

Annual Report 2016 – 2017
Securing a shared future for wildlife and people

CELEBRATING 100 YEARS



A SHARED FUTURE *for* WILDLIFE *and* PEOPLE

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

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

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

Our activities range from resolving human-elephant conflict in Mozambique, to successfully breeding critically endangered Bellinger River turtles and transforming Australian school children into conservation champions.

Our conservation breeding programs for threatened and priority wildlife help a myriad of species, from tiny vibrant Corroboree Frogs to Australasia's first Greater One-horned Rhino calf.

We work in partnerships to support 44 research and conservation projects across Australia, and a further 25 programs around the globe.

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



Bradleys Head Road, Mosman
NSW 2088
PO Box 20, Mosman NSW 2088
Tel: 02 9969 2777
Fax: 02 9969 7515
Open 9.30–5.00pm (Sept–Apr)
Open 9.30–4.30pm (May–Aug)
taronga.org.au



Obley Rd, Dubbo NSW 2830
PO Box 831, Dubbo NSW 2830
Tel: 02 6882 5888
Fax: 02 6884 1722
Open 9.00–4.00pm
taronga.org.au

OVERVIEW

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

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

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

The Hon. Gabrielle Upton MP
Minister for the Environment and Heritage
Parliament House
6 Macquarie St
SYDNEY NSW 2000

Dear Minister

It is with great pleasure that we present the 44th 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 2017 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,

Steve Crane
Chairman

Cameron Kerr
Executive Director and Chief Executive



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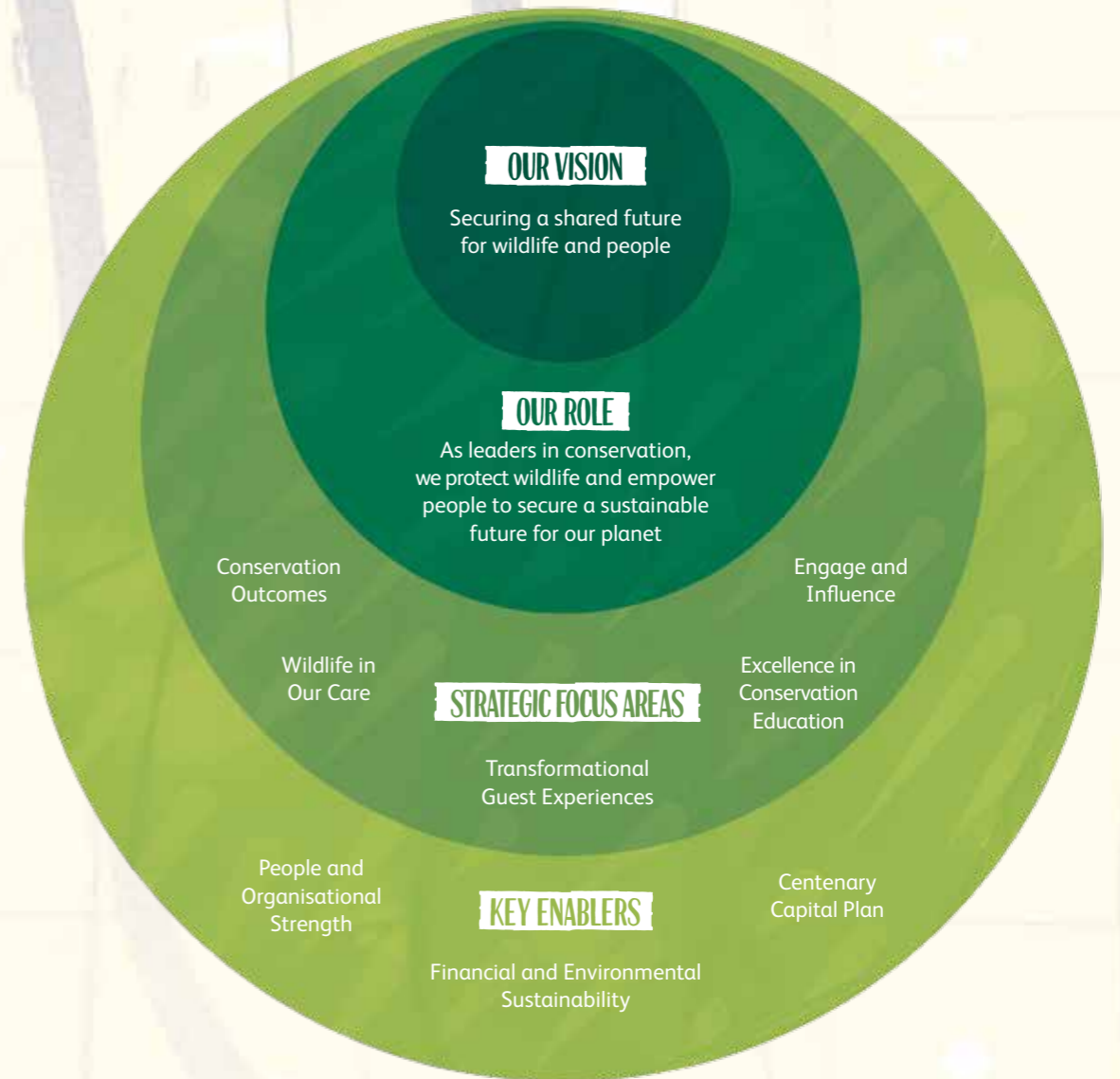
Marine Turtle

OUR STRATEGIC DIRECTION

Asian Elephant Calf
Photo: Rick Stevens

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

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



Symbol
Platypus
(*Ornithorhynchus anatinus*)
Opened
October 1916
Site
28 hectares
Animals
Number of Animals: 4,363
Species/sub-species: 359



Symbol
Giraffe
(*Giraffa camelopardalis*)
Opened
February 1977
Site
788 hectares
Animals
Number of Animals: 883
Species/sub-species: 114



OUR ORGANISATION



Sumatran Tiger
Photo: Rick Stevens



EXECUTIVE TEAM

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

- Human Resources
- Payroll
- Work Health and Safety
- Industrial Relations
- Volunteer Programs
- Training and Development
- Taronga Institute of Science & Learning
- Taronga Training Institute

Narelle Beattie
BCom, MA, CA
Director, Corporate Services and Governance

- Finance
- Information Technology
- Records
- Procurement
- Legal
- Governance
- Audit
- Risk Management
- Insurances

Paul Maguire
BEd (PE & Sci)
Director, Guest Experience, Education and Community Programs

- Guest Operations
- Guest Experience
- Education
- Community Conservation
- Roar and Snore
- Aboriginal Programs
- Interpretations & Site Coordination

Matthew Fuller
Fellow, Winston Churchill Memorial Trust, MAICD
Director, Taronga Western Plains Zoo

- Facilities & Asset Management
- Site Operations
- Commercial Operations
- Guest Operations
- Guest Experience
- Zoofari Lodge
- Billabong Camp
- Savannah Cabins

Tim Bain
BConstruction Management and Economics
Director, Property, Infrastructure and Operations

- Asset and Facilities Management
- Sky Safari
- Cleaning
- Security
- Environmental Sustainability
- Horticulture and Browse
- Capital Program Development
- Capital Contracts Management
- Waste Management
- Heritage Management

Libby Hodgson
BA (Hons)
Director, Marketing, Commercial & Fundraising

- Admissions
- Fundraising
- Sponsorship
- Zoo Friends Memberships
- Marketing
- Tourism
- Communications, Media and PR
- Commercial Operations
- Business Development
- Events and Twilight Concerts
- Retail

Simon Duffy
BTeach, BEd (Hons), GAICD
Director, Wildlife, Conservation and Science

- Conservation Programs
- Animal Care & Welfare
- Science
- Veterinary Care & Biosecurity
- Recovery Programs
- Pathology
- Curatorial & Records
- Wildlife Rehabilitation
- Nutrition & Food Preparation
- Pest Management
- Behaviour Enrichment

OUR BOARD

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 Steve Crane

Ministerial appointee. Chairman of Taronga Conservation Society Australia. Mr Crane is Chairman of nib Holdings Limited and Global Valve Technology, and a Director of Australian Pipeline Limited (APA Group). *(Term expires 30th June 2018)*

Clr Roy Bendall

Representing Mosman Council. Member of the Corporate Services, Audit and Risk Committee. 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 to corporations and the Government in Papua New Guinea. *(Term expires 31st December 2017)*

Ms Penny Bingham-Hall

Ministerial Appointee. Member of the Corporate Services, Audit and Risk Committee. Ms Bingham-Hall spent 23 years with Leighton Holdings, including as Executive General Manager Strategy and Executive General Manager Corporate. She is a Director of BlueScope Steel Ltd, Fortescue Metals Group, Macquarie Specialised Asset Management, DEXUS Property Group, Port Authority of NSW. *(Term expires 31st December 2020)*

Ms Jennifer Cowley

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

Ms Nancy Fox

Ministerial appointee. Chair of the Corporate Services, Audit and Risk Committee. Ms Fox is on the Board of Perpetual Limited, a Director of HCF Life and Ethane Pipeline Ltd (resigned October 2016), and a Trustee Director of Kinetic Superannuation. She is also a Director of the Australian Theatre for Young People. *(Term expires 30th June 2018)*

Mr John Walkom

Representing Dubbo City. Member of the Marketing Committee. Mr Walkom is Chair of Regional Development Australia – Orana, Chair NSW Regional Development Advisory Committee and Chair and NSW representative to the Australian Government Regional Development Reference group. He is an active and highly regarded member of the local community in Dubbo, having worked closely with a broad range of stakeholders including community, business and local government representatives. *(Term expires 31st December 2018)*

Mr Graham Wackett

Representing Taronga's volunteer community. Member of the Corporate Services, Audit and Risk Committee and the Marketing Committee. Mr Wackett has been an active volunteer at Taronga Zoo in Sydney since 2006 and has a strong background in hotel, resort and attractions ownership and management. Previous executive roles include Managing Director and CEO of Southern Pacific Hotel Corporation, and Managing Director Travelodge Australia and Travelodge Developments. Mr Wackett also has strong tourism industry experience, having previously served as a member of the Board of Tourism NSW, Tourism Training Australia and the Tourism Task Force. *(Term expires 31st December 2019)*

Ms Susan Doyle

Ministerial Appointee. Deputy Chair of Taronga Conservation Society Board and Chair of the Marketing Committee. Ms Doyle has had an extensive executive career in the funds management industry, particularly in the equities and fixed interest sectors, working with Commonwealth Funds Management, Suncorp Metway and Insurance Australia Group. She is a Director of the Stock Exchange Guarantee Corporation, the Lawcover Insurance Pty Ltd and Lawcover Pty Ltd and a member of the Treasury Corporation NSW, Board Investment Committee. *(Ms Doyle resigned from the Board on the 29th June 2017)*

Dr Ian Roth

Ministerial Appointee. Chair of the Wildlife Committee. Member of the Australian and New Zealand College of Veterinary Scientists and Australian Veterinary Association, Board member of the NSW Branch RSPCA and a graduate of the Australian Institute of Company Directors. Until January 2016, Dr Roth was the NSW Chief Veterinary Officer, Director of the Animal Welfare Unit within NSW Department of Primary Industries and a Director of Wildlife Health Australia. He has worked in the areas of animal health and animal welfare for 35 years and was honoured in the 2016 Australia Day Awards to receive a Public Service Medal award "For outstanding public service to veterinary science, particularly animal welfare and biosecurity in NSW." *(Term expires 30th June 2020)*

The Hon. Robyn Parker

Ministerial Appointee. Member of the Marketing Committee. Ms Parker has over 30 years of public sector experience which began with roles in child and family services across a number of disadvantaged communities. She was a specialist TAFE teacher for over 14 years before moving into the political arena, spending 12 years as an MLC, MP and Cabinet Minister in the NSW Parliament. Ms Parker was the CEO of Delphis Australia until March 2017. *(Term expires 30th June 2020)*

BOARD COMMITTEES

Corporate Services, Audit & Risk Committee

Chair – Ms Nancy Fox
Monitors financial performance, including work health and safety, environmental sustainability, human resource management, capital works programs and asset management. 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.

- Mr Roy Bendall
- Ms Penny Bingham-Hall
- Mr Graham Wackett

Meets 7 times per year.

Marketing Committee

Chair – Ms Susan Doyle
(Until 31/12/2016)
Ms Robyn Parker
(01/01/2017–present)
Monitors all marketing activities including communications, Taronga Foundation, customer service and tourism development, Education and Guest Experience. Consists of selected Board Members.

- Ms Robyn Parker
- Mr Graham Wackett
- Mr John Walkom
- Ms Jen Cowley

Meets 6 times per year.

Wildlife Committee

Chair – Dr Ian Roth
Monitors collection management, wildlife conservation, research and veterinary services.

Consists of selected Board members plus the following external contributors from appropriate specialist fields:

- Ms Jen Cowley
- Prof Richard Kingsford, (University of NSW)
- Prof Chris Dickman, (The University of Sydney)
- Ms Brooke Taylor
- Mr Paul Sinclair
- Mr Steve Coleman (RSPCA NSW)

Meets 6 times per year.

Animal Ethics Committee

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 Monique Van Sluys (Researcher)
- Dr Jo Day (Wiszniewski) (Researcher) – approved by DPI in July 2016
- Dr Frances Hulst (Veterinarian)
- Dr Michelle Campbell (Veterinarian)
- Mr Brendon Neilly (Animal welfare representative)
- Mr Tony Gregory (Animal welfare representative)
- Mr David Roden (Independent representative)
- Mr Harold Eagleton AM (Independent representative)

The Committee reviewed 14 new projects, all of which were approved. The Committee also approved 15 ongoing projects and six amendment applications.

Meets 6 times per year.

CHAIRMAN'S REPORT

TARONGA ACHIEVED ITS HIGHEST ADMISSIONS ON RECORD AND SUPPORTED WILDLIFE, HABITATS AND COMMUNITIES ACROSS THE GLOBE.



It was a great honour and privilege to be the chairman of Taronga in its centenary year and to see how this historic organisation has evolved and matured since its inception 100 years ago.

Over 1.9 million guests attended our two Zoos during the year, including an unprecedented number of international guests. These record attendances are testament to Taronga's growing reach, popularity and reputation throughout NSW, Australia and the world.

Taronga's expanding digital assets and online services have been important factors in our success this year. Online ticket sales increased by more than 140% over the twelve months, enabling us to grow our community and providing new opportunities to engage with guests before and after their zoo visits.

Our conservation science and breeding programmes also achieved some significant milestones during the year. Taronga continued its decade-long involvement in the recovery of the endangered Regent Honeyeater. Following one of the program's best breeding seasons ever, we celebrated the release of 101 zoo-bred birds into the iron-bark forests of northern Victoria.

The birth of the first Asian Elephant Calf at Taronga Western Plains Zoo was cause for great excitement. Dubbo also welcomed a female Southern Black Rhino calf, three cheetah cubs, four lion cubs, a Przewalski Horse and a healthy hippopotamus calf.

For the first time in almost 30 years, Taronga Zoo in Sydney celebrated the birth of three short beaked Echidna puggles at its new Echidna breeding centre. Other notable births included a pygmy hippo and an elephant calf, the fourth to be born at the Sydney site. Both of these births play a vital role in the national and global breeding programs to protect their species.

Taronga continued its global field work, supporting conservation projects in 21 countries. Our resourcing of wildlife protection programs in countries such as Indonesia protected animals from poaching and illegal logging activities and enabled vital ecosystem assessments to be conducted in Sumatra's national parks.

The illegal wildlife trade is the second biggest threat to species survival. Taronga's Wildlife Witness smartphone app was featured at leading conservation conferences around the world during the year. The app has had over 11,000 downloads, resulting in direct interventions to protect many species across Southeast Asia.

Meanwhile, Taronga's world-class work in conservation science achieved significant outcomes in Australia. We were privileged to save a small colony of critically endangered Bellinger River Snapping Turtles from almost certain extinction due to an unknown and devastating virus. Whilst our research scientists collected 643 billion coral sperm from the Great Barrier Reef this year as we continue to hold the world's largest bank of frozen coral cells and gametes.

Taronga made major headway this year in terms of our own environmental footprint. A solar power system was installed at the Dubbo site to help reduce energy consumption in the new Savannah Visitor Plaza and upgrades to water systems and pumping equipment are expected to reduce water usage across both sites by up to 30%.

I recognise the contribution and support of the Hon. Gabrielle Upton, Minister for Environment and Heritage and her predecessor, The Hon. Mark Speakman MP. I would like to thank the members of the Taronga Board for their support and assistance over the past 12 months and, of course, all our dedicated employees and volunteers at Taronga who have so many accomplishments to be proud of this year.

Steve Crane
Chairman



Taronga Zoo 100th Birthday
Photo: Rick Stevens

EXECUTIVE DIRECTOR *and* CHIEF EXECUTIVE'S REPORT

THE 2016/17 YEAR WAS ONE FOR THE HISTORY BOOKS. TARONGA CELEBRATED ITS CENTENARY MILESTONE IN STYLE WITH ALL ITS SUPPORTERS AND THE PEOPLE OF NEW SOUTH WALES.



It was a spectacular year across all pillars of the organisation, most notably the areas of community engagement and education.

Taronga Zoo marked its 100th birthday on 7th October 2016, serving up surprises for its giraffes, elephants and more than 6,000 guests who attended the Zoo free-of-charge at what was dubbed

the 'party of the century'. Then one week later the Taronga Centenary Parade re-enacted the historic journey when zoo staff moved Taronga's animals through the streets of Sydney to relocate from its original site at Moore Park to Mosman 100 years ago. The parade brought central Sydney to a standstill as ten giant sculptures representing Taronga's ten legacy species, 450 staff and volunteers, and 700 dancing children retraced the footsteps of one hundred years ago and shone a light on Taronga's future pledge for the wild.

