Health Network Operations Committee Australian Wildlife Health Network Universities Committee Australian Wildlife Health Network State and Territory Coordinators Committee

Appendix 12

Staff participation in international programs

Staff Member	Destination	Date of travel	Reason for travel
P Harlow*	Christmas Island	27-Sep-12	To assist Parks Australia with an intensive two week field survey for the critically endangered Blue-tailed Skink, Forest Skink and Listers Gecko.
L Cavanagh*	Christmas Island	05-Sep-12	To assist Parks Australia with on-island captive lizard care and management.
V Melfi	Singapore	09-Sep-12	To attend the International Conference of Zookeeping.
V Di Giglio**	Austria	24-Sep-12	To attend the second annual International Species Information System (ISIS) Users Conference.
S Brice	USA	29-Sep-12	To attend the Zoological Registrars Association annual conference, including the first training symposium for zoological registrars on the Zoological Information Management System (ZIMS).
E Walraven**	Austria	26-Sep-12	To attend the European Association of Zoos and Aquaria Conference.
L Keen	USA	19-Aug-12	To meet members of the American Zoo Association's strategic communications team and Public Relations Committee, for fact finding and policy discovery to inform local and regional issues management.
F Hulst	USA	19-Oct-12	To attend the American Association of Zoo Veterinarians (AAZV) 2012 Annual Conference and two workshops.
G Sullivan	Singapore	08-Sep-12	To attend the International Conference of Zookeeping.
R Woods*	Sri Lanka	19-Apr-12	To attend the World Animal Health (OIE) Focal Points workshop on Wildlife Health.
M Bashaw*	Austria	22-Sep-12	To attend the Conference of the International Society for Wildlife Endocrinology.
K Hooker**	Republic of Congo	20-Oct-12	To provide assistance to the Jane Goodall Institute, Tchimpounga.

Staff Member	Destination	Date of travel	Reason for travel
P Harlow	Mexico	10-Nov-12	To attend the IUCN Iguana Specialist Group meeting and conference.
R Monahan*	New Zealand	28-Oct-12	To attend the 6th Australasian Training and Conditioning Workshop and meet with primate keepers at Auckland and Hamilton Zoos.
N Hanlon*	New Zealand	25-Oct-12	To attend the 6th Australasian Training and Conditioning Workshop.
C Kerr	USA	02-Nov-12	To attend the annual Board meeting of the International Rhino Foundation in San Diego and meetings with key stakeholders of the International Rhino Foundation and Taronga in San Diego and Washington DC.
R Stapley**	Lord Howe Island	17-Dec-12	To conduct a site visit prior to commencement of the Lord Howe Island Rat and Mouse Baiting project
B Bryant*	Indonesia	10-Jun-12	To provide veterinary assistance to the Sumatran Rhino Sanctuary in Way Kambas National Park, Sumatra.
A D'Ettore*	Antarctica	06-Feb-13	To join an Active Travel / One Ocean Expeditions expedition to the Antarctic Peninsula as a guest lecturer.
E Neumann*	Antarctica	16-Mar-13	To join an Active Travel / One Ocean Expeditions expedition to the Antarctic Peninsula as a guest lecturer.
R Usmar**	Germany	27-Mar-13	To accompany a Koala during transport.
V Melfi	Indonesia	31-Jan-13	To attend and advise on an expedition to perform a census on Sulawesi Black Crested Macaques and survey local villagers.
P Davies	China	28-Feb-13	To participate in the 2013 Destination NSW / Tourism Queensland annual joint mission to Chengdu and Beijing.
M Shields**	New Zealand	16-Mar-13	To provide assistance in the translocation of HiHi (Stichbird).
B Bryant	Singapore	31-Mar-13	To participate in the 2013 Sumatran Rhino Crisis Summit.
M McFadden**	Indonesia	08-Apr-13	To assist the Komodo Survival Program complete its annual Komodo Dragon abundance survey in Komodo National Park on Rinca Island.
K Ellis	New Zealand	12-May-13	To attend the 2013 Australasian Society of Zookeeping Conference.
R Dockerill	New Zealand	19-May-13	To attend the 2013 Australasian Society of Zookeeping Conference.
J Powell**	Brazil	08-May-13	To provide support to the Lowland Tapir Conservation Initiative.
V Melfi**	Indonesia	12-Apr-13	To complete a Species Action Planning Workshop for the critically endangered Sulawesi Black Crested Macaques and discuss with stakeholders, next steps for the Tangkoko regeneration project.
N Boyle	USA	13-May-13	To attend the Conservation Centres for Species Survival (C2S2) Conference and the Southern Black Rhinoceros Sustainability Program Annual Meeting.
B Finlayson**	New Zealand	21-Apr-13	To provide advice on the development of a new exhibit to house invertebrates and reptiles at Wellington Zoo, New Zealand.
P Maguire*	Lord Howe Island	15-May-13	To initiate Project Woodhen - an integrated unit of work to be undertaken by all students at Lord Howe Island Central School, to be run in conjunction with the Rodent Eradication Project activities.
N Bodel*	Lord Howe Island	15-May-13	To initiate Project Woodhen - an integrated unit of work to be undertaken by all students at Lord Howe Island Central School, to be run in conjunction with the Rodent Eradication Project activities.
V Melfi	USA	03-Jun-13	To attend the second Zoo Animal Welfare Symposium at Brookfield Zoo.
P Harlow**	Fiji	23-Jun-13	To Fiji to survey the Fiji Central Islands (Lomaiviti Group) to discover and describe the genetic diversity of endemic iguanas in Fiji.
E Pollard**	Indonesia	30-Jun-13	To conduct an in-situ assessment of Taronga's contribution to field conservation in Bukit Tigapuluh National Park, Sumatra.
L Small**	Indonesia	30-Jun-13	To conduct an in-situ assessment of Taronga's contribution to field conservation in Bukit Tigapuluh National Park, Sumatra.