Another historic journey took place in September as fifteen young indigenous Australians walked 490 kilometres from Dubbo to Sydney. The *Shoulder to Shoulder* walk allowed these young people to reconnect with country and find strength in the knowledge of what they can achieve. The walk reinforced and celebrated the close links between Taronga's Burbangana and Walanmarra youth programs and the NSW Department of Family and Community Services.

Other major events during the year included the first Taronga Eid Festival, the Zoofari 100 Fundraising Dinner, Dreamnight, Vivid Sydney at Taronga, Access Taronga, the Taronga CEO Sumatra Challenge and Twilight at Taronga. Reflecting our mission to bringing wildlife and people together, these events have been critical in building and broadening Taronga's community and supporter base for the next 100 years.

We continue to respond to the changing expectations of how good zoos should be caring for and presenting wildlife. As a leader in this space, Taronga has developed an ethical framework for displaying the animals in our care with dignity and respect. Animal Welfare remains our highest priority and numerous activities were undertaken to embed best practice throughout the organisation.

Our purpose as educators was a major focus for Taronga this year with the development of quality education facilities and experiences. The Taronga Centenary Theatre opened in March to provide valuable insights into our field programs and promote behaviour change. Construction commenced on the Taronga Institute of Science and Learning which looks likely to be completed on time in 2018 and finished to the highest standards.

Educational value on site was further increased with the opening of the Savannah Safari at Taronga Western Plains Zoo in December 2016. We will soon be providing Zoo guests with more of these enriching experiences as work on the new Taronga Tiger Trek in Sydney nears completion.

The release of the Taronga Zoo App was a major step forward in guest engagement. This mobile tool not only helps people navigate the zoo, but also inspires and involves children in wildlife conservation through the Wild Squad program. Safari Live provided another valuable online experience, connecting 3000+ students to the field in South Africa where they tracked and learnt about the animals of the savannah.

Our achievements did not go unnoticed this year with Taronga receiving many awards for its products and projects. Both Zoos were awarded gold partnership status under the NSW Office of Environment and Heritage's 'Sustainable Advantage' program. Taronga is only the second government institution to have achieved this leading status. Taronga Western Plains Zoo won gold at the NSW Tourism Awards, taking out the Best Attraction and Unique Accommodation categories.

To me, however, the real champions of our Centenary year were the people of NSW, including Taronga's many members, sponsors and supporters. I would like to thank you all for your unwavering support which made all the year's achievements possible.

I would especially like to thank our dedicated Board, employees, and volunteers for celebrating Taronga's Centenary year with us. I hope you all have lasting memories of a fantastic year.

Cameron Kerr
Executive Director and Chief Executive



Christmas Island
Christmas Island Flying Fox health, ecology and conservation



Cardwell
Cassowary conservation with Giringun Aboriginal Corporation



Great Barrier Reef
Preserving and growing coral for future restoration



Bellinger River
Recovery of the Bellinger River Snapping Turtle



Sydney
Nutrition balance and glider behaviour



Sydney Oceans
Satellite tracking of marine turtles released from Taronga Wildlife Hospital



Strzelecki Desert
Development of scent-based management tool for Dingoes and other wild dogs in Australia



Western NSW
Greater Bilbies protection with support for predator-free sanctuary with Australian Wildlife Conservancy



Kosciusko National Park
Southern Corroboree Frog breeding and re-introduction

CONSERVATION SCIENCE *in* AUSTRALIA

Taronga's work in conservation science encompasses the key disciplines of wildlife health, nutrition and behaviour, conservation biology, ecology and population viability.

Since 2011, the **Taronga Conservation Science Initiative** has leveraged over \$1.2 million in philanthropic donations to garner almost \$7 million in scientific grants.

This has enabled our scientists to address knowledge gaps in the science of biodiversity and increase understanding of the biology of wild species and their role in ecosystem health and resilience.

Taronga is also leading investigations into zoo animal welfare science and in situ crises affecting threatened species and their habitats and assessing the impact of its education initiatives on community conservation actions.

- Key**
- Research
 - Conservation Program

From left
Flying Fox Photo: Jane Hall Dingo Photo: Unknown Greater Bilby Photo: Paul Fahy Corroboree Frog Photo: Paul Fahy Feathertail Glider Photo: Rob Dockerill Southern Cassowary Photo: Rick Stevens Great Barrier Reef Coral Photo: unknown Bellinger River Snapping Turtle Photo: Paul Fahy Marine Turtle Photo: unknown



Conservation of Black-handed Spider Monkeys through increased habitat connectivity and the education of local communities and wildlife rangers



Conservation of the critically endangered San Martin Titi Monkey through community initiatives



Conservation Partnership for Lion, Zebra, Giraffe, African Elephant in Kenya with Northern Rangelands Trust



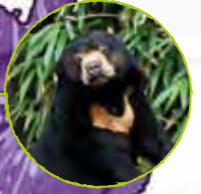
Monitor and track Przewalski horse harems and model their habitat use



Pangolin protection with Save Vietnam's Wildlife



Population Assessments and Conservation Genetics of Fijian Iguanas



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

CONSERVATION and COMMUNITY PROGRAMS WORLDWIDE

Taronga's conservation science programs support wildlife, habitats and communities across the globe.

Each year, we directly contribute over \$500,000 to conservation partnerships and field grants, while our overall commitment to field conservation in terms of staff time, facilities and support exceeds \$4 million annually.

This work is vital to the identification and reduction of key threats to endangered and priority species, the protection of important wildlife habitat, and the support of healthy communities. From Papua New Guinea to Vietnam, and Zambia to Indonesia, Taronga works with global conservation experts in the field to secure a shared future for people and wildlife.

From left
 Black-Handed Spider Monkey Photo: Ally McMillan
 San Martin Photo: Ally McMillan
 Giraffe Photo: Rick Stevens
 Przewalski Horse Photo: Mandy Turner
 Sumatran Rhino Photo: Paul Fahy
 Pangolin Photo: Unknown
 Sun Bear Photo: Bobby Jo Clow
 Fijian Banded Iguana Photo: Gary Ramage

Conservation

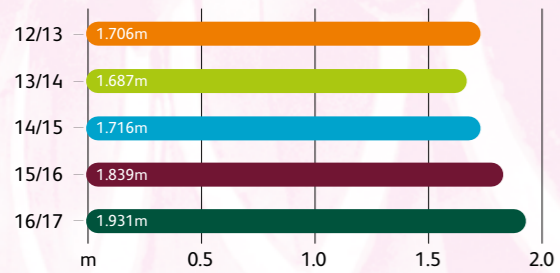
- Brazil**
Protecting Tapir with Instituto de Pesquisas Ecologicas
- Costa Rica**
Conservation of the Costa Rican Sawfish and its critical habitat
- Guatemala**
Conservation of the critically endangered alligator lizard *Abronia campbelli* through habitat restoration and community forest management
- Indonesia, Java**
Monitoring Silvery Gibbon populations and educating local communities on their conservation with the Silvery Gibbon Project
- Indonesia, Sumatra**
Rhino protection with International Rhino Foundation
Supporting Wildlife Protection Units in Bukit Tigapuluh National Park with Australian Orangutan Project
- Conservation Partnership for Asian Elephants in Way Kambas National Park (Sumatran Elephant Sanctuary)**
- Kenya**
Conservation Partnership for Lion, Zebra, Giraffe, African Elephant in Kenya with Northern Rangelands Trust
- Mongolia**
Monitor and track Przewalski horse harems and model their habitat use

- Nepal**
Monitoring Fishing Cat population numbers
- New Zealand**
Protection of Fiordland Penguins with Tawaki Coalition
- Nicaragua**
Conservation of Black-handed Spider Monkeys through increased habitat connectivity and the education of local communities and wildlife rangers
- Papua New Guinea**
Monitoring the effectiveness of protecting the Matschie's Tree Kangaroo in YUS Conservation Area
- Peru**
Conservation of the critically endangered San Martin Titi Monkey through community initiatives
- Republic of Congo**
Conservation Partnership for Chimpanzees (Tchimpounga Sanctuary) with Jane Goodall Institute
- South Africa**
Testing the exclusion capabilities and durability of the Sharksafe Barrier
- South East Asia**
TRAFFIC - Stopping wildlife trade with TRAFFIC
- Southern Africa**
Conserving Southern Africa's free ranging cheetah through Farmer: Predator Conflict Mitigation.

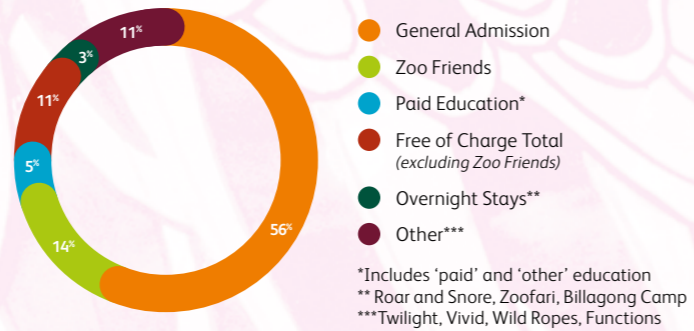
- Tanzania**
Monitoring African vulture populations
- Vietnam**
Pangolin protection with Save Vietnam's Wildlife
- Zimbabwe**
Support anti-poaching units for painted dog conservation in Hwange National Park
- Community Conservation Program**
- Australia**
Wildlife Witness - Combating illegal wildlife trade for greater protection of wildlife around the world, including Sun Bears, rhinoceros and elephants
- Uganda**
Beads for Wildlife - Supporting people and wildlife in Northern Kenya through alternative incomes and anti-poaching patrols
- Research**
- Fiji**
Population Assessments and Conservation Genetics of Fijian Iguanas

VISITATION SNAPSHOT

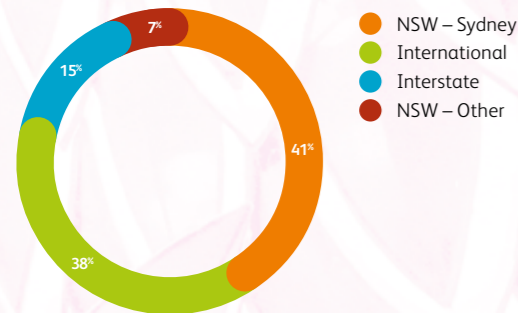
Total visitation (million people)



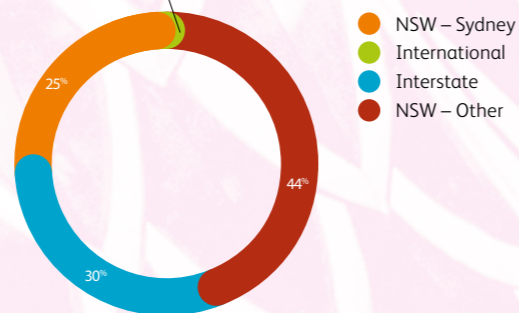
Guest ticketing mix



Origin of guests – Taronga Zoo



Origin of guests – Taronga Western Plains Zoo



Guest attendance

		2015/16	2016/17	Variance	Variance %
Consolidated result	Paid attendance ⁽¹⁾	1,437,784	1,463,996	26,212	1.8%
	Paid and FOC* attendance ⁽²⁾⁽³⁾	1,838,992	1,931,258	92,266	5.0%
Taronga Zoo	Paid attendance ⁽¹⁾	1,211,406	1,267,546	56,140	4.6%
	Paid and FOC attendance ⁽²⁾	1,578,890	1,667,891	89,001	5.6%
Taronga Western Plains Zoo	Paid attendance ⁽¹⁾	226,378	228,092	1,714	0.8%
	Paid and FOC attendance ⁽³⁾	260,102	263,367	3,265	1.3%

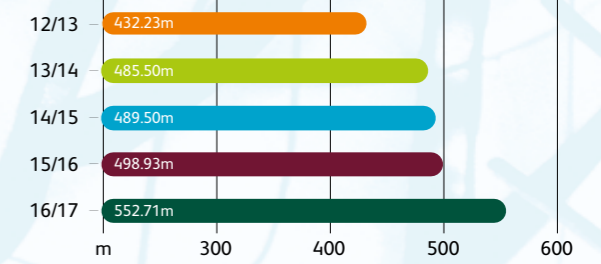
* FOC - Free of charge
 1. Includes Zoo Friends, paid education and overnight stays.
 2. Includes function guests and Twilight Concert and Vivid attendees at Taronga Zoo.
 3. Includes function guests at Taronga Western Plains Zoo.



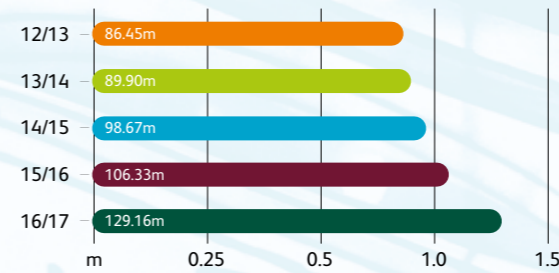
VIVID Tasmanian Devil
 Photo: Anders Alexander

FINANCIALS SNAPSHOT

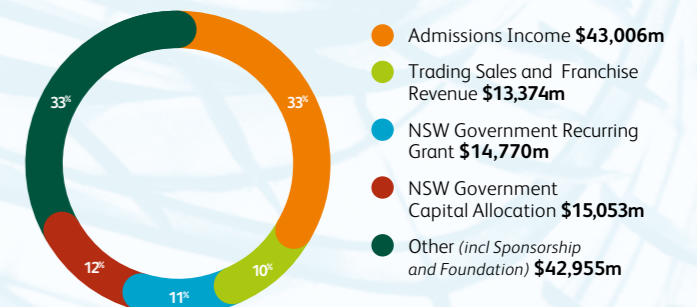
Total Assets



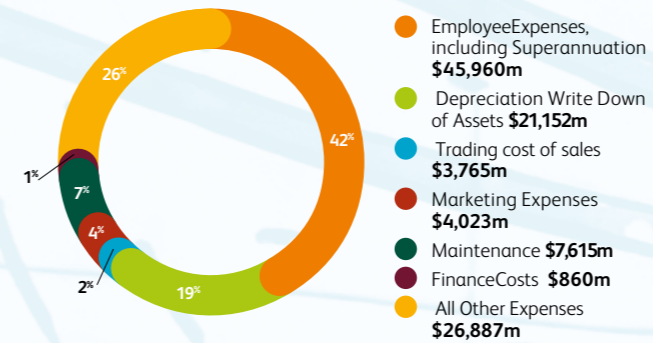
Total income



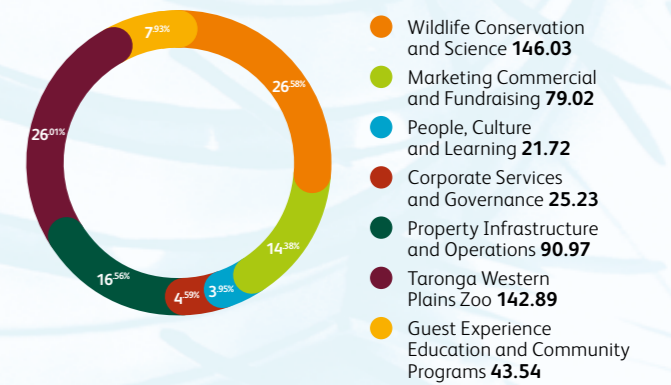
Sources of income for Taronga programs



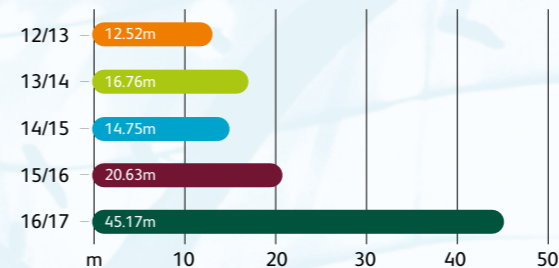
Allocation of recurrent resources to expense types



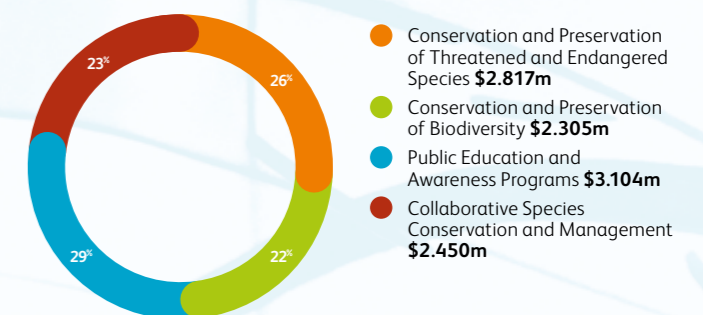
Allocation of employees by Taronga division*



Expenditure on capital development and maintenance



Total cost of Social Policy Program activities



CONSERVATION OUTCOMES

ACTIVELY PARTICIPATE IN WILDLIFE CONSERVATION INITIATIVES THAT ENSURE THE LONG-TERM SECURITY OF WILDLIFE IN SUSTAINABLE ECO-SYSTEMS AND HABITATS



Clockwise from left
Bellinger River Snapping Turtle
 Photo: Paul Fahy
Plains-wanderer chick
 Photo: Corrine Symons
Short-beaked Echidna
 Photo: Gary Ramage

KEY ACHIEVEMENTS

Recovery of the Regent Honeyeater
 Taronga continued its decade-long involvement in the recovery of the Regent Honeyeater, a flagship species for woodland biodiversity that is bred at the Zoo and released to the wild every second year. This year was one of our best breeding seasons ever and, in April 2017, we celebrated the release of 101 zoo-bred birds into the box iron-bark forests of Chiltern Mt Pilot National Park in Victoria.

Bellinger River Snapping Turtles
 In 2016, the entire insurance colony of critically endangered Bellinger River Snapping Turtles was transferred to a newly-built, quarantined facility at Taronga Zoo to protect it from a virus. Four of the five mature females produced eggs in the first year, resulting in 22 hatchling turtles. The Australian Wildlife Registry of Health, based at Taronga, continues to investigate the cause of the virus and monitor the remaining turtles in the Bellinger River catchment system.

Taronga's Wildlife Witness program
 Taronga's Wildlife Witness program was featured at the IUCN Conservation Conference in Hawaii, the US Association of Zoos and Aquariums annual conference in San Diego and the World Association of Zoos and Aquariums (WAZA) annual conference in Mexico. This promotion led to zoos pledging over \$100,000 to support TRAFFIC South East Asia's enforcement program, the backbone of the Wildlife Witness program.

Corals from the Great Barrier Reef
 Taronga continues to drive initiatives for the cryopreservation of corals from the Great Barrier Reef. Our research biologists collected 643 billion coral sperm during the most recent spawning season, representing 60 individual coral colonies and nine coral species. Four of these species were new to our bank, making it the world's largest bank of coral cells and gametes.

Endangered Fijian Crested Iguana
 Taronga completed a hugely successful 18-year-long project to conserve the critically endangered Fijian crested iguana. This has seen the eradication of goats and Pacific rats from Monuriki Island in Fiji and the relocation of iguanas to a captive breeding program in Kula Eco Park. Taronga's Terrestrial Ecologist was the studbook keeper for the program. In 2017, the last 38 captive-bred iguanas and all the original founders were successfully released on the island.

Botswana Predator Conservation Trust
 Taronga and the Botswana Predator Conservation Trust ran a five-month pilot study to test whether painting eye patterns on cattle could deter attacks by lions and other ambush predators. The iCow project aims to develop a cost-effective, non-lethal means of preventing livestock predation and retaliatory attacks on wildlife by farmers. The technique proved 100% successful with no painted cows being killed by predators during the testing period.

New Sanctuary at Taronga Western Plains Zoo
 Work began on a new Sanctuary at Taronga Western Plains Zoo to be dedicated to the conservation of endangered native species. With funding from Taronga's Legacy Species commitment and \$1.6m in donor support, the 110-hectare site will house recovery programs for endangered NSW species such as the Plains-wanderer, Regent Honeyeater and Greater Bilby.

Birth of First Asian Elephant Calf
 The birth of the first Asian Elephant calf at Taronga Western Plains Zoo caused great excitement. The Zoo also welcomed a female Southern Black Rhino calf, the 13th Black Rhino calf born as part of the Zoo's internationally renowned breeding program for this critically endangered species. Meanwhile, Dr Benn Bryant, Senior Veterinarian of Taronga Western Plains Zoo, is working with a team from Cincinnati Zoo on an assisted reproduction program for Sumatran Rhinos.

Performance Indicators

	Target	Definition	2016/17
Wildlife Conservation Wildlife in Taronga's care has an identified and communicated role in conservation.	100%	Percentage is assessed via the Animal Population Assessment Tool.	50%

CONSERVATION SCIENCE PROGRAMS

Through its world class work in conservation science, Taronga aims to increase our understanding of the natural environment and enhance efforts to protect it.

From studying individual animals to investigating whole species, habitats and ecosystems, our scientists continue to forge new paths and discoveries to realise Taronga's vision of a shared future for people and wildlife.

The development of the Taronga Institute of Science and Learning, scheduled for completion in mid-2018, will strengthen Taronga's education initiatives and university partnerships to nurture the next generation of scientists and further cement Taronga's role as a regional and global leader in conservation science.

The pillars of this initiative are Taronga's expertise in the fields of wildlife health and welfare, conservation biology, population viability, ecology, nutrition and behaviour which, combined with the generous and critical support of our donors, help us deliver tangible conservation outcomes. To this end, Taronga has leveraged just over \$1 million donor funds to garner almost \$7m in scientific grants since 2011. Peer-reviewed publications by Taronga scientists and partners have consistently increased over the past five years and reflect our growing and indelible footprint in the conservation arena.

In the Water

Taronga continues to drive a strong collaboration with the Smithsonian Institute and Australian Institute of Marine Sciences to establish and apply the science around the cryopreservation of Great Barrier Reef corals.

In late 2016, our team of research biologists collected 643 billion sperm representing 60 individual coral colonies and nine coral species, four of which were new to the bank. This brings our species total to 12 Great Barrier Reef coral species – the largest bank of coral cells anywhere in the world. New collaborations with Great Barrier Reef Marine Park Authorities have increased the likelihood of these cells being used in a strategic approach to reef restoration in the near future.

A marine ecology team from Taronga, Macquarie University, University of Technology Sydney (UTS), NSW Office of Environment and Heritage (OEH) and Department of Primary Industries (DPI) continued to work at Montague Island to integrate information on oceanographic conditions and fish distributions with the foraging patterns and breeding

success of seabirds. This is essential to our understanding of the consequences of climate change on marine food webs and the implementation of strategies to improve ecosystem resilience. We used unique prey capture signatures from accelerometers (using Little Penguins at Taronga as digital translators), together with advanced movement models from satellite locations, to determine the characteristics of fish schools necessary for predator foraging. This approach has allowed us to distinguish how animals respond to changing resource availability as a result of climate change, relative to other human impacts. Trends strongly indicate that warmer waters driven by the strengthening East Australian Current are leading to reduced foraging success. It is clear from this research that implications for the breeding success and, ultimately, the survival of seabirds like the Little Penguin are of concern. Cumulative findings from this ongoing program will form part of future discussions with management authorities.

Like other apex predators, sharks play a crucial role in maintaining the health of our oceans. Taronga is working with Macquarie University to examine the movement patterns and behaviour of Port Jackson sharks (PJs) to understand their habitat use, energy requirements and their role in the ecosystem. The use of accelerometers as a way of measuring the activity patterns and behaviours of PJs was tested at Taronga Zoo, using a novel attachment method. The sharks were found to be nocturnal, with the increased activity of males late in the season corresponding to the timing of the PJs' southerly migration. Accelerometry data also clearly differentiated four important behaviours that are associated with feeding and migration. The techniques developed here will be integrated with genetic analyses to classify and understand behaviours in free-ranging sharks that cannot be directly observed.

The fatal virus afflicting the Bellinger River Snapping Turtle is another compelling example of Taronga's impact on the survival of species. At the request of the OEH, Taronga Zoo's Australian Registry of Wildlife Health has helped to identify the disease and its root causes, and has established a world-first captive breeding program for the turtles at Taronga's quarantine facility. The Registry is now preparing to further investigate the disease to determine the best methods of repopulating the Bellinger River with turtles bred and reared at Taronga and other institutions.

On the Land

In line with a long-term conservation plan for threatened species on Christmas Island, Taronga's Australian Registry of Wildlife Health Registry has started work on a disease risk assessment for

the potential translocation of critically endangered Blue-tailed Skinks to the Cocos-Keeling atoll. An audit of reptile health in potential translocation sites and in some of the atoll's populated islands has been undertaken. More than 362 invasive reptiles were examined and sampled and further surveillance data were collected on the previously reported bacterial infection found to be emergent in Christmas Island's reptiles.

In Africa, Taronga and colleagues at the Botswana Predator Conservation Trust have conducted a pilot program to test whether painting eye patterns on cattle can deter attacks by ambush predators (lions and leopards) by 'tricking' the predator into thinking it has been seen by the cow and so abandon the hunt. So far, the technique has proven to be 100% successful: no painted cows having been killed during the five-month study while four cows from the unpainted control group have been killed by lions during the same period. If shown to be successful in future larger-scale trials, this would be a cost-effective, non-lethal tool to prevent both livestock predation and retaliatory killings of wildlife by farmers.

2017 marked the end of Taronga's 18-year-long project to conserve the critically endangered Fijian Crested Iguana. Begun in 1998, the project involved the eradication of goats and Pacific rats on Monuriki Island in western Fiji and the relocation of its endangered iguanas to a breeding facility in Fiji's Kula Eco Park. Taronga's Terrestrial Ecologist was the studbook keeper for the program. As the vegetation on Monuriki recovered, the first 32 captive-bred Crested Iguanas were returned to the wild. In February 2017, the last 38 zoo-bred Iguanas and all of the original relocated lizards were returned to the island and released, completing this long and highly successful conservation project.

Parks Australia and Taronga are repopulating Booderee National Park near Jervis Bay in NSW with a variety of terrestrial mammals that have been extirpated for more than 100 years. With funding from the Threatened Species Commission, 54 Long-nosed Potoroos and 24 Southern Brown Bandicoots were successfully translocated to the park from Eden, NSW. Intensive post-release monitoring continues for four weeks after each release and then on a quarterly basis. This monitoring has identified the first Booderee-born pouch young in a female translocated last year. Additional field trips are now planned with permits in place for the translocation of up to 45 Bandicoots.

Meanwhile, Taronga's Behavioural Studies Unit (BSU) and the Population Health and Welfare Team have been working towards the development of an animal tracking tool to monitor the welfare of all animals in Taronga's Zoos.

Australian Shark Attack File (ASAF)

The Australian Shark Attack File (ASAF) has maintained a high profile in 2016/17 as Australia's leading source of shark attack data. A cluster of attacks off the mid-north coast of NSW during this period resulted in a higher number of data requests, the installation of nets across Ballina beaches, and a Senate inquiry into the ethics of shark-netting. In June 2017, Taronga's Pathology Assistant presented a talk at a Shark Attack Workshop coordinated by Surf Life Saving Australia during which she summarised the work done by the ASAF and presented the data around the recent cluster of attacks in northern NSW. The ASAF continues to compile unbiased shark attack statistics, advise State and Federal authorities and the general public about shark attack risks, and report to the International Shark Attack File based in the USA.

There was a total of 21 unprovoked shark attacks recorded for the year (July 1, 2016 – June 26, 2017) resulting in one fatality. Information and educational material on sharks and shark attacks is available at www.taronga.org.au/ASAF.

FIELD BASED CONSERVATION

Taronga has achieved significant conservation outcomes for species, habitats and communities over the past year.

Conservation through Community Innovation

Taronga continues to support Wildlife Protection Units (WPU) across Sumatra that provide key information about species occurrence in the Way Kambas and Bukit Tigapuluh National Parks. The WPUs have also been very successful in detecting and deterring poaching and illegal logging activities.

With Taronga's support, the South African organisation Cheetah Outreach has successfully expanded its Livestock Guarding Dog Project. This project places guard dogs on farms and seeks to reduce livestock losses by predation and the farmer-Cheetah conflict that results. Cheetah Outreach estimates that 25,500-34,000 hectares of additional habitat has been safeguarded through the elimination of lethal predator controls and the implementation of this predator-friendly initiative. The program now has a waiting list for guard dogs, demonstrating strong buy-in from local communities.

Through its partnership with Taronga, the Ugandan-based New Nature Foundation has continued its work in education, capacity-building and technology-sharing with communities around the Kibale National Park. It provides sustainable fuel alternatives and a diversified income stream for local communities through the manufacture and selling of biomass briquettes.

Building on our previous work with endangered Fishing Cats in Nepal's Koshi Tappu Reserve, Taronga has supported a project by Charles Sturt University and the National Trust for Nature Conservation to raise awareness and develop capacity-building programs to pre-empt conflict between Fishing Cats and local communities. The findings from the project are now being incorporated into an overall management plan for the Reserve being developed by the Department of National Parks and Wildlife Conservation of Nepal.

Taronga's recent partnership with Save Indonesian Endangered Species will see the development of a food farm around the Way Kambas National Park in Sumatra.

To be managed by local communities, the farm will produce food for rescued elephants. The project aims to reduce human-elephant conflict by changing community perceptions of the species and providing local villagers with an alternative and sustainable source of income.

Keeping the Wild Wild

Taronga continues to support anti-poaching patrols undertaken by rangers in the Biliqo-Bulesa Conservancy in Kenya which have reduced the number of elephants poached within its area to zero. The rangers also participate in peace-keeping workshops that bring together different ethnic communities in order to reduce conflicts and improve land use.

With Taronga's support, Wildlife Asia has purchased and protected an additional 50 hectares of rainforest increasing the buffer area around the Supayang Reserve in Sumatra.

In Papua New Guinea, the Tree Kangaroo Conservation Program team is working with local communities to manage the YUS Conservation Area. The community rangers have received training in standardised monitoring and reporting techniques to improve the consistency and efficacy of wildlife monitoring.

Sadly, Zambian wildlife under the watch of the Conservation South Luangwa (CSL) has had another tough year with the park continuing to experience high levels of poaching and snaring. However, with Taronga's support, CSL's anti-poaching program has had some notable successes

over the last five years. In 2016 alone, the combined efforts of patrol scouts, the canine unit and over 430 hours of aerial surveys have resulted in the removal of 308 snares from the park, the apprehension of 69 suspected poachers and the confiscation of ivory and firearms.

Species Specific Protection

With Taronga's support, BirdLife in Western Australia has successfully liaised with farmers to install artificial hollows as additional breeding sites for Carnaby's Black Cockatoos. Two properties recorded breeding in the newly installed 'cockatube' artificial hollows.

The Queensland-based Girringun Aboriginal Corporation has worked with community groups to collect, propagate and plant 400 Cassowary food plants in priority areas to help restore the habitat of these iconic rainforest birds.

Taronga has planted tens of thousands of habitat trees and released hundreds of Regent Honeyeaters over the last decade. Our scientists are now examining the genetic contribution of the released birds to the wider population.

The long-term monitoring and management of released Przewalski's horses into Mongolia is providing Taronga and its partners with invaluable information about the horses' activity at natural water sources which will inform future management strategies.

Globally, the illegal wildlife trade is the second greatest threat to species survival. Once again, Taronga is supporting 'Breaking the Brand' in the creation and implementation of a 'demand reduction program' aimed at influencing and reducing Rhino horn consumption in Vietnam.

Taronga has also established a partnership with Save Vietnam's Wildlife to improve success rates in the return of rescued Pangolins to their habitat and the protection of wild Pangolin populations.

Vultures play a critical role in maintaining habitat health through disease control and waste removal. However, African vulture populations have declined significantly in recent years, primarily due to poisoning. Recent research partially funded by Taronga established that White-backed Vultures in Tanzania can travel over 2000km in a month. Sadly, many of these birds forage in hunting concessions where they are poisoned by lead from spent ammunition. This information is critical to developing strategies to ensure the survival of these species.



WILDLIFE in OUR CARE

BE A LEADER IN THE CARE AND PRESENTATION OF WILDLIFE, PROVIDING POSITIVE WELFARE, DIGNITY AND RESPECT FOR ALL

From left
Gorilla mother and infant Photo: Rick Stevens
Meerkat mother and pup at Taronga Photo: Bobby Jo Clow

KEY ACHIEVEMENTS

Echidna Breeding Facility

For the first time in nearly 30 years, three Short-beaked Echidna puggles were successfully hatched at Taronga. Thanks to the generous gift of a donor, we were able to build an echidna breeding facility for the puggles, two of which survived to adulthood. The youngest was born to mother 'Pipta', the last Short-beaked Echidna to be hatched at Taronga in 1987.

Significant Births

Other significant births at our Zoos this year included the first elephant calf to be born at the Taronga Western Plains Zoo, an Asian Elephant calf in Sydney, three Cheetah cubs, four male lion cubs, a female Przewalski's Horse foal, and a healthy hippopotamus calf to experienced mother Cuddles at Dubbo.

Successful Marine Life Rehabilitation

Taronga's Wildlife Hospital, Sydney, successfully rehabilitated and released multiple marine animals affected by anthropogenic and natural events this year. Species included: green turtles; hawksbill turtles; loggerhead turtles; little penguins; northern Rockhopper penguins; red-tailed tropic birds; Australian pelicans; black-winged petrels; Australasian gannets; red-footed boobies; white terns; sooty terns; white-bellied sea-eagles; and a long-nosed fur-seal. Nineteen marine turtles were admitted to the hospital: six were successfully rehabilitated and released to the ocean and seven remain in care.

Dignity and Respect

We continue to see changes in community expectations of how good zoos should be caring for and presenting wildlife. Taking a lead role in this space, Taronga has developed an ethical framework for displaying the animals in our care with dignity and respect. Taronga's CEO was invited to present on this subject this year at the regional zoo association workshop and the World Association of Zoo and Aquarium Welfare Symposium at Detroit Zoo in the USA.

New Squirrel Monkey Walkthrough Experience

A new Squirrel Monkey walkthrough experience was built by Taronga's trades staff, with design and documentation provided by internal stakeholders. This project was a great opportunity to showcase the skills, capacity and dedication of our in-house teams. The new exhibit has been well received by the public who are now enjoying the closer viewing of our Squirrel Monkeys.

New Experiences

Construction of our new Tiger Trek Experience is nearing completion and will be operational in August 2017. At Taronga Western Plains Zoo, work commenced on our new Lions Exhibit and the Taronga Institute of Science and Learning. The Lion project is forecast to open in late 2017 and the Institute in mid-2018. Taronga also completed extensive repairs to one of the containment moat structures at the Tiger exhibit while a number of animal exhibits at Taronga Western Plains Zoo received new standoff fencing and landscaping.

Paid Nutrition Consulting Services

This financial year, Taronga offered paid nutrition consulting services for the first time and entered into a contract with Vetafarm Manufacturing Pty Ltd to formalise the collaboration between our organisations. This agreement entitles Taronga to discounted prices on all products and a licensing fee on collaborative products sold to any third party. Vetafarm has been working with Taronga's Nutritionist for over three years on collaborative products such as rodent breeder cubes, rodent worm-out cubes, echidna mix and floating bird pellets.

WILDLIFE CARE

Taronga Zoo

Taronga's Wildlife Conservation and Science Division continued to focus on providing inspiring and transformational experiences for zoo guests and on the breeding of recovery and ambassador species in line with Taronga's conservation goals.