* Travel costs funded by an external party.

** Travel costs partly 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	2010	2011	2012	2013
Women	50.0%	50%	53%	54.0%	55.1%
Aboriginal People & Torres Strait Islanders	2.6%	1.3%	3.2%	2.0%	2.0%
People Whose Language First Spoken as a Child was not English	19.0%	7%	6%	6.6%	6.0%
People with a Disability	n/a	5%	5%	5.1%	3.4%
People with a Disability Requiring Work-related Adjustment	1.5%	0.0%	1.3%	0.0%	0.7%

Trends in the distribution of EEO

EEO Group	Benchmark or Target	2010	2011	2012	2013
Women	100	105	101	99	100
Aboriginal People & Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People Whose Language First Spoken as a Child was not English	100	106	92	93	82
People with a Disability	100	n/a	97	112	n/a
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	NAIDOC Week was celebrated to promote a greater understanding of EEO groups.
Mentoring program	Program operating to create future opportunities for mentoring and networking.
Work placement program	In partnership with the Department of Community Services, work placement and development opportunities provided to highly disadvantaged students to promote skill development.
Life enrichment program	Life enrichment events provided to disabled and special needs children to support stimulating and educational experiences.

Appendix 14

Senior Executive Service

In October 1991, the New South Wales Government undertook to further enhance the accountability and performance of the Senior Executive Service. The following sets out details of information now required under Clause 4c(i) of the *Annual Reports (Statutory Bodies) Regulation 1985*.

Number of Chief Executive Services (CES) / Senior Executive Services (SES) Positions

Level	Total CES/SES end previous year*	Total CES/SES end previous year*
Level 1		
Level 2	3	3
Level 3	2	2
Level 4		
Level 5	1	1
Level 6		
Level 7		
Level 8		
Total	6	6

CEO employed under Statutory and Other Officers Remuneration Act 1975 (NSW) Section 11A

* 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 2013: \$292,450

During 2012/13 Mr Kerr has overseen Taronga's activities in the areas of conservation in grounds and in the field, conservation science, education and tourism. Key achievements during this period include:

- Total admissions of more than 1.7 million;
- Involvement of more than 159,000 students in Taronga learning programs including over 350 students enrolled in Taronga's Registered Training Organisation, the Taronga Training Institute;
- Completion of Taronga's 12 year, \$221 million Master Plan development program;
- Investment of \$12.0 million in capital development and asset maintenance at both sites;
- Significant births including a male White Rhinoceros calf at Taronga Western Plains Zoo;
- Participation in breed and release programs, including for the Regent Honeyeaters and Corroboree Frog; and
- Taronga Foundation fundraising revenue of \$11.0 million to support Taronga's activities including conservation programs in Australia and overseas.