In February 2017, Taronga welcomed a Pygmy Hippopotamus calf. The female, Kamina, is the first hippopotamus calf to be born at Taronga since her mother Kambiri in 2010. Both dam and sire are first-time parents and Kambiri is doing an exceptional job raising her calf. This successful birth is highly significant for this endangered species. Pygmy Hippos are found in only four countries in Western Africa, with only 2,000-3,000 remaining in the wild and a regional insurance population of only five individuals.

In May 2017, Taronga celebrated a new addition to Sydney's Asian Elephant herd with the successful birth of a male calf to mother Pak Boon. This male is the cow's second calf following the birth of female Tukta in 2010. A textbook birth followed a brief labour: the calf was on his feet within half an hour and suckling within two hours. The calf's name, Jai Dee, is Thai for 'good heart' and was chosen by a long-term donor to Taronga's Asian Elephant breeding program. Jai Dee is the fourth calf born at Taronga Zoo and is a very important addition to the region's conservation breeding population of this endangered species.

The Corroboree Frog program had a productive year with a successful breeding season for both the Northern and Southern varieties of the critically endangered amphibian. In the first half of 2017, Taronga Zoo undertook two reintroductions of Southern Corroboree Frogs to Kosciuszko National Park as part of the species recovery program. In March, 300 juvenile Southern Corroboree Frogs were released into 12 disease-free enclosures in the park. Eight of these were part of the 16 enclosures recently constructed by the NSW National Parks and Wildlife Service with funding obtained by Taronga Zoo from the Federal Department of Environment.

Performance Indicators

	Metric	Definition	2016/17
Positive Animal Welfare Wildlife at our Zoos are independently assessed as being in a positive welfare state.	100%	Assessment is conducted of the wildlife on site. ZAA accreditation will be used until the Taronga Tool is created and implemented.	97%
Positive Animal Welfare Number of avoidable animal welfare incidents.	5	Incident is assessed as avoidable by the Taronga Animal Welfare Committee.	6
Positive Animal Welfare Animal welfare incidents are remediated within 24 hours.	100%	Actions are implemented within 24 hours to begin to address a welfare incident or negative welfare assessment is addressed.	100%
Wildlife Rehabilitation Number of wildlife rehabilitation cases.	1000	Number of cases treated at TZ and TWPZ.	954

An additional 700 Taronga-bred frog eggs were released in Kosciuszko National Park in May 2017 in collaboration with Zoos Victoria and NSW OEH.

The status of the Plains-wanderer, a significant bird from the arid regions of NSW, was upgraded to critically endangered in 2015. A pioneering conservation and research program is now being undertaken at Taronga Zoo, in partnership with the NSW OEH. This year, for the first time, Taronga’s Australian Fauna Precinct has successfully raised a second generation of zoo-bred chicks. Taronga is also leading the way in species management including the development of husbandry guidelines and nutritional research. The Plains-wanderer program will soon be extended to Taronga Western Plains Zoo with the ultimate aim of breeding for release.

A notable innovation from the Wildlife team was the transformation of a storeroom in the Australian Nightlife back of house into an immersive space where guests can experience nocturnal Australian mammals. This room offers a unique behind-the-scenes experience for Zoo Adventure guests and VIPs. The secure surroundings mean that species such as Feather-tail Gliders and Ring-tail Possums can exhibit natural behaviours and feed while guests observe and learn about their conservation from accompanying keeping staff.

In August 2016, three Short-beaked Echidna puggles hatched at Backyard to Bush – the first such hatchings at Taronga in nearly 30 years. This breeding success was attributed to the newly completed breeding facility, designed in consultation with keeping staff at Taronga and other wildlife facilities. Almost a year on, two of the three puggles have survived to adulthood and are thriving. The team at Backyard to Bush has also continued the successful breeding of the Southern Hairy-nosed Wombat with the emergence of a female from the pouch of four-time mother Kora in June 2017.

The Marine Mammal team has extended its commitment to plastic-free oceans by instigating regular beach cleans at Athol Bay on Sydney Harbour near the Taronga Zoo site.

After 20 years, Taronga’s iconic Free Flight Bird Show was reviewed and revamped to ensure that it remains relevant and delivers appropriate and effective conservation messaging.

Taronga Western Plains Zoo
The Wildlife Conservation and Science team at Taronga Western Plains Zoo is responsible for planning and managing up to 63 species, a number of these listed as endangered. The past year has been an exciting time for Taronga Western Plains Zoo, as we welcomed a number of new additions to key species programs, among

them some very significant milestones.

August saw the birth of 11 African Wild Dogs, four males and seven females, taking the pack to 23 dogs. The large pack has become an impressive sight at feeding time, displaying the dogs’ natural behaviours and pack communication.

Twelve Eland calves were born from September to February. This was a large number for one season and likely due to the significant rainfall experienced over the winter period. During October, the Zoo welcomed five male and three female Ring-tailed Lemurs. The group now makes a great display on the island which was recently refurbished with improvements to climbing structures and visitor viewing.

In November, 16-year-old Asian Elephant Thong Dee gave birth to male calf Sabai, the first elephant calf to be born at Taronga Western Plains Zoo. Now seven months old, Sabai weighs 382kg and is a great gift to the zoo’s 40th anniversary celebrations which commenced in February. November also saw African Lion, Maya, give birth to four healthy male cubs. The four cubs – Karoo, Bakari, Sharu and Virunga – are currently living with their mother, aunties and father Lazarus. The eight-strong pride will form the nucleus of the new African Lion Pridelands development scheduled for opening at the end of 2017.

First-time mother Kufara, a Black

Rhinoceros, gave birth to a female calf Mesi in April. Sired by Kwanza, one of the Zoo’s breeding bulls, Mesi’s birth is significant as the first third generation female calf born at the zoo. Globally, she was one of only two births this year in the international Southern Black Rhinoceros conservation breeding program partnered through the International Rhinoceros Foundation. Both mother and calf are doing very well and are expected to be displayed to visitors during August.

Taronga Western Plains Zoo commenced a number of capital expansion projects during the year, with the African Lion Pridelands exhibit now halfway through construction. This exceptional exhibit will include 3.5 hectares of drive-through area where visitors can take a safari tour in a custom-made vehicle.

Taronga Western Plains Zoo has started the process of redeveloping the Australian Native Fauna Sanctuary as an exciting addition to the Zoo’s native animal recovery programs. The 110 HA habitat will have up to 30 aviaries for the breeding of the critically endangered Plains Wanderer as part of the NSW Government’s Save Our Species initiative. Construction is well underway and the Zoo anticipates the arrival of the first cohort of birds in Spring 2017. The Sanctuary will also be home to programs for Bilbies and Regent Honeyeaters, as well as programs for habitat restoration and improvement.

Some of the many births at our Zoos this year required substantial veterinary input through pregnancy diagnosis, parturition reproductive management, birth management and neonatal care.

Among the significant research projects undertaken by the Veterinary team were: Port Jackson Shark social preferences and spatial strategies; marine turtle satellite tracking; the development of DNA markers for Short-beaked Echidnas; Koala retrovirus transmission analysis using Koala pedigrees; development of a forensic tool to identify illegally trafficked animals using fur, quills, feathers and scales; The establishment of a unique osteopathology collection at Taronga complements our already world-renowned Australian Registry of Wildlife Health pathology repository.

Taronga Wildlife Hospital’s nutritional geometry, microbiome and stable isotope studies in partnership with University of Sydney, Macquarie University and University of NSW have led to a greater understanding of the needs of many native and exotic species including gliders, seals, Plains-wanderers and echidnas.

Nutrition information was disseminated in two published scientific papers, three chapters in animal care manuals, and presentations at various symposia. For the first time, Taronga offered nutrition consulting services to other zoos.

Taronga Western Plains Zoo

The Taronga Western Plains Zoo Wildlife Hospital had a busy year providing a comprehensive veterinary health service to the Zoo’s diverse animal collection.

The Zoo continued to invest significant resources in the region’s Asian Elephant program, with elephant reproductive and medical management being a particular focus for the Wildlife Hospital this year. Their work included a dental intervention for one of the Zoo’s breeding females, coordinating the artificial insemination of another cow and overseeing the Zoo’s first elephant birth.

Our Wildlife Hospital also plays a critical role in managing the health of older animals at Taronga’s Western Plains Zoo. Health information gathered by Zoo veterinarians is used as part of Taronga’s Aged Animal Assessment mechanism to ensure animal welfare is optimal.

Our hospital team sees a diverse caseload in its day-to-day work, providing a unique opportunity for the workplace education of veterinary students. The Taronga Western Plains Zoo Wildlife Hospital is a Partner in Veterinary Education with Sydney University and hosted numerous veterinary students on extramural training placements this year.

WILDLIFE REHABILITATION

Taronga Wildlife Hospital (TWH) received 607 sick, injured and orphaned native animals for treatment and rehabilitation during the year. These included 349 birds, 178 mammals, 76 reptiles, three amphibians and one cephalopod (blue-ringed octopus). Admissions were made by government wildlife authorities, wildlife rescue groups and community members.

We fitted 33 birds with Australian Bird and Bat Banding Scheme metal bands at the time of release to enable post-release monitoring.

Two heavily oiled birds were admitted for specialist treatment: a Red-tailed Tropicbird in breeding plumage found at Rushcutter’s Bay, and a Black-winged Petrel from Lord Howe Island. Two juvenile Northern Rockhopper Penguins were found at Coogee and Lord Howe Island and admitted to TWH. The birds, although a little underweight, were in good health and were DNA sexed as males. They were the first of this species to be recorded in New South Wales.

The 30 endangered marine turtles admitted during the year included 23 Greens, four Hawksbills and three Loggerheads. An unprecedented number of hatchling marine turtles were brought to TWH after being washed ashore by heavy seas. A Green Turtle found at Lake Macquarie required a flipper amputation after a severe fishing line injury. She was successfully rehabilitated and released with a satellite tag to monitor her survival and movements as part of Taronga’s Marine Turtle Satellite Tracking Project. All turtles released are also flipper tagged and microchipped.

Other interesting cases included: White-bellied Sea-eagles, Yellow-bellied Gliders, Feathertail Glider, Australasian Grebe, Little Penguins, Peregrine Falcon, a Gould’s Wattleed Bat, New Zealand (Long-nosed) Fur-seals and a Two-clawed Worm Skink.

The Taronga Western Plains Zoo Wildlife Hospital also runs a fully-funded Wildlife Service to meet a need in Central Western NSW for high level veterinary expertise in the assessment, treatment, rehabilitation and release of sick, injured and orphaned Australian native animals. The hospital is well situated to monitor significant wildlife disease issues and, in partnership with the Australian Registry of Wildlife Health based at Taronga Zoo, contributes wildlife health data to the national Zoo Biosecurity Surveillance database.

Conservation Program and Population Management Program

Species	Held at TZ	Held at TWPZ	Coordinator
Addax		X	C Magner/L Elliot*
African Lion	X	X	L Ginman*
African Wild Dog		X	D Noble
Asian Elephant	X	X	A Embury
Australian Little Penguin	X		N Boyle*
Bellinger River Turtle	X		A Skidmore*
Black-and-white Ruffed Lemur		X	S Barlow
Black-handed Spider Monkey		X	L Grossfeldt
Black-winged Stilt	X		V Wilson
Bongo	X	X	P Benoit*
Broad-headed Snake	X		D Gilbert
Brolga	X		C Srb
Brush-tailed Bettong	X		V Wilson
Brush-tailed Rock Wallaby	X		A Elphinstone*
Cheetah		X	S Eyre
Chimpanzee	X		M Finnigan
Cook Strait Tuatara	X		S Eyre
Cotton-Top Tamarin	X		A Embury
Eastern Whipbird	X		M Tantini*
Eland		X	L Elliot*
Fijian Crested Iguana	X		P Harlow*
Ghost Bat	X		J Hollamby
Giraffe	X	X	L Jolly
Goodfellow’s Tree-kangaroo	X		M Richardson
Greater Bilby	X		J Buchecker
Greater One-horned Rhinoceros		X	N Boyle*
Helmeted Honeyeater	X		K Cartwright
Hippopotamus		X	Y Pauligk
Meerkat	X	X	S Eyre

Species	Held at TZ	Held at TWPZ	Coordinator
Noisy Pitta	X		E Schmeltischek*
Orange-bellied Parrot	X		A Everaardt
Plains-wanderer	X		M Sheils*
Plains Zebra	X	X	L Jolly
Przewalski’s Horse		X	F Cameron*
Pygmy Hippopotamus	X		R Moss*
Quokka	X	X	B Turner
Red Panda	X		C Hibbard
Regent Bowerbird	X		M Shiels*
Regent Honeyeater	X		M Van Sluys/M Sheils/ E Schmeltischek*
Ring-tailed Lemur	X	X	D Noble
Rose-crowned Fruit-dove	X		N Atchison
Sacred Kingfisher	X		C Srb
Scimitar Oryx		X	D Burgoyne
Siamang		X	L Laurenson
Small-clawed Otter	X	X	L Booth
Southern Black Rhinoceros		X	N Boyle*
Southern Cassowary	X		Vacant
Squirrel Monkey	X		L Grossfeldt
Sumatran Orang-utan	X		A Embury
Sumatran Tiger	X	X	C Hibbard
Tasmanian Devil	X	X	C Goldstone-Henry
Waterbuck		X	L van der Sande
Western Lowland Gorilla	X		E Walraven*/ L Grossfeldt
White Rhinoceros		X	N Boyle*/Catherine Nichols
White-browed Woodswallow	X		V Wilson
White-cheeked Gibbon	X		H Thompson

*Staff member

EXCELLENCE *in* CONSERVATION EDUCATION

INCREASE PARTICIPATION AND INSPIRE ACTION FOR THE WILD THROUGH INNOVATIVE AND AUTHENTIC EDUCATION PROGRAMS



Shoulder to Shoulder
Photo: Rick Stevens

KEY ACHIEVEMENTS

Education Taskforce Convened

An Education Taskforce was convened as part of the detailed operational planning for the new Taronga Institute of Science and Learning. Comprising senior members of the school, vocational education and training and university sectors, the Taskforce worked with Taronga team members to identify opportunities to increase student engagement with Taronga, and develop quality education programs for delivery by the new institute.

First Series of Student Workshops

Taronga staff developed and delivered workshops to complement undergraduate university study in anticipation of the opening of its new institute in 2018. Some 256 students participated in the first series of workshops with a further 37 students completing work placements at Taronga. Another 30 postgraduate students undertook Masters and PhD research projects at our two Zoos with co-supervision by Taronga staff.

New Accredited Tourism Courses

The Taronga Training Institute (TTI) delivered several new accredited tourism courses at major NSW tourist facilities such as the Royal Botanic Gardens and the Art Gallery of NSW. The courses contributed to the development of more than 300 volunteers across the industry and provided valuable guidance on transitioning to paid employment in the tourism and community service sectors.

Certificate III in Captive Animals

Following a successful pilot program in 2016, the TTI continued its interstate delivery of the Certificate III in Captive Animals in partnership with Zoos Victoria and Perth Zoo. This program contributes to skills development and in the Animal Care and Management industry.

Taronga Teachers Association

Taronga Teachers Association (TTA) Membership was reconfigured at the end of 2016 in order to capture and connect

with education professionals, and position Taronga as a trusted source of educational resources and inspiration. TTA members have access to events, resources and opportunities for professional learning in the areas of Science and Technology, STEM, Geography and the cross-curriculum areas of Sustainability and Aboriginal Histories and Cultures.

National Geographic WildEarth TV

Taronga Education partnered with National Geographic WildEarth TV to connect over 4000 students from NSW schools to the wilds of South Africa. Through a captivating stream hosted by Taronga's Hayden Turner, the students experienced a 'real time' jeep ride searching for wildlife, learned about animal trails and faecal samples and had their questions answered by the WildEarth team. Feedback from this educational experience showed high satisfaction.

Project Habitat Builds Awareness and Drives Behaviour Change

Project Habitat commenced in 2015 with support from Boeing Australia. The program targets NSW communities to build awareness and drive behaviour change for habitat restoration and wildlife protection. This has been successfully achieved through an increase in community participation led by our Zoomobile through attending over 12,000 tree planting days, running bush regeneration days resulting in the removal of two hectares of exotic weeds and educating approximately 43,000 people in the Greater Sydney region on how to care for our wildlife and their environments.

Taronga's Project Insitu reached more than 10,000 Students

Taronga's Project Insitu reached more than 10,000 students across metropolitan and remote New South Wales. Participants undertake a common task of raising awareness in their local community for a chosen species and taking direct action

for its protection such as tree planting, nest box building, habitat clean-up and bush regeneration. An integral part of the Taronga Education strategic plan, Project Insitu has had a tangible impact on communities across the state, generating action and support for 13 threatened species.

Performance Indicators

	2015/16	2016/17
Total visitation*	1,838,992	1,931,000
Students visiting on a school excursion		
Taronga Zoo	98,018	96,627
Taronga Western Plains Zoo	9,650	8,926
People participating in Public / Outreach education programs		
Taronga Zoo & Taronga Western Plains Zoo	44,733	51,621

*Total Visitation (Paid admissions and FOC) includes the following:
(1) Zoo Friends, paid education and overnight stays.
(2) Function guests and Twilight Concert attendees at Taronga Zoo.
(3) Function guests at Taronga Western Plains Zoo.

EDUCATION AND COMMUNITY PROGRAMS

Some 140,000 students, teachers and carers participated in Taronga's formal or community (informal) education programs during 2016/17. These programs are delivered on various platforms both onsite at our two Zoos and as outreach programs within the community.

Formal Learning Programs

All Taronga education programs are delivered by fully qualified teachers, including onsite staff provided by the NSW Department of Education and Catholic Education. These skilled educators work with various teams at Taronga to deliver cutting edge programs in science, conservation, geography and other key learning areas. A big focus this year has been on teacher professional development with over 250 teachers undertaking our courses on project-based learning and Aboriginal Education.

Our well-used Education Centre was demolished during the year to make way for the new Taronga Science and Learning Institute. An Education Taskforce, comprising key influencers from the education sector, was convened to help identify opportunities to increase student access and engagement with Taronga, and develop quality education programs for delivery by the new institute.

Members of the Education Taskforce included:

- Prof. David Wilkinson, Macquarie University, Deputy Vice-Chancellor, Corporate Engagement and Advancement
- Prof. Merlin Crossley, University of New South Wales, Deputy Vice-Chancellor, Education
- Prof. Ann Brewer, University of Newcastle, Dean of Sydney Campus (Academic Division)
- Margy Osmond, Tourism and Transport Forum, CEO (past Chair, TAFE NSW)
- Susan Hartigan, past Director, TAFE NSW — Western Sydney Institute
- Cheryl Best, Department of Education, Executive Director Learning and Business Systems
- Gary Carey, Sydney Catholic Schools, Education Officer: Secondary Science
- Rob Randall, Australian Curriculum, Assessment and Reporting Authority, CEO
- Darryl Buchanan, Association of Independent Schools, Director Professional Learning

Key to Taronga's education programs is the provision of inspiring animal connections and experiences that enhance student learning and align with the Australian National Curriculum. These experiences have proved highly engaging for students of all ages and backgrounds. Classrooms in the new Taronga Science and Learning Institute will build on this key element, showcasing heavily themed habitat rooms to enhance the student animal experience.

Taronga Western Plains Zoo maintained its strong focus on community outreach through programs like GoMad (Go Make a Difference) for youth and the Regional Sustainability Outreach Program. This year, 8,816 students visited the zoo with 3,269 participating in curriculum-related workshops.

The Education team at Taronga Zoo has had a more challenging year. The demolition of the Education Centre and classrooms required the modification of most of its programs and workshops. Nevertheless, some 96,000 students participated in education programs, including formal workshops in three learning sites and new programs in geography, Aboriginal education and business studies. Tertiary students engaged with Taronga educators and researchers to explore issues at the heart of Taronga's mission using problem-based learning methodologies. Work placements were provided for 37 tertiary students and 30 postgraduate students undertook Masters and PhD research projects at our Zoos with co-supervision by Taronga staff.

ZoosnooZ

It was a year of transition for ZoosnooZ at Taronga Zoo with the demolition of the old Education Centre. The program was relocated to the stage and concert lawns to become an exciting tent-sleeping experience. The night walk and early morning behind-the-scenes elements were maintained and proved extremely popular with the 5,705 students who participated in the program during the year.

At Taronga Western Plains Zoo, ZoosnooZ takes place in the immersive Billabong Camp, an authentic bush camp where the students sleep and undertake an enriching program of educational activities. This year, 2510 students participated in this popular program.

Zoomobile

Zoomobile is an equity outreach program, providing an educational and animal experience for those students who face challenges in visiting Taronga's sites. This initiative supports the NSW Department of Education's Regional and Remote strategy to ensure equity for all students.

The Zoomobile also visits many special needs schools and juvenile justice facilities, achieving excellent student outcomes and engagement.

The Zoomobile program is running to capacity in the Sydney region, catering not only to students with access challenges, but also to our partners with environmental education centres such as the Australian Museum and the Royal Botanic Gardens. This year 13,500 people participated in a Zoomobile program.

Project In-situ

This award-winning program continues to go from strength to strength as a true example of the power of student-directed learning in a project-based model environment. Students become the change agents for an endangered species by first gaining an in-depth knowledge of the animal and its environment and then designing programs to inspire community action for its protection. In-situ means working in the animal's environment or habitat, so the impacts of the program directly benefit the target species. Conservation experts provide rich information and inputs for the students with school mentors guiding primary students to design multi-media interpretation and communications materials. This year, over 1,500 students participated in Project In-situ across New South Wales, targeting the Little Penguin, Grey Crowned Babbler, Yellow Bellied Glider, Regent Honeyeater and Port Jackson Shark.

Safari Live

Piloted in partnership with National Geographic, this new program connected 4,100 students with a Taronga Education Officer in South Africa as he explored the country's wildlife reserves. Students and teachers experienced amazing visuals in real time and watched the Education Officer track animals, interpret their behaviour and decipher their diet from their droppings.

Work Experience and Meet a Keeper

These oversubscribed vocational programs continue to deliver strong learning outcomes for students at both our Zoos. Some 290 students undertook work experience with Taronga this year, shadowing and working with keepers across the different divisions to get a realistic perspective of their role. Meet a Keeper is an expo style day where students are exposed to a diversity of careers in zoos, attending presentations and undertaking special tours. This year, 400 students participated in the program across both sites.

COMMUNITY AND ABORIGINAL PROGRAMS

Burbangana and Walanmarra Programs

Burbangana and Walanmarra are our award-winning Family and Community Services partnership programs. They cater for children at risk, helping them build their self-esteem and confidence, and develop interpersonal relationships and communication skills within the safe environment of our Zoos. The programs have now extended their reach and impact to work with children within their local area, assisting them to make connections and access opportunities within the context of their own lives. More than 20 children participated in these specialised programs over the course of the year.

Shoulder to Shoulder

In September 2016, fifteen young people who have suffered severe trauma and neglect in their lives undertook a walk to reconnect with country and ignite within themselves a sense of belonging, pride and cultural responsibility. Called Shoulder

to Shoulder, the 490km walk provided each young person with the strength of knowledge that they can complete any challenge ahead. The journey launched Taronga's Centenary celebrations and reinforced the strong relationship between our Burbangana and Walanmarra programs and the NSW Dept of Family and Community Services.

Project Habitat

Supported by Boeing Australia and run through our Zoomobile program, Project Habitat operates at the community level to build awareness and drive behaviour change for habitat restoration and wildlife protection. The Zoomobile ran bush regeneration days resulting in the planting of over 12,000 trees and the removal of two hectares of exotic weeds. As part of the same program, some 43,000 people in the Greater Sydney region learned how to care for our wildlife and its environment. A record 70 primary schools from around New South Wales entered our NAIDOC banner competition and 2,000 students participated in a Taronga-led cultural activity.

Wildlife Workshops

This high value education program for overseas students focuses on English language skills and conservation outcomes. The program experienced strong growth this year with a 29% increase in student numbers. A total of 1,350 overseas students participated, including new groups from Indonesia and China.

Zoo Adventures

This "wild" holiday program had a very successful year, effectively navigating the impacts of the Education Centre's demolition. Children participated in special tours, workshops, craft activities and games to learn about animals and conservation. This year, 1,585 children enjoyed a Zoo Adventure at Taronga Zoo while another 250 participated at Taronga Western Plains Zoo.

Keeper for a Day

Participation in this engaging program grew by nearly 10% over the year, with 1,200 children and adults working under the guidance of our keepers to care for Taronga's animals.



Asian Elephant
Photo: Rick Stevens



Shoulder to Shoulder
Photo: Rick Stevens

TRANSFORMATIONAL GUEST EXPERIENCES

ATTRACT AN INCREASING NUMBER OF GUESTS TO OUR ZOOS AND INSPIRE ACTION THROUGH EXPERIENCES THAT INCREASE KNOWLEDGE AND CHANGE PEOPLE'S ATTITUDES AND BEHAVIOURS



KEY ACHIEVEMENTS

Record Guest Admissions

Both Zoos saw record guest admissions this year (over 1.9 million) thanks to our Centenary promotions, successful accommodation products and our largest Twilight and Vivid attendances ever. International guest numbers at Taronga Zoo were also unprecedented.

Taronga Zoo's New Guest App

Taronga Zoo introduced a new guest experience app, helping guests navigate the Zoo more easily, notifying them of daily events and incorporating interactive activities for children. Some 10% of visitors installed the app on their phones (compared to industry norms of 5%).

Wild Squad App Launched

We launched Wild Squad, a new initiative to engage, inspire and involve children in wildlife conservation. Our new Taronga App includes fun, educational and interactive Wild Squad Missions featuring our 10 Legacy Species.

Taronga Centenary Theatre Opens

In March, the Taronga Centenary Theatre opened with a screening of Wild Squad Adventures, a bespoke film for children and their families highlighting some of our key conservation activities, including breeding and release programs and the treatment of injured wildlife.

200 Families Participate in Taronga Access Initiative

Taronga Access is a special day developed for children with autism and their families. The zoo opens early for participants, minimising the impact of noise and enabling a more achievable and meaningful experience for all. Special activities and calm zones are some of the strategies implemented by Taronga and our partner Autism Spectrum Australia. Over 200 families have now participated in the initiative for which the feedback has been overwhelmingly positive.

Taronga's Youth at the Zoo Program

Taronga's Youth at the Zoo (YATZ) program also focuses on diversity and inclusion, providing volunteering and social opportunities for special needs youth. Our YATZ mentors were crucial to the success of this initiative, providing quality leadership and support for these young people. YATZ members also played an important role in our campaign activation, holiday programs, Vivid events and as ambassadors within their schools and communities. They assisted with the launch of the Wild Squad program and worked closely with our Bird Division on its largest release of Regent Honeyeater.

Digital Infrastructure Upgrade

We began the complex process of upgrading Taronga's digital infrastructure as part of our transition to cloud-based IT systems. Tenders were sought for our Ticketing Replacement Project which will be a game-changer for Taronga, impacting on how we do business and engage with our customers. Overall, the technology upgrade will increase our bandwidth and online capabilities in line with industry standards. Taronga's online Zoo shop was also moved to a cloud-based web host during the year, improving online security and the customer experience.

Award-Winning

Taronga Western Plains Zoo won gold in two categories at the NSW Tourism Awards in November 2016, taking out the Best Attraction and Unique Accommodation categories. The Zoo and its famous Zoofari Lodge also won coveted accommodation categories at the 2016 Qantas Australian Tourism Awards and the LUX 2016 Hotel and Spa Awards.



Clockwise from left
Echidna and Student
 Photo: Rick Stevens
Centenary Theatre
 Photo: Anders Alexander
VIVID at Taronga Zoo Sydney 2017
 Photo: Rick Stevens

Performance Indicators

	2015/16	2016/17
Satisfied guests as measured through satisfaction surveys		
Taronga Zoo	92%	91%
Taronga Western Plains Zoo	79%	82%
Complaints per 1,000 guests⁽¹⁾		
Taronga Zoo	0.19	0.14
Taronga Western Plains Zoo	0.49	0.62

(1) Calculation excludes event and function guests at both Zoos.

GUEST SERVICES

Taronga strives to deliver the highest standard of customer service with a highly engaged team of guest experience staff and volunteers dedicated to achieving this outcome.

Our admissions and ticketing processes have been a focus for us this year, with collected data and feedback indicating significant improvements in this area. The increased presence of staff and volunteers at Taronga Zoo's arrival zones at the wharf and car park is providing our guests with real time information about shows and attractions and providing upfront assistance with GPS navigation tools.

Our guest experience teams have worked hard to mitigate the impacts of construction work on our guests, providing clear and up-to-date information about the programs and offering alternative high value experiences such as additional keeper talks and animal encounters. The Squirrel Monkey walk-through was developed to enhance the guest experience and offset the impacts of the capital plan. During the year, Taronga Zoo received 455 complaints, (0.19 per 1000 guests), most of them pertaining to the lack of big cats on display while the Tiger Trek is under construction.

Taronga Western Plains Zoo has introduced new way-finding tools to help guests navigate the site. This year, the Zoo received 94 complaints (0.14 complaints per 1000 guests), the majority of which related to the cost of admission and lack of way finding signage.

Guest satisfaction surveys

A variety of techniques are used to assess guest's satisfaction with their visit to Taronga Zoo and Taronga Western Plains Zoo, including guest satisfaction surveys. Despite major construction developments impacting the guest experiences at both sites across the year, overall satisfaction, (as measured via the overall satisfaction with value for money rating) remained high at 4.6 for Taronga Zoo and 4.1 at Taronga Western Plains Zoo.

Visitor customer satisfaction levels; 12 month average

	TZ			TWPZ		
	14/15	15/16	16/17	14/15	15/16	16/17
Overall satisfaction with value for money	4.6	4.6	4.6	4	4.1	4.1
Educational value	4.6	4.5	4.5	4	4.1	4.2
Ease of moving around	4.4	4.3	4.4	4.1	4.3	4.2
Visibility of animals	4.4	4.2	4.3	3.7	4.1	3.9
Welfare of animals	4.5	4.4	4.5	4.4	4.5	4.3
Variety of animals	4.7	4.5	4.4	4	4.4	4.3
Helpfulness of staff	4.6	4.7	4.6	3.9	3.8	4.1
Shows and keeper talks	4.4	4.4	4.4	3.9	4.1	4.1
Cleanliness of grounds/facilities	4.7	4.7	4.8	4.3	4.5	4.1

12 month average converted to an average out of 5.0 = very satisfied. 1 = very dissatisfied.

Staff carefully monitor and action all feedback received via the guest satisfaction surveys, across online review sites, including Trip Advisor where both Zoos are ranked with the very high 4.5 star recognition, through written feedback and also via external, post visit surveys.

Guest Learning and Interpretation

Taronga's Centenary celebrations were a priority for our Interpretation team this year. To coincide with our 100th birthday, a new Guest Experience Plan was introduced with a focus on celebration, emotional engagement and inspiration to action. Each month, we showcased one of our 10 Legacy Species, with Keeper Talks, trails, tours, spot guiding and targeted kids' activities. These activities were led by our dedicated team of 'Taronga 100' volunteers who played a key role in engaging guests with our Centenary celebrations.

We also installed updated and new interpretive signage and collateral, featuring Taronga's heritage, our 10 Legacy Species, Eid Festival, Vivid Sydney, the Port Jackson Shark Research Project and significant animal births. Larger scale projects for the Interpretation Team in Sydney included the development of experiences like the Squirrel Monkey walkthrough exhibit and Bee Hive exhibit. In Dubbo, major interpretation projects included the new Meerkat exhibit and play space, and the roll-out of a \$120K way-finding and interpretative signage package.

Other interpretive projects under the Centenary Capital Plan include: the delivery phase of Tiger Trek and Lion Pride Lands interpretations, and the development of guest learning and behaviour change narratives and resources for upcoming projects such as the Wildlife Retreat, Savannah & Congo precinct and the Institute of Science and Learning.

The launch of Wild Squad was another highlight of 2016/17. This important new platform has been designed as part of our mission to inform our youngest Zoo guests about conservation issues and inspire

their positive engagement with wildlife and wild spaces now and into the future. The opening of the Taronga Centenary Theatre featured Wild Squad Adventures, a bespoke film for kids and their families highlighting some of our key conservation activities, including breeding and release programs and the treatment of injured wildlife. The new Taronga App also includes transformative education experiences for kids, both on-site and online.

Zoo Friends

The Zoo Friends annual pass remains a popular option for families, offering excellent value for money for those who are regular guests to Taronga's Zoos.

The Zoo Friends membership base grew to over 86,000 members over the year, an increase of more than 14%. At Taronga Western Plains Zoo, the local take-up of Zoo Friends membership has reached record levels, with almost 11,000 active members.

This strong growth is expected to continue over the coming year thanks to changes to the Zoo Friends pricing structure in May 2017. The overall cost of membership has been reduced and accessibility increased with the inclusion of two free child memberships with every paid adult membership. The changes brought an immediate and positive response from existing and previous Zoo Friends members and should ensure that the program remains a vital revenue stream for the operation of both Zoos and their science and conservation programs.

In total, Zoo Friends made over 237,000 visits during the year, with many members attending exclusive events such as the Zoo Friends Christmas night and a special preview of Vivid Sydney at Taronga Zoo. Members also received three editions of our popular Wildlife magazine during the year.

Dreamnight

Dreamnight is held on the first Thursday of December each year and is a special free of charge evening for children who are facing serious health challenges or are disabled. At Taronga Zoo 22 charities were involved allocating tickets to over 3850 amazing children and their families. A total of 190 staff and volunteers gave these children the night of their lives with amazing surprises and animal experiences. At Taronga Western Plains Zoo working with 20 charities a total of 400 children and their family had a memorable night of animal feeds and encounters. Staff and volunteers at both zoos love delivering this amazing night.



Taronga Access Day
Photo: Quentin Jones

ENGAGE *and* INFLUENCE

ENGAGE, GROW AND MOBILISE
OUR MEMBERS, SUPPORTERS AND
NETWORKS TO ACHIEVE POSITIVE
OUTCOMES FOR WILDLIFE



VIVID Parade 2016
Photo: Quentin Jones

KEY ACHIEVEMENTS

100th Birthday Celebrations

Taronga Zoo celebrated its 100th birthday on October 7 2016, serving up surprises for its giraffes, elephants and more than 6,000 guests to mark a century of bringing people and wildlife together. The lucky guests won their free tickets to the 'party of the century' via a ballot which attracted more than 100,000 entries. NSW Environment Minister Mark Speakman and Governor of NSW joined Taronga CEO Cameron Kerr at the Zoo's historic entrance building to cut the ribbon and officially launch the birthday festivities.

The Centenary Parade Highlight Event

The Centenary Parade was a highlight of the Centenary year. Taronga recreated the historic journey taken by zoo staff and animals from the original site at Moore Park to the new site at Mosman a century ago. The Parade brought central Sydney to a stand-still as 15,000 people gathered to watch 10 giant sculptures representing Taronga's 10 Legacy Species, 450 staff and volunteers and 700 dancing children retrace the footsteps of one hundred years ago, culminating at the steps of the Sydney Opera House. The event received significant coverage, generating more than 1,000 media stories.