Mr Kerr also continued to play a leading and active role in the zoo, ecotourism and education industries. He continued his tenure as Chairman of Ecotourism Australia and a member of the Board of the Zoo and Aquarium Association (the umbrella organisation for all zoos and aquaria in the region) and the International Rhinoceros Foundation. Mr Kerr is also a member of the TAFE NSW Sydney Institute Advisory Council and University of New South Wales Scientific Advisory Committee.

Significant progress has also been made throughout the year on:

- Implementation of Taronga's five year Strategic Plan (2010 – 2015);
- Development of the Lemur Forest Adventure at Taronga Zoo;
- Expansion of overnight accommodation at Taronga Western Plains Zoo to include Billabong Camp and refurbishment of Zoofari Lodge;
- Successful delivery of the NSW Government election commitment to enable 3,300 disadvantaged students to travel to Taronga Western Plains Zoo in Dubbo for an overnight experience at the Zoo;
- Expansion of Taronga's commitment to conservation science via \$1.9 million in funds leveraged via the Taronga Conservation Science Initiative; and
- Continued care and rehabilitation of orphaned and injured wildlife with over 1,200 individual animals being treated at Taronga's two Wildlife Hospitals.

Under Mr Kerr's leadership, Taronga Conservation Society Australia is continuing to build on its existing reputation as one of the world's great zoo organisations.

[INSERT SIGNATURE]

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*
 Emma Pollard – BAppFin, BLLB(Hons), MIEL – *Executive Officer*

People and Learning

Bettina Sammut – BA, Cert(PR), Grad Cert(HRM), Grad Cert(Change Mgt) – *General Manager People and Learning*
 Paul Maguire – BEd(PE and Sci) – *Manager Education*
 Amanda Ivaneza – BBUSCom (HR/IR) – *WHS Manager*
 Emma Schaefer – BEnvSc – *Manager Environmental Sustainability*

Life Sciences and Research 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*
 Emma Roberts – BA FCCA – *Finance Manager*
 Richard Norburn – BSc(Hons) – *Manager Information Technology*

Capital Works and Infrastructure

Alexander Halliburton – BLA(Hons) – *General Manager Capital Works, Infrastructure and Operations*
 Lucas Crabtree – BA, BArch(Hons), MPM – *Manager Development (till March 2013)*
 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*
 Helen Wright – Dip IDM – *Manager Fundraising and Development*
 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, Taronga Western Plains Zoo*
 Gary Dawson – *Manager Works and Maintenance, Taronga Western Plains Zoo*
 Shallon McReaddie – *Promotions and Public Relations Manager, Taronga Western Plains Zoo*
 Zac Jones – *Commercial Operations Manager, Taronga Western Plains Zoo*
 Paul Metcalf – *Manager Life Sciences, Taronga Western Plains Zoo*

Appendix 16

Employees by category

Program Area	Permanent			Temporary			Casual			Total		
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
Executive	7	7	7	0	0	0	0	0	0	7	7	7
Clerical	90	78	67	24	44	59	60	80	82	174	202	208
General	22	22	22	2	2	2	0	0	0	24	24	24
Professional	13	12	12	5	9	10	6	11	12	24	32	34
Services	40	40	37	10	20	25	251	246	231	301	306	293
Technical	5	4	5	0	1	2	0	0	0	5	5	7
Trades	154	156	166	22	28	32	235	288	287	411	472	485
Total	331	319	316	63	104	130	552	625	612	946	1,048	1,058

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 4 requests under the provisions of the GIPA Act during the year.

GIPA request for information	Other	Personal
New	4	0
Brought forward (last year)	0	0
Total to be processed	4	0
Completed	4	0
Transferred out	0	0
Withdrawn	0	0
Total processed	4	0
Unfinished (carried on to next year)	0	0
Request: granted in full	4	0
granted in part	0	0
refused	0	0
deferred	0	0

Appendix 18

Public interest disclosures

Taronga Conservation Society Australia had no public interest disclosures in the period 1 July 2012 to 30 June 2013. The following report has been provided to the NSW Ombudsman in accordance with the *Public Interest Disclosures Act 1994* (NSW) and *Public Interest Disclosures Regulation 2011* (NSW) for this reporting period.