Two-Day Eid Festival

Taronga Zoo joined with community partner Crescent Wealth to host its first Eid Festival in 2016, celebrating the end of the Ramadan fasting period. The two-day festival featured international food offerings, information stalls, entertainment and presentations of Taronga's community conservation programs, attracting more than 7,000 members of Sydney's Islamic communities.

Online Ticket Sales Continue to Grow

Taronga recorded its highest number of online ticket sales with an increase of more than 140% on the previous year. Online sales continue to grow Taronga's community and provide opportunities to better engage with guests before and after their zoo visit.

Taronga Foundation's Annual Fundraising Ball

With the theme 'ZooFari 100 – Celebrating a Centenary', the Taronga Foundation's annual fundraising ball was a huge success, raising over \$700,000 for Taronga's Australian Legacy Programs. Over 450 supporters attended the sold-out event. They had the opportunity to meet some of Taronga's friendly Australian animals in the Backyard to Bush precinct before enjoying an evening of dancing and celebration.

ANZ Support and Continued Commitment

ANZ supported Taronga's celebrations in the second half of 2016 as the Presenting Partner of Taronga Zoo's centenary year. This support included sponsorship of the Wild Bunch collectibles series which featured in The Daily Telegraph and Sunday Telegraph, the 100th Birthday Party and the Centenary Parade. ANZ further extended its financial support to the 2017 Twilight at Taronga concert series, demonstrating this partner's continued commitment to Taronga's conservation endeavours.

Vivid Sydney and Twilight Evening Events

2017 has seen Taronga increase its community engagement via evening events. This second year of participation in Vivid Sydney saw a host of new sculptures and lighting creations installed at the Zoo and an increase in overall attendances of 20%. Meanwhile, the 2017 Twilight at Taronga concert series achieved the greatest number of ticket sales in its 22-year history with over 31,000 guests coming through the gates.

Raise Your Palm Program

Taronga developed Raise your Palm, a community conservation program aimed at leveraging community action and support for a sustainable palm oil industry. The new Sumatran Tiger precinct will include a digital supermarket, informing Zoo guests about specific supermarket products, their manufacture and retail, in order to promote Certified Sustainable Palm Oil.

COMMUNITY CONSERVATION PROGRAMS

Taronga's conservation programs aim to inspire and motivate individuals and businesses to choose, champion and change their everyday behaviours to support wildlife conservation and environmental sustainability. Both Taronga's Zoos provide transformational experiences that empower guests to alter their attitudes and behaviours to achieve positive outcomes for wildlife.

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



The Wildlife Witness smartphone app has had over 11,000 downloads, resulting in the reporting and intervention of sales of species such as pangolins, hornbills and slipper orchids across Southeast Asia.

Wildlife Witness was featured globally at leading conservation conferences during the year, including the International Union for the Conservation of Nature (IUCN), the US Association of Zoos and Aquariums (AZA) and the World Association of Zoos and Aquariums (WAZA).

Taronga's ongoing partnership with TRAFFIC Southeast Asia provides support for their enforcement program and the Wildlife Crime Analyst. This partnership led to international scrutiny and action in response to the burgeoning illegal trade in the Bornean Earless Monitor Lizard, with TRAFFIC working with the Malaysian government to have the species listed as threatened by trade through CITES in 2016.

They're Calling on You
Recycling mobile phones to reduce landfill and support primate conservation.



Taronga has recycled over 50,000 mobile phones since 2009, raising over \$80,000 to support primate conservation in the Maiko-Tanya Kahuzi-Beiga region in the Democratic Republic of Congo through the Jane Goodall Institute.

Performance Indicators

	2016/17
Number of community campaign actions for the wild	31,884

For the Oceans

Promoting a healthy future for our marine life by encouraging sustainable seafood choices and plastic free oceans.



Taronga's seal show encourages Australians to choose MSC Certified sustainable seafood. Of the 750,000 guests attending these shows each year, 81% recalled the conservation messages presented.

Grants to the value of \$92,000, through the NSW Environment Trust Education program (\$72,000) and the Australian Ethical Community grants program (\$20,000), were awarded to Taronga's Plastic Free Oceans to create an educational toolkit for schools and communities to reduce single-use plastics.

Ray of Light, a stingray made from 3000 recycled milk bottles, featured at Vivid, alongside a provocative display of jellyfish and other sea creatures made from single-use plastics.

Beads for Wildlife
Supporting people and wildlife in Northern Kenya through alternative incomes and anti-poaching patrols.



The sale of beadwork through the Zoos' retail outlets provides communities in Northern Kenya with an alternative source of income, reducing the competitive pressure on wildlife. This year, our retail team sold over 9,664 bead products on behalf of the people and wildlife of Kenya.

Raise Your Palm
Driving the transition towards a truly responsible palm oil industry.



Taronga has been developing a new program to leverage community action to support the transition towards a responsible and sustainable palm oil industry. Our new Sumatran Tiger precinct will include a digital supermarket, raising public awareness of habitat destruction and allowing manufacturers and retailers to promote the shift to 100% Certified Sustainable Palm Oil.

CORPORATE COMMUNICATIONS AND MEDIA RELATIONS

Our Media team continued to employ the full mix of traditional, digital and social media, to communicate Taronga's conservation messages and vision, and highlight our events and campaigns.

The birth of 'Jai Dee', a healthy Asian Elephant calf at Taronga Zoo was one of the biggest stories of the year, reaching a wide local and international audience. The story had a strong presence online and across mainstream TV and radio news outlets and syndicates, and featured heavily in metropolitan, regional and local print media. Images and footage of our first successful hatchlings of Short-beaked Echidnas in nearly 30 years and the birth of our Pygmy Hippo, Kamina, also received excellent local and international coverage, as did the celebrations of Taronga Zoo's 100th anniversary.

The popularity of Taronga's Asian Elephants was re-enforced at Taronga Western Plains Zoo where the biggest story of the year was the arrival of Dubbo's first Asian Elephant calf, Sabai in November 2016. Social media posts achieved high engagement, with the first video following the birth reaching an audience of over half a million. The Zoo's other major arrivals, including Cheetah cubs, Lion cubs and a Black Rhino calf, also received positive and extensive media coverage. The launch of the Zoo's newest experience, Savannah Safari late in 2016 generated strong local and regional coverage, as did the Zoo's 40th birthday in February 2017. A major highlight of the year occurred in June when, with the support of Destination NSW, the entire Channel Nine Today Show was broadcast from Taronga Western Plains Zoo. The national broadcast attracted a cumulative audience of over 1.2 million, winning its ratings timeslot.

Taronga Digital

Snapshot	June 2017	YoY Growth
TZ Facebook	201,289	25%
TWPZ Facebook	63,734	24%
Instagram	118,000	16%
Twitter	19,100	13%
YouTube	4,159	17%

Keeper with fur-seal
Photo: Paul Fahy

PEOPLE *and* ORGANISATIONAL STRENGTH

SUPPORT AND ENABLE OUR PEOPLE TO ACHIEVE TARONGA'S VISION AND STRATEGIC OBJECTIVES



Taronga 100th Birthday
Photo: Rick Stevens

KEY ACHIEVEMENTS

Fostering Workforce Diversity

Taronga continued to foster diversity in its workforce, working with the OEH to improve our Aboriginal Employment and Multicultural Strategies, and our Disability Action Plan. We were finalists in the Indigenous Employment category of the Australian Human Resource Institute (AHRI) Awards. We delivered Aboriginal Cultural Awareness Training to 284 employees to increase their understanding of the complex history, culture and challenges within the Indigenous Australian community.

Volunteer Recruitment

Taronga recruited the highest number of volunteers in the history of its volunteering program, including 241 Keeper volunteers and another 668 for Vivid Sydney at Taronga Zoo and our Centenary Parade.

Safety Performance

We continued to measure and monitor our safety performance during the year, in line with legislation, best practice and key deliverables outlined in Taronga's 2016-2020 Strategic Plan. Elements included health, mental health and safety training, safety in design, and hazard and risk management. We saw a 43% decrease in the frequency of lost time injuries in the 2016/17 financial year with zero lost time injuries recorded by contractors onsite. No safety improvement or infringement notices were imposed on Taronga during the financial year.

Transition to New GSE Legislation

Taronga was required to achieve full Government Sector Employment (GSE) Act compliance in February 2017, at the end of the 3-year transition period to the new legislation. This included compliance in recruitment, temporary contract engagement rules, performance management, management of misconduct and the installation a new approved Executive structure. As part of the process, a new Performance Development Framework was developed for the implementation of employee agreements and performance reviews as well as the provision of skills training and work performance workshops for employees.

Learning and Development Team

The Learning and Development team provided 201 new Taronga employees with a holistic induction as part of our new eLearning onboarding program. This covers safety, sustainability and animal welfare at Taronga zoos and includes face-to-face orientation sessions with the Executive team. Another 223 Taronga employees completed the Animal Welfare at Taronga eLearning module during the year, and we launched Leading the Wild, a new management development program for our current and aspiring leaders.

Enterprise Risk Management Policy

Our Enterprise Risk Management Policy was revised in line with key government risk management policies, principles and guidelines to help safeguard Taronga's financial and organisational strength. This involved the review of Taronga's major strategic risks, and the identification of appropriate controls and risk plans.

Development of an Information and Digital Technology Strategy

Progress was made on the development of an Information and Digital Technology strategy to align with the Taronga Strategic Plan 2016-2020. A new Head of IDT position was created in late 2016 and the IT team was restructured to include Delivery (Projects) and Operational (IT Ops) teams. Urgent infrastructure projects were commenced and support provided for new business system implementations. A broad IDT strategy is now being developed for roll-out, with engagement workshops due for completion by end of September 2017.

Implementation of a New IT Service Desk Management System

A new IT Service Desk management system was implemented to streamline troubleshooting and enhance prioritisation and end-user support. We also delivered a new online collaborative project management tool for use by teams across all Taronga's non-capital works projects.



Top down
Engaging Guests
Indigenous Interps
Marine Mammals Team

Performance Indicators

	2015/16	2016/17
Severity Rate Lost time injury frequency / workplace accidents for both zoos	5.99%	3.88%
Staff Turnover Taronga Zoo	10.70%	9.03%
Taronga Western Plains Zoo	10.90%	3.26%

VOLUNTEER PROGRAMS

Taronga's volunteer program had one of the busiest years in its 42-year history with over 1000 volunteers contributing to the smooth running of our Zoos, guest tours and special events.

Programs team assisted with the following key recruitment programs during the 2016/17 financial year:

Life Science Recruitment

We recruit our keeper volunteers for a 12-month experience, assisting in one of nine divisions including Marine Mammals, Bird Show and the Taronga Wildlife Hospital. This year we received 864 applications from 330 individuals (each candidate can apply for up to three divisions). Candidates met with divisional representatives at an interview day, at the conclusion of which 157 candidates were offered volunteer roles.

New keeper volunteer recruits by division:

Australian Fauna	29
Backyard to Bush	25
Bird Show	8
Birds	13
Carnivores	15
Herpetofauna	15
Marine Mammals	14
Primates & Ungulates	15
Taronga Wildlife Hospital	23
Total new recruits	157

Vivid Sydney at Taronga Zoo

Volunteers from across the Zoo assisted Taronga's Vivid celebrations, with an average of 18 volunteers helping each night in areas like wrist banding, way finding, lantern interpretation and crowd control. The Vivid volunteer group also included ANZ employees, Taronga Training Institute Students and others from the Sydney Volunteer Network.

Centenary Parade

The Volunteer Programs team helped to recruit over 400 volunteers for the Taronga Zoo's Centenary Parade in Sydney. These volunteers helped with crowd control, route supervision, marching and banners.

Volunteer Statistics

Taronga Zoo

People, Culture & Learning	6
Guest Experience, Education and Community Programs	245
Marketing, Fundraising & Commercial	16
Wildlife, Conservation and Science	227
Property, Infrastructure & Operations	17
Corporate Services & Governance	1
Youth at The Zoo	348
Total TZ Volunteers	860

Taronga Western Plains Zoo

Guest Experience and Life Sciences Volunteers	77
TWPZ Youth Volunteers	50
Total TWPZ Volunteers	127
Total Adult Volunteers	589
Total Youth Volunteers	398
Total Active Volunteers	987

National Volunteer Week

Taronga celebrated this annual volunteering event with a special lunch at the Taronga centre attended by 112 volunteers and 70 employees from across all divisions. The lunch included an award ceremony to recognise the dedication and contribution of Taronga's volunteers. Many nominations were received and the winners in each of the categories were presented with a certificate and gift. Taronga participates in a reciprocal complementary access arrangement with other Sydney Volunteer network organisations such as the Maritime Museum, the MCA and the Powerhouse Museum. 52 volunteers from these organisations attended Taronga during National Volunteer Week.

HUMAN RESOURCES

Taronga was required to achieve full Government Sector Employment (GSE) Act compliance by 23 February 2017, the end of the three-year transition period to new legislation for employment in the NSW Public Service. Human Resources were tasked to ensure compliance in recruitment, temporary contract engagement rules, performance management, management of misconduct and the implementation of a new approved Executive structure. As part of this process, Taronga launched a new Performance Development Framework, including policy and processes for Performance Agreements and review.

All employees are now required to have a Performance Agreement in place and to undergo a Performance Review at least annually. Ongoing training via e-Learning and face-to-face monthly workshops are now in place to support employees and managers. Role Descriptions were re-issued to all employees as per the Public Service Commission requirements and the NSW government job site, I Work for NSW. In close consultation with the Office of Children's Guardian and the Office of Environment and Heritage, Taronga also formalised its commitment to being a "Child Safe Organisation" by ensuring all employees and volunteers undergo a validated Working With Children Check as an essential requirement of all Role Descriptions.

The People Matter Employee Survey is a whole of NSW government survey that assesses levels of employee engagement and satisfaction with their workplace experiences. Taronga's 2016 survey achieved a 73% response rate and showed an overall positive level of engagement from respondents from both zoos. The survey defines engagement as employees having "a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation to achieve". Taronga's engagement index this year was 76% (78% in 2014), with its collective results exceeding the sector's average engagement score by 11%. An Organisational Development action plan is now being implemented to address areas of opportunity. Taronga will measure the success of initiatives driven by HR in internal communication, performance management and processes/systems/resources, as well as team culture and engagement via responses from the 2017 survey.

Learning and Development

Organisational capability development continues to be a key focus for Taronga. The organisation's increased investment in this area has facilitated the development and delivery of the following initiatives:

- A new blended induction and on-boarding program composed of eLearning modules and a face-to-face meet and greet orientation session with the Executive team. The program focuses on safety, sustainability and animal welfare at Taronga.
- Implementation of the Animal Welfare at Taronga eLearning module to help our people develop their knowledge and understanding of Taronga's commitment to the welfare of wildlife in our care.

- The launch of Leading for the Wild, a new leadership and management development program to assist our current and aspiring leaders to become leaders of the future.
- Support for 286 Taronga employees and 102 Taronga managers to develop their skills under the new NSW Public Sector Performance Development Framework through the delivery of Managing for Performance eLearning modules and the facilitation of Managing for Performance workshops.
- The coordination of Mental Health and Wellbeing training for 98 employees and 21 managers at both zoos.
- The development and delivery of e-learning and face-to-face training to the Guest Experience team on how to support people on the Autism spectrum.
- The scoping and development of programs for delivery in 2017/18 including the Social Media e-learning module, Taronga WHS essentials e-learning module, WHS mini e-learning modules and ICT mini e-learning modules.

Staff Recognition

The HR team was proud to work behind the scenes on many of Taronga's Centenary celebrations throughout the year, including events recognising the contribution of our people today and throughout Taronga's history. Events included a Family and Friends Picnic day with jumping castles, entertainers and games on the Taronga concert lawns for all staff, volunteers, 20 Year Club members and their families. The Silver Shovels Centenary Gala Evening was held in November in the glamorous Zoofari Marquee. The 2016 Award categories were aligned with the new strategic plan and saw the introduction of new categories such as Outstanding Contribution to Science, Outstanding Partnership, Outstanding Community Engagement Initiative and Centenary Capital Plan: Outstanding Site Improvement. Recipients for the Directors Awards included Emma Pollard at Taronga Zoo, Nanette Clark from Taronga Western Plains Zoo and the Shoulder to Shoulder Team.

Other events supported by the HR team included the Shoulder 2 Shoulder trek, New Year's Eve ticketing and the Long Service Awards which welcomed eight inductees into the 20 Year Club.

Equal Employment Opportunity

Taronga was a finalist in the 2016 Australian Human Resource Institute (AHRI) awards in the Workplace Diversity category for Indigenous Employment. Taronga's nomination "Our People, Our Place" highlighted our commitment to

our Indigenous Education, Community and Guest Experience programs, as well as our initiatives in Indigenous Keeper Traineeships and Aboriginal Cultural Awareness Training.

Complementing this, Taronga was also nominated for the NSW Government Harmony Champion Awards, in recognition of our efforts with our Stretch Reconciliation Action Plan and commitment to Aboriginal employment and engagement. Taronga also received an award for the successful Multicultural Eid Festival & Fair we hosted for our community.

We marked International Women's Day in March with an inspiring presentation and inclusive morning tea, led by two of our employees who participated in the inaugural Homeward Bound voyage to Antarctica in December/January as a groundbreaking leadership, strategic and science initiative for women.

Taronga's commitment to the promotion of Equal Employment Opportunity is set to increase in 2017/18 with the formal appointment of an HR resource as Taronga's Diversity Coordinator. Diversity strategies in Aboriginal Employment, Disability and Women will be put in place, as well as appropriate workplace support to ensure all internal and external stakeholders can enjoy the benefits of a diverse Taronga workforce.

Taronga Disability Action Plan

With the appointment of a Diversity Coordinator in the Human Resources team in 2017, Taronga will be committing to a full review and relaunch of our Disability Action Plan, originally developed in 2011 to address requirements set out in the Disability Services Act 1993. This will build in the work we have to promote a workplace free from all forms of discrimination, including disability, in partnership with our Employee Assistance Program and the Anti-Discrimination Board

Accessibility issues remain a priority for Taronga and are actively considered in all our capital works projects. We invite regular feedback from staff, volunteers and guests on the accessibility of our current facilities and their maintenance. This has resulted in the following provisions being made:

- Accessible walkways as alternatives to heritage outdoor stairways
- Staff and student wheelchair facilities
- Public disabled amenities
- Staff and student disabled amenities
- Modified equipment and golf carts
- Policies and procedures for service animals

Taronga's emergency procedures also include significant consideration for staff and guests with disabilities. For example, our warden training prepares our people to be able to safely attend to all stakeholders onsite should an emergency arise.

WORK HEALTH AND SAFETY

In 2016/17, Taronga developed and implemented a series of WHS divisional plans in accordance with Taronga's Work Health and Safety (WHS) Management Framework. Part of this planning involved the development of an organisation-wide operational WHS risk register and action plan to assist Executive and Divisional managers to better understand their operational WHS risk and control actions. To supporting this, a WHS training matrix was developed identifying all mandatory and specific WHS training requirements.

A full review of Taronga's Emergency procedures was undertaken with a response plan developed in accordance with AS3745:2010 - Planning for Emergencies in Facilities. A schedule of emergency drills across both sites was completed, along with emergency response training, to ensure staff are equipped with the appropriate skills in the event of an emergency. Specific emergency plans were also implemented for events such as Twilight and Vivid at Taronga. In addition to this, first aid arrangements throughout Taronga were reviewed, ensuring adequate first aid officer coverage and the availability of first aid equipment across both zoos.

Taronga also reviewed its systems for chemical classification during the year to ensure they are fully compliant with the new international Global Harmonisation System (GHS) for chemical classification.

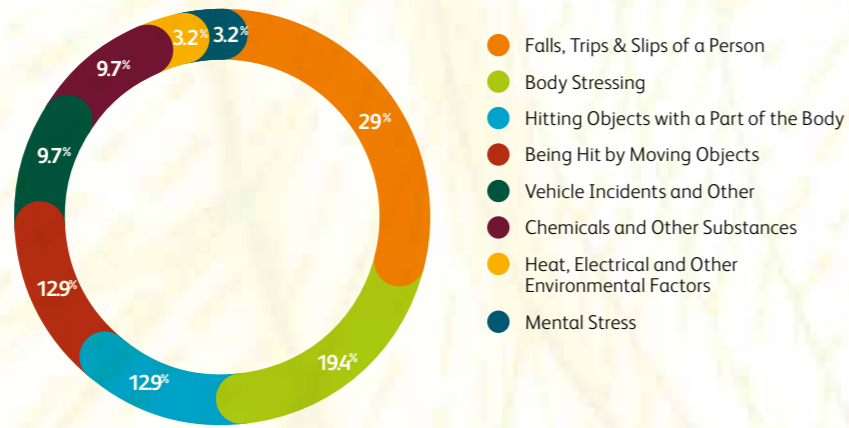
Notifiable Incidents

There were no reportable incidents to SafeWork NSW and no improvement notices or infringement penalties imposed on Taronga.

Injury Management

There were 173 reported work-related incidents and near-miss incidents report in 2016/17 of which 27 resulted in minor worker's compensation claims for medical expenses. This represented a decrease on the previous year's figures when 198 reports were made. Analysis of the workers' compensation claims accepted in 2016/17 shows the majority of injuries (29%) were due to slips, trips and falls rather than body stressing which was the major cause for claims the previous year. Effective injury management continues to be reflected in reduced worker's compensation premiums with the recorded lost time frequency rate at a record low of 3.88 compared to last year's LTIFR of 5.92. There were no reportable incidents to SafeWork NSW and no improvement notices or infringement penalties imposed on Taronga.

Causation Factor 2016/17



VOCATIONAL TRAINING

Taronga Training Institute

Programs team assisted with the following key recruitment programs during the 2016/17 financial year:

- **Interstate Delivery:** After a successful first year in 2016, TTI launched the second intake of students in the Certificate III in Captive Animals at Zoos Victoria and Perth Zoo. The delivery model replicates the successful program at Taronga Western Plains Zoo, with five intensive theory/classroom weeks delivered by TTI trainers through the year. Students also undertake practical placement onsite at Zoos Victoria or Perth Zoo and complete independent study online.
- **Updated Tourism Qualifications:** TTI successfully transitioned to the new Tourism training package which includes updated versions of the Certificate I, II and III in Tourism. This process included an application to the Australian Skills Quality Authority to add the new versions to the TTI scope of registration.
- **Smart and Skilled Funding:** TTI was granted Smart and Skilled funding to expand the delivery of accredited tourism training under the 'Part Qualifications Program'. Training was approved for delivery to over 300 volunteers at the Royal Botanic Gardens, Powerhouse Museum, Transport Heritage NSW, Sydney Harbour Trust, ANZAC Memorial, Sydney Living Museums, Youth at the Zoo Program Taronga and Taronga Western Plains Zoo, Taronga Zoo Keeper Program and Art Gallery NSW.

- **Wild Leadership:** The new non-accredited Wild Leadership workshop was officially launched. Wild Leadership is a unique experience that delves into the team work and leadership styles of wild animals and explores how we, as humans, have evolved over time. The program is offered to the general public, and also in partnership with the Association of Independent Schools.
- **Delivery of VET Courses to Secondary Students:** TTI has delivered accredited training to high school students for several years. This training is recognised by NSW Board of Studies which allows students to receive credit towards their Year 10 and Year 12 certificate. In 2016, the NSW Department of Education required RTOs to respond to a Request-for-Tender to establish a panel of approved providers for delivery of accredited training to school students from 2017. TTI successfully obtained a contract to deliver the Certificate I in Tourism, Certificate II in Tourism and Certificate II in Animal Studies to secondary students for the next 4 years.
- **Compliance and Risk Management:** TTI is a Registered Training Organisation (RTO) and therefore required to adhere to the VET Quality Framework. The framework consists of national guidelines and legislation including the Standards for NVR Registered Training Organisations. TTI commenced a review of risks and controls, including policies and procedures, to ensure practices are high quality and compliant with the standards.

Taronga Institute of Science and Learning

Construction and detailed operational planning for the Taronga Institute of Science and Learning commenced in 2016/17 with the new facility scheduled to open in 2018.

An Education Taskforce was convened, comprising senior members of school education, vocational education and training and university sectors, to identify opportunities to increase student access to and engagement with Taronga, and develop innovative and authentic education programs for delivery from the Taronga Institute. (For full details of the Taskforce, see Appendices.)

During the year, Taronga delivered its first undergraduate workshops, providing opportunities for tertiary students to engage with Taronga educators and researchers and explore issues at the heart of Taronga's mission using problem-based learning methodologies. A total of 256 students participated in the first series of workshops. A further 37 university students completed work placements at Taronga for which they received credit toward their degree and 30 postgraduate students were co-supervised by Taronga staff to undertake Masters and PhD research projects on-site at both Taronga and Taronga Western Plains Zoos.

LEGAL CHANGES

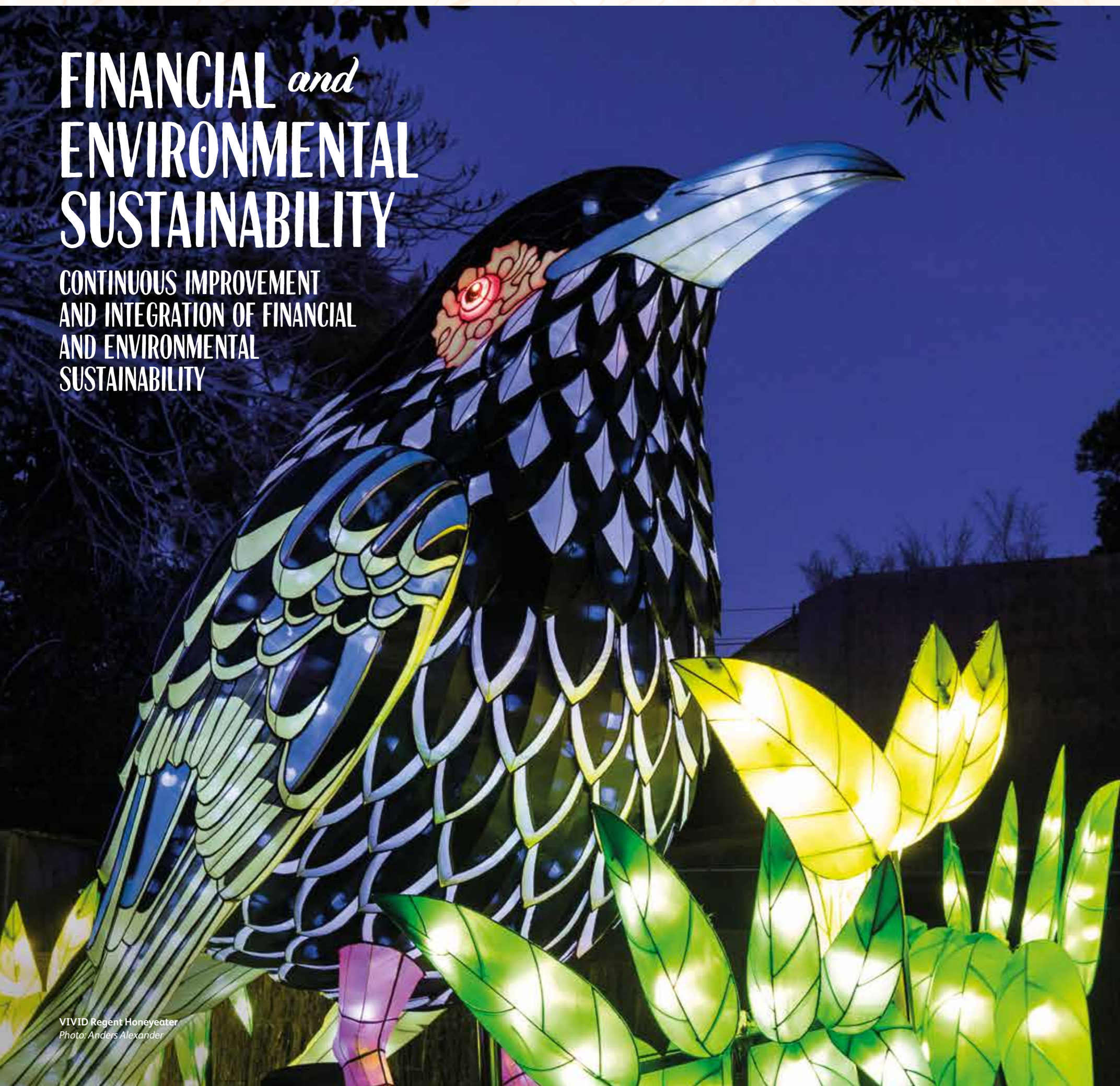
During the 2016/17 year, there were no changes to the Zoological Parks Board of Act 1973 or the Zoological Parks Board Regulation 2009. There are no other acts or regulations administered by the Taronga Conservation Society Australia.



Sun Bear
Photo: Bobby Jo Clow

FINANCIAL *and* ENVIRONMENTAL SUSTAINABILITY

CONTINUOUS IMPROVEMENT AND INTEGRATION OF FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY



VIVID Regent Honeyeater
Photo: Anders Alexander

KEY FACTS

Record-Breaking Year for Taronga's Retail Operations
Taronga's retail operations had a record-breaking year, achieving sales of over \$5.85m. In addition to achieving these strong financial results, the Retail team focussed on staff development, demonstrating Taronga's values through its stock selection and the provision of exceptional guest service and support.

Zoos Awarded Gold
In 2017, Taronga Zoo and Taronga Western Plains Zoo were both awarded gold partnership status under OEH's 'Sustainable Advantage' program, in recognition of our environmental achievements, leadership and strong commitment to operating in a manner that is environmentally attuned. Taronga is the 11th organisation, and the second government institution, to achieve this leading status.

Waste Diversion Target
Taronga continues to strive for its target of 90% waste diversion by 2025. To this end, Taronga Western Plains Zoo has entered into a new waste contract with Cleanaway to come into effect in September 2017. Opportunities for additional waste diversion have been identified along with a need for greater education and improved reporting and accountability. Food waste constitutes up to 20% of the overall waste generated at both sites and its diversion from landfill will be given increased emphasis in the new financial year.

2020 Sustainability Targets
A recent energy audit identified that voltage optimisation (VO) at Taronga Western Plains Zoo would reduce both electricity consumption and financial costs, and mitigate Taronga's carbon dioxide emissions. It is estimated that its implementation will result in a 77% electricity/carbon saving at the Admin/

Workshop and Zoofari Lodge. This will help Taronga achieve its strategic goals and 2020 sustainability targets (a 10% reduction in carbon footprint and a 20% reduction in electricity consumption) and help us achieve our 2025 target of carbon neutrality.

New Solar Photo Voltaic System
A solar photo voltaic system was installed at the Dubbo site in December 2016 to help reduce energy consumption in the Taronga Western Plains Savannah Visitor Plaza. The solar panel system spans 456m² and will provide an estimated 150,000kWh a year, with estimated annual savings of around \$20,000.

Water Usage Reduction
Upgrades to water pumping equipment, mains and irrigation systems at Taronga Western Plains Zoo this year are expected to reduce water usage across the site by up to 30%, while achieving a 20% reduction in the electricity used for water pumping purposes. An integrated control system allows staff to control the pumps and water levels remotely, supplying river water for all non-potable uses in the Zoo including moats, wash downs, fire services and irrigation.

Strategic Procurement Initiatives
During the year, Taronga commenced strategic procurement through Category Management Principles. Procurement supported the development and implementation of sourcing strategies for the Catering Services contract (due to be awarded in July 2017), major sponsorship tenders including icecream and banking services, and other contracts across the broad spectrum of Taronga's operations, including production services for the second year of Vivid and major IT projects. Sustainable Procurement initiatives have also been initiated as part of Taronga's commitment to environmental sustainability.

Performance Indicators

	2015/16	2016/17
Direct Government support per visitor (including contribution for capital development) ⁽¹⁾		
Taronga Zoo	\$10.31	\$14.62
Taronga Western Plains Zoo	\$18.59	\$33.40
Operating expenses per visitor (Excluding Taronga Foundation)		
Taronga Zoo	\$53.66	\$55.72
Taronga Western Plains Zoo	\$72.71	\$83.93
Capital expenditure per visitor		
Taronga Zoo	\$9.56	\$22.36
Taronga Western Plains Zoo	\$12.50	\$31.48
Taronga Foundation fundraising revenue	\$12.96m	\$21.07m

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

ENVIRONMENTAL SUSTAINABILITY

Net Zero Carbon Strategy by 2025

Taronga is working with the OEH to develop its Net Zero Carbon Strategy. This strategy outlines a clear pathway for achieving Taronga's previously established target of becoming carbon neutral by 2025. The priority is to reduce emissions through energy efficiency, onsite renewable energy generation, waste reduction, sustainable procurement and appropriate emission offset schemes. The Strategy also includes objectives to integrate sustainability into systems and processes while mitigating and controlling environmental risk.

Sustainable Procurement and Contracts

Taronga continues to improve performance in sustainable procurement of office products, construction materials and whitegoods. In the last few months, there has been a strong push to further embed sustainability principles and strategies in all our major contracts that might have positive environmental impacts onsite or at source.

Taronga is also in the early phase of investigating how sustainable procurement can be improved to make it more holistic, consistent, scientifically-based and aligned to the new ISO20400 standard. As part of this objective, a sustainability scorecard is being developed to ensure that sustainability principles are considered and, where possible, applied throughout Taronga's supply chain.

Waste Diversion

Taronga Western Plains Zoo has entered into a new waste contract with Cleanaway to help achieve Taronga's 90% waste diversion target by 2025. This contract will come into effect in September 2017. Opportunities for additional waste diversion have been identified along with a need for greater education and improved reporting and accountability. Food waste constitutes up to 20% of the overall waste generated at both sites and its diversion from landfill will be given increased emphasis in the new financial year.

Voltage Optimisation

A recent energy audit at Taronga Western Plains Zoo identified that voltage optimisation (VO) would be a suitable avenue for the reduction of electricity

consumption and financial costs, and the mitigation of Taronga's carbon dioxide emissions. Its implementation is expected to result in an estimated 77% electricity/carbon saving at the Admin/Workshop and Zoofari Lodge. This will help Taronga achieve its strategic goals and 2020 sustainability targets (10% reduction in carbon footprint, 20% reduction in electricity consumption) and help us achieve our target of carbon neutrality by 2025.

Renewable Energies

A new 100kW solar PV system has been installed at Taronga Western Plains Zoo. The installation is predicted to generate up to 150,000 kWh of renewable energy per year, resulting in annual savings of approximately \$20,000. Further expansion of our onsite power generation through solar PV is planned across both sites to mitigate against known and anticipated electricity price increases. We are currently in the process of registering Taronga Western Plains Zoo as a renewable power station under the Renewable Energy Certificates scheme.

GreenStar Developments at Taronga Zoo

New developments at Taronga Zoo, including the Taronga Institute of Science and Learning and the Taronga Wildlife Retreat, are aiming to be GreenStar Design and as Built 5 Star certified. To obtain these certifications, buildings must have a smaller environmental footprint and be less resource intensive to operate than conventional buildings. By meeting these mandatory requirements, we hope to minimise our carbon footprint and demonstrate Taronga's strong commitment to sustainable development.

Taronga Mini Grants

The common practice of removing dead and damaged trees has led to a decline in the hollows that act as natural shelter and nesting sites for wildlife. In March, 18 nest boxes were installed at Taronga Western Plains Zoo to mimic these natural hollows and provide shelter and breeding sites for free ranging birds and animals. Funded through Taronga's Mini Grants scheme, the 'Hollows as Habitat' project included a forum on the causes of habitat loss and the engineering of habitat alternatives, as well as the installation of the boxes.