Number of public officials who made public interest disclosures to your public authority	0
Number of public interest disclosures received by your public authority	0
Of public interest disclosures received, how many were primarily about:	
~ Corrupt conduct	0
~ Maladministration	0
~ Serious and substantial waste	0
~ Government information contravention	0
~ Local government pecuniary interest contravention	0
Number of public interest disclosures (received since 1 July 2012) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
<i>An internal presentation was made to senior staff in 2012, including a reference to Taronga's code of conduct. Independent Commission Against Corruption (ICAC) workshops were also run for senior staff an interactive session was made to senior staff in 2012.</i>	

Appendix 19

Consultants fees

Consultants equal to or more than \$50,000

Commercial Services

Dransfield & Co PTY Limited - \$258,646
Accommodation Feasibility Study

Finance and accounting/tax

Ernst & Young - \$68,370
GST specialist advice

Total Consultancies equal to or more than \$50,000 = \$327,016

Consultants less than \$50,000

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

- Management Services - \$32,925
- Commercial Services - \$25,184

Total Consultancies less than \$50,000 = \$58,109

Total Consultancies = \$385,125

Appendix 20

VIP visits to Taronga and Taronga Western Plains Zoos

July

- Jermaine Dupri – producer, songwriter, rapper
- Tanzanian Government Delegation
- Saudi Royal Family
- Kirsty Sword Gusmao – wife of Prime Minister and former President of East Timor

August

- Laos Parliamentary Delegation
- Armenian Foreign Affairs Minister
- Speaker of the Seychelles Parliament
- Nagoya City Council Delegation
- UN Ambassadors
- (TWPZ) Jack Vidgen – singer
- (TWPZ) NSW Tourism Minister George Souris to visit Billabong Camp

September

- Vienna Boys Choir
- Karmin – band
- Rita Ora – singer
- Timomatic – singer/dancer
- Thai Parliamentary Delegation
- Botswana Minister for Environment, Wildlife and Tourism
- (TWPZ) Pat Farmer – athlete
- (TWPZ) NSW Premier's Chief of Staff

October

- Joe Nichols – country music artist
- Birdie – singer
- Dwight Yoakam & band – country music artists
- Pink – singer
- Benicio Del Toro – actor
- Delegation Republic of Myanmar
- Minister Goward MP visited to see Burbangana program
- The Hon. Robyn Parker MP visit to see Taronga's Regent Honeyeater program
- The Hon. Robyn Parker MP visit to see Taronga's Tasmanian Devil breeding program
- (TWPZ) Kate Ceberano – singer

November

- Dept of Defence Spousal Visit by Chief of Defence Wife

December

- Hawthorne Heights – band
- Johnny Ruffo – singer
- Vietnam Finance Minister
- US Ambassador & Family

January

- Gotye – music artist
- Heinz Haas – tennis player
- Red Hot Chilli Peppers – band
- (TWPZ) Justice Crew – dancers
- (TWPZ) Nick Westaway and Lisa Gormley – ‘Home and Away’ actors

February

- The Lumineers – band
- Megan Mullally – actor
- Seth Rudetsky – Broadway performer
- 2 x actors from a social justice film festival through Rev. Bill Crewes
- Sisters of Perpetual Indulgence – performance group
- Thai Consul Wife & Sydney Women’s International Group
- (TWPZ) Minister Robyn Parker for Reef Recovery Project

March

- Ricky Martin – singer and ‘The Voice’ judge
- Angela Lansbury – actress
- Jackson family members
- The Addams Family stage production cast
- Ellen Degeneres – TV personality
- President of Telepictures Productions (Warner Bros. Entertainment)
- Eric Stonestreet & Danny Zucker – actor and ‘Modern Family’ writer
- Thai Minister of Culture & performers from annual Sydney Thai Festival
- First Lady of Mozambique

April

- Paul de Gelder – navy diver and shark attack survivor
- K-Mac – rapper
- Sinden and reset – DJs
- French Parliamentarian
- Malaysian Young Leaders tour group

May

- Gerri Halliwell – singer
- Afghan diplomat
- Community Services Minister Victor Dominello for National Volunteers Week
- Laotian Government visitors
- (TWPZ) Marina Prior and Dave Hobson – opera singers

June

- Armie Hammer – actor
- Doctor Christian Jannsen – ‘Embarrassing Bodies’ TV show
- Gerri Halliwell (2nd visit) – singer
- Miranda Cosgrove – actor
- Kristin Chenoweth – singer and actor
- USA and Canadian ice hockey players
- Brad Pitt – actor
- High Commissioner of Swaziland
- Moroccan Government Delegation
- Minister of Finance in the Government of Islamic Republic of Afghanistan

Appendix 21

Multicultural policies and services program

Objectives	Strategies	Achievements 2012/13	Program for 2013/14
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.	Ongoing
		Provide opportunities for staff to work in-situ and support local communities internationally through Zoo Friends and Conservation Fellowships. Attendance ATE 2013 and participated in the DNSW/Tourism Queensland China Sales Mission to Chengdu and Beijing in March 2013.	Ongoing
Increase the multi-cultural service capacity of both zoos.	Continue staff training in customer service with a particular focus on cultural appreciation.	Continuation of organisation wide training to existing employees on Taronga's Customer Service Charter to enhance cultural awareness in communications and visitor experiences.	Training to be provided all new employees and as a refresher to existing employees. 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 Ongoing Program
		Visitor surveys conducted at both zoos.	
	Continue to provide broad zoo based community education programs with special emphasis on the ethnic community	Zoo based language programs have been developed by Education staff targeting NESB students and overseas students.	Ongoing
		NESB and ESL schools targeted by the Department of Education 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.	Ongoing Program
	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.	Ongoing Program	

Objectives	Strategies	Achievements 2012/13	Program for 2013/14
		The DET Zoo mobile delivered the Aboriginal "Animals of the Dreaming" outreach program.	Ongoing program
		Ensuring support is accessible to ESL students of Taronga Training Institute.	Ongoing program
	Provide visitor information through foreign language interpretation guides (currently provided in Japanese, Chinese, Korean, Spanish, Vietnamese, German, and French).	Taronga introduced translated maps, in a range of languages distributed at the Zoo's information desk.	Ongoing Program
		Taronga launched a free audio tour app, which is available to download in Mandarin. To date there have been 6000 downloads.	Ongoing Program
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature.	Continued upgrade of directional signage, and maintenance of interpretive signage. Installation of visually communicative devices (e.g. Coloured trails throughout zoomarked with ground dots).	Ongoing Program
Promote the zoos and the services of Taronga within ethnic communities	Target visitors of overseas origin through foreign language publications and ethnic print/broadcast media	Taronga undertook advertising in a variety of pre and post arrival publications in foreign languages, with greater focus on Asian countries such as China, Japan and Korea.	Ongoing Program
		Taronga Zoo Tourism targets groups and independent travellers from all overseas countries via sales missions to in-market tour operators, advertising, and promotions.	Ongoing Program
		Zoo Education targets in bound student travel organisations including JTB, Kintestu, Jalpak, and foreign language schools.	Ongoing Program
		Taronga Zoo received significant media exposure through SBS Radio and Television.	Ongoing program to ensure access for all ethnic media.
		Quarterly PR media mailout included ethnic/community press and broadcast media.	Ongoing program will continue in accordance with requests received.
		PR department at both zoos hosted various media teams from foreign countries.	Ongoing Program
Promote respect and accommodate cultural difference amongst Taronga staff	Continue to provide opportunities through Taronga's work experience program particularly for people from non-English speaking backgrounds.	School student work experience program continues to deliver opportunities to significant numbers of non-English speaking background students	Ongoing Program

Objectives	Strategies	Achievements 2012/13	Program for 2013/14
	Providing policies in accordance with the Multiculturalism Act 2000 eg Holy Days Religious Duty Policy	Policies maintained	Policies to be reviewed and updated
	International volunteer keeper program allowing foreign students and Keepers to work in Australia	Keeper exchange program continued with 1 international exchange during the period	Ongoing
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 MBSP	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; developed an indigenous tour program staffed by indigenous employees.	Continue to support ethnic specific positions in key service delivery roles.
	Ensure a range of vacant positions at both zoos are made known to a selection of organisations with multi-cultural community reach.	A range of zoo vacancies directly advertised with several multi-cultural organisations.	Ongoing
Promote understanding of multi-cultural communities	Provide opportunities to increase understanding of and experience multi-cultural communities	Continued focus on the challenges faced by multi-cultural communities in the home countries of environmental and wildlife conservation regarding (e.g. Coltan mining in Great Ape habitat; sustainable seafood; use of habitat rainforest timber). Taronga is a "Champion" of the TA-led Indigenous Tourism Champions Program (ITCP).	Ongoing

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, a number of management positions were filled by women. The participation rate for women at middle management and senior management level remained greater than 50%.
- The participation rate for women on the Taronga Conservation Society Australia Board is 50%.
- Female participation in TTI courses: Cert II in Animal Studies – 78%; Cert III in Captive Animals – 81%; Cert III in in Tourism – 75%.
- 50% of Taronga Training Institute indigenous scholarships were awarded to women.
- 47% of participants in Taronga's Leadership Development Program were women.
- 77% of Taronga Volunteers are women.
- 69% of Zoo Friends Fellowships were awarded to women for the purpose of undertaking development activities in their areas of specialisation.

- Over 50 % of the employees sponsored by Zoo Friends to attend the annual Zoo and Aquarium Conference were women.
- Taronga's Mentoring Program Policy continues with excellent representation of female employees

Celebrating Women in the Workplace

- Taronga continues to promote International Women's Day and celebrate the significant contribution made by female employees and volunteers.
- 47 % of recipients at Taronga's annual employee awards were women.
- 4 long serving female employees were recognised for their contribution of more than 20 years service to Taronga in 2012/13.

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 subsidised by Taronga.

Flexible working arrangements – Taronga has in place a number of flexible work arrangements, with many of these arrangements support working mothers.

Support for lactating mothers – Taronga has adopted the proposed lactation breaks clause for our award with the broadest coverage. This clause enables lactating mothers access to 2 x 30minute breaks per day, for the purposes of continuing breastfeeding

Human Resources Policies – Taronga's commitment to its Anti-Discrimination and Harassment Free Workplace Policy, Equal Employment Opportunity Policy and Employee Code of Conduct was reinforced by its Dignity and Respect in the Workplace training program continuing to be provided to managers, supervisors and employees at Taronga Zoo and Taronga Western Plains Zoo.

Strategies for 2013/14

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 continuing the leadership development program 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, the Taronga Training Institute, and internal training opportunities.
- Continue to participate in NSW Government led initiatives for women.
- Continue to ensure the promotion of International Women's Day at both Taronga Zoo and Taronga Western Plains Zoos, and increase volunteer and student participation rates at International Women's Day celebrations.
- Continue the delivery of Dignity and Respect in the Workplace training; and promotion of Taronga's mentoring program.
- Review of current parental leave and flexible work arrangements policy to ensure they continue to meet the needs of working parents.

Appendix 23

Internal Audit and Risk Management Attestation for the 2012-2013 financial year for Taronga Conservation Society Australia

I, Leonard F Bleasel AM, am of the opinion that the Taronga Conservation Society Australia (Taronga) has internal audit and risk management processes in place that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

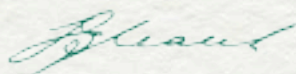
I am of the opinion that the internal audit and risk management processes depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and the (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) Taronga has implemented the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

Ministerially Determined Departure	Reason for Departure and Description of Practicable Alternative Measures Implemented
<p>Core Requirement 3</p> <p>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.</p>	<ul style="list-style-type: none"> 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 (term of appointment expired 1 November 2012)
- Independent Member 2 – Ms Catherine Strassberg
- Independent Member 3 – Ms Nancy Fox
- Independent Member 4 – Clr Roy Bendall (term of appointment commenced 25 February 2013)

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 2012/13 was in accordance with the Premier's Memoranda and Treasurer's direction.