FINANCIAL SUSTAINABILITY

Admissions – Taronga Zoo

Taronga Zoo received a record number of paying guests* this year, and its highest total attendance** ever. The 1.67 million visitors to the Sydney site represented an increase of 5.6% on the previous year's record figures and helped Taronga achieve its five year strategic goal of a combined Zoo attendance of 1.9 million guests, three years in advance of the 2020 target.

This outcome is attributed to a newly deployed marketing strategy, the continuing rise in international guest numbers, another highly successful Twilight concert series and record-breaking attendances at Roar and Snore and Vivid Sydney at Taronga Zoo. Admission revenue was also strong with yield tracking ahead of target throughout the year. Except from very poor weather in March, Sydney experienced 26% fewer weather-affected days than in the 2016/17 financial year.

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

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

Admissions – Taronga Western Plains Zoo

More than 250,000 guests visited Taronga Western Plains Zoo, representing an increase of 4% on last year despite unseasonably wet weather during spring and extreme temperatures during late summer. For the first time ever, the Zoo made the decision to close for one day and two evenings due to the extreme heat and fire conditions in February 2017. Guest numbers were boosted by the strong and repeated attendance of local Zoo Friend members, and total admission revenue of over \$4.2 million represented only a slight decrease on the previous year.

Overnight experiences featured heavily in the Zoo's marketing and promotions throughout the year, resulting in a record 36,000 overnight visitations. For the second consecutive year, Taronga Western Plains Zoo won Best Unique Accommodation at the Australian Tourism Awards. Efforts to maintain and increase local Zoo Friends membership and attendance resulted in almost 27,000 visits by Zoo Friends. There was also a substantial upswing in online ticket purchases, with a year on year increase of 175%.

The 40th anniversary of Taronga Western Plains Zoo in February 2017 marked a significant milestone for Australia's first open range zoo.

A new offer was introduced as part of the birthday celebrations, inviting everyone to spend their birthday at the Zoo, following the success of this offer at Taronga Zoo the prior year.

MARKETING AND PROMOTIONAL ACTIVITIES

Taronga Zoo

In addition to our traditional holiday campaigns and promotion, several Centenary-themed marketing campaigns were used to celebrate Taronga Zoo's 100th birthday. More than 100,000 people entered a ballot to win 5,000 free tickets to the Zoo on October 7 2017 and join the birthday celebration. Events included a grand parade down Macquarie Street to the Sydney Opera House, recreating the historic moment 100 years ago when the animals crossed the city to reach the new Taronga site.

Taronga Zoo hosted Vivid Sydney for the second time, attracting a record 102,000 people over the 23 nights of the festival. The event was promoted with the help of Destination NSW together with Taronga's own and paid social media.

International visitation enjoyed another strong year, growing by 12% over the 12 months to constitute 38% of the total paid attendance at Taronga Zoo. China continues to be our largest overseas market, thanks to the evolution of our local and Chinese marketing strategies.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's marketing activities focussed on driving both admissions and overnight experiences. For the first time, these activities were conducted almost entirely via digital channels including digital display, search and social media. Video remained a strong medium for conveying the multifaceted Zoo experience. Traditional media channels were also utilised via partnerships and public relations.

An "always on" advertising layer across the year was another first for the Zoo. It proved effective in driving off-peak bookings and enquiries as well as early enquiries for the coming school holiday periods. Search was the best performing conversion channel and helped increase our online ticket sales by 175% on the previous year.

The Wake up in the Wild campaign material featuring hero product Zoofari Lodge remained our market leader, however new creative was also introduced around major new arrivals and experiences at the Zoo, including the birth of its first Asian Elephant calf. Further highlights included the opening of Savannah Safari, the arrival of a litter of Lion cubs and the Zoo's 40th birthday celebration in February.

Partnerships continue to play a critical role. During the summer, the Zoo worked closely with Dubbo Regional Council on a television campaign which featured Taronga Western Plains Zoo as the region's anchor product.

Paid media and public relations activity around new arrivals also continued to drive admissions from the local area. Mates Rates visitation continued to drive overall attendances and local Zoo Friends memberships increased by almost 10% to almost 11,000 members.

Digital Marketing

Taronga continued to optimise its new digital marketing strategy focused on driving Zoo visitation through performance and acquisition digital media channels. This approach, combined with a new online ticket price structure, achieved significant growth for our online ticket sales. Online redemptions, as a proportion of paid general admissions, more than doubled compared to the prior year.

Taronga's social media channels also saw considerable growth during the year. Facebook friends for both zoos increased by 25% to 265,000, Instagram followers reached 118,00 and Twitter followers, 19,000. Taronga's website remained an important communication platform with over 4.4 million visits, up 12% on last year. Our database grew by 34%, including over 260,000 email subscribers, as a result of campaigns such as Vivid, Twilight, \$1 On Your Birthday, competitions and online ticket purchases. All of these channels play a critical role in furthering Taronga's objectives to network, influence and build an online advocacy community of more than 1 million supporters.

RETAIL

Taronga Zoo

2016/17 was another successful year for Retail Operations which grew by more than 6% to achieve record sales of over \$5.85 million. A strong focus on staff development, coupled with the streamlining of the management team, increased efficiency across the board. The introduction of permanent part-time sales positions led to increased staff stability, motivation and a high quality customer service. Our strategic retail buying and visual merchandising plan focused on social, conservation and environmental messaging to further enhance Taronga's extensive retail offering and customer experience. Successful retail strategies included the cross-promotion of campaigns such as the Centenary celebrations and Vivid Sydney at Taronga Zoo, all of which combined to deliver strong financial returns.



Top down

Sustainability Awards
VIVID at Taronga Zoo
Twilight at Taronga



Pangolin

Taronga Western Plains Zoo

Taronga Western Plains Zoo Retail also saw solid results during the year, with overall net sales of \$820,000. The team worked hard to deliver improvements in stock control, with the annual stocktake realising its best ever result. Improvements were also made to merchandising with the introduction of new product lines including the “Beads for Wildlife” range.

CATERING AND FUNCTIONS

Taronga Zoo

Although Catering at Taronga Zoo saw a slowing of financial growth in 2016/17, there were some very positive achievements. Weddings at the Taronga Functions Centre were a continued focus this year and were supported by two successful wedding fairs. Vivid at Taronga Zoo saw the concert lawns being utilised for the first time. This enabled the pre-selling of tables at The View restaurant, which proved a success from both a guest experience and commercial perspective. Twilight at Taronga continues to bring new audiences to the Zoo to enjoy new food and beverage offerings including a cocktail bar. 2017 also saw the completion of a significant WHS project with the renovation of the in-grounds kitchen floors. This was a major logistical operation but the work was completed successfully and on schedule. The removal of plastic straws and cutlery

from all in-grounds outlets was another notable achievement and will be followed by the removal of single serve sauce sachets and plastic food packaging.

Taronga Western Plains Zoo

Catering income totalled \$1.4m, thanks in part to regular promotions for daily specials and special events including Mothers Day Breakfast and Lunch, Valentine’s Day Dinner, Fathers Day Lunch and event catering for the Dubbo Stampede. While Functions saw a marginal decline in wedding guest numbers over the year, there was an increase in the number of conference guests and functions revenue overall was consistent with 2015/16.

INGROUND COMMERCIAL OPERATIONS

Taronga Zoo

Roar and Snore

The Roar and Snore glamping experience at our Sydney site attracted over 12,000 guests in 2016/17, achieving positive revenue growth and operating over 336 nights, including every night of June.

Wild Ropes

Wild Ropes continues to be a popular addition. Almost 24,000 climbers conquered new challenges as part of the

rolling course improvement program. School student bookings grew well and resulted in many families returning to do the course together.

Twilight at Taronga

Twilight at Taronga saw the greatest number of tickets sold in its 22-year history, with over 31,000 guests coming through the gates. Artists included Peter Garrett, The Living End, Jet, Kurt Vile and the Rubens.

Vivid Sydney at Taronga Zoo

Vivid Sydney at Taronga Zoo built on the success of last year’s event, bringing over 102,000 guests through the gates, a growth of 20% on the previous year.

Eid Festival

As part of Taronga’s Centenary Celebrations, the zoo hosted its first Eid Festival in July with community partner Crescent Wealth. The two-day event attracted more than 7,000 members of Sydney’s Islamic communities.

Taronga Western Plains Zoo

Overnight Programs

For the second consecutive year, Taronga Western Plains Zoo’s range of overnight guest experiences won the Best Unique Accommodation category at the 2016 Qantas Australian Tourism Awards.

Our multi-award winning Zoofari Lodge had another year of strong growth. An

unprecedented 12,000 visitors enjoyed the facilities and Zoofari commercial trading revenue increased commensurately.

Savannah Cabins accommodated over 15,000 guests, with many attracted by an expanded range of package deals and rates. This focus on dynamic pricing, packaging and marketing will continue in the coming year.

Over 8,000 guests enjoyed a unique camping experience at Billabong Lodge during 2016/17. While commercial trading revenue fell by 8% on the previous year, the results were reasonable considering the impact of weather-affected days.

Guest Services

Our Guest Services Supervisor oversaw the development of guest experiences in the new Savannah Safari as well as the planning of experiences for the Lion Pridelands still under construction. An extensive site-wide signage project was commenced in cooperation with Taronga Interpretation and Design.

Bikes and Carts achieved sales in excess of \$860,000. The marginal revenue fall on the previous year’s result was influenced by delays in the delivery of new electric carts and renovations at the hire centre.

Animal Encounters performed well with total sales exceeding last year’s sales by 5%. This sound result was buoyed by offers of additional encounters to meet

demand through peak seasons and address fluctuations in availability due to animal husbandry requirements. The immersive Savannah Safari proved a popular addition to the Zoo, exceeding revenue expectations in its first seven months.

TARONGA FOUNDATION

Now in its seventeenth year, the Taronga Foundation’s continued growth and the generous support of its donors has enabled the expansion of Taronga’s field conservation grants program; in-situ conservation partnerships, education and research projects as well as supporting major re-developments at both zoos ensuring high standards of animal care and improving visitor experience and enjoyment. Once again the Taronga Foundation celebrates a record breaking year successfully exceeding the prior year’s revenue and once again setting a new record for funds raised from trusts and foundations, individuals and corporate partners, all supporting Taronga’s commitment to a shared future for wildlife and people.

Governors and Patrons

Taronga Foundation Executive Patrons

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

Taronga Foundation Patrons

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

The Taronga Foundation pays its respects to the late Mr John Armati AM, Taronga Foundation Patron and longterm supporter.

PHILANTHROPY

Taronga Foundation Events and Community Fundraising

The Foundation's fundraising events raised over \$1.2million surpassing all prior years for event's fundraising. In July a group of 10 supporters joined Cameron Kerr on the inaugural CEO challenge, developed as part of Taronga's centenary celebrations, a group of Taronga's supporters journeyed into the heart of Sumatra, learning about Taronga's commitment to save critically endangered Sumatran Species and raising more than \$157,000 for Taronga's Centenary commitment to save ten Legacy Species.

The pinnacle event of the year was Zoofari 100, the Foundation's annual gala dinner enjoyed its most successful ever outcome as 450 people came together to celebrate Taronga Zoo's centenary and raise funds for the five Australian Legacy species. It was a spectacular evening that not only achieved a very generous fundraising outcome with over \$700,000 in donations but raised awareness of the work that Taronga is doing to protect and restore populations of critically endangered native Australian species in the wild. Participatory fundraising also grew in value and scale through the 2017 financial year with more than 80 people raising \$88,000 through their participation in a number of events including the City to Surf and Cole Classic and Edge Pledge. New Years Eve at Taronga was once again a resounding success, with over 2000 guests enjoying the entertainment and incredible views of the harbour. Tickets for the event sold out well before the event generating \$400,000.

Major Gifts and Bequests

Thanks to a number of supporters leaving gifts in their Wills bequest income exceeded \$1.7 million. Generous gifts from donors raised more than \$6 million providing support for a range of projects both here in Australia and for in-situ projects overseas. This includes support for the Taronga Institute of Science and Learning, which commenced construction during the year, and a very generous donation and future commitment for the establishment of The Sanctuary at Taronga Western Plains Zoo, a semi-wild space where Taronga will breed the Greater Bilby with the long-term objective to release them into the wild, re-establishing a wild population following their extinction in NSW many years ago. Trusts and Foundations played a significant role in the success of the 2017 financial year, a particular highlight was a contribution of

\$750,000 from the Ian Potter Foundation for the Taronga Institute of Science and Learning with contributions of a further \$750,000 committed for the coming years.

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

Ms Gretel Packer
Mr and Mrs Alan and Lynne Rydge
The Ian Potter Foundation
The Paradise Family Foundation
The Maple-Brown Family Foundation Ltd
The Sir James McNeil Trust
The Denton Family
The Ottomin Foundation
Vonwiller Foundation
Mr Steven Crane
Mr and Mrs Andy and Prue Kennard
Mrs Ingrid Kaiser
The Caledonia Foundation
Mr Robert Albert
The Skipper-Jacobs Charitable Trust
The Hill Family Conservation Foundation
Mrs Jessica Hore
Mrs Roslyn Packer
Australian Ethical Investment
The Clark Family Foundation
Professor Fred and Claire Hilmer
Ms Catherine Reed
The Late James Fairfax AC
Mr Jeff Conen and Ms Kerry Spence
Mrs Judith Pirie
The Lin Huddleston Charitable Foundation
Ms Ruth Kleibert
Fitzpatricks Financial Group Foundation
Mr Stefan Schonell
Ms Susan Doyle
Mr Harry Triguboff
AIMS Home Loans Pty Ltd
Anthony Sutera and Associates Pty Ltd

Friends of the Future Income (Funds received from estates 2016-2017)

The Estate of the Late Mr Jacobus Neelemaat,
The Estate of the Late Helen Thorburn,
The Estate of the Late Beth Grainger,
The Estate of the Late Wallace Newlyn,
The Estate of the Late Douglas Webb,
The Estate of the Late Marie Thompson,
The Estate of the Late Gilbert Docking,
The Estate of the Late Joyce Sproat,
The Estate of the Late Barry Moore,
The Estate of the Late Dolores O'Hara,
The Estate of the Late Eric Douglas.

Direct Marketing

The Taronga Wildlife Defender regular giving program has grown by 35% within the year, attracting new supporters through face to face, telemarketing and direct mail programs, with supporters generously donating almost \$1.15 million this year. Fundraising appeals were aligned to Taronga's Centenary commitment to the Legacy species, raising funds of \$720,000.

Zoo Parent

Zoo Parents have generously contributed an income of \$470,000 during the year, an increase on last financial year's contributions.

Corporate Partnerships

The Foundation has achieved a great level of partnership support with revenue of over \$4.5 million received in cash and contra donations. Taronga secured \$3 million in cash contributions this year as well as contra support exceeding \$1.5 million which provided significant cost savings towards the operations of Taronga's two Zoos. The success of Taronga's Corporate Partnerships program is attributed to the continuous support of over 60 long-term partners. Taronga's on-going Centenary celebrations as well as the 2017 Twilight Concert Series were supported by Presenting Partner, ANZ with all Principal Partners - QBE, The Star, Coca Cola Amatil and Streets continuing their enduring commitment. Taronga engages with over 60 long-term partners who are all integral to the financial sustainability of the organisation.

THE TARONGA FOUNDATION CHAIRMAN'S REPORT

This financial year the Foundation raised a net total of \$13.1M* making it the Taronga Foundation's most successful year to date.

The Foundation's 2016/17 program of fundraising was geared towards Taronga's commitments to the coming 100 years, both in raising funds for the ten legacy species and also for Taronga's ambitious conservation programs, including the establishment of the Taronga Institute of Science and Learning.

Over the year the total funds generously donated and pledged to the Taronga Institute of Science and Learning by individuals, trusts and foundations were \$6.4million. Particular thanks and acknowledgements go to Gretel Packer for her continued support of Taronga's Science Endeavours, The Ian Potter Foundation, the Paradise Family, Alan and Lyn Rydge and the Denton Family for their unwavering support.

I would like to thank all our Patrons for their continued support and advocacy. We are fortunate to have such a dedicated group.

It is with deepest regret that I note the recent passing of Patron Mr John Armati AM, who was a very generous supporter of Taronga Western Plains Zoo. He will be missed.

I also note with sadness the passing of Ms Janice Salisbury last year. She was a true ambassador for Taronga and much loved supporter. Janice's legacy at Taronga lives on in the newest addition to the Asian Elephant herd, Jai-Dee, whose name Janice chose prior to her passing.

Not least I would like to thank all of our corporate partners and donors.

Finally our thanks to Taronga Executive Director and Chief Executive, Mr Cameron Kerr, the Chairman, Board members and the dedicated staff at Taronga Zoo and Taronga Western Plains Zoo for their leadership and tireless support in this our centenary year.

We greatly appreciate Cameron and his team's outstanding work and take much pride in Taronga's position as a world leading zoo, dedicated to preservation, conservation and scientific research.

We look forward to continuing support from all those who value Taronga's contribution to the wild.

Maurice Newman AC
Chairman
Taronga Foundation

*before grant distributions

CENTENARY CAPITAL PLAN

DELIVER THE CENTENARY CAPITAL PLAN ON TIME AND ON BUDGET TO SECURE TARONGA'S POSITION AS A LEADING CONSERVATION AND NATURE TOURISM ORGANISATION

Savannah Safari TWPZ
Photo: Rick Stevens

KEY ACHIEVEMENTS

Savannah Safari Tour and Pridelands African Lion Adventure
Capital works continued at Taronga Western Plains Zoo. Launched in December, 2016, the Savannah Safari Tour features purpose-built safari trucks that carry visitors through the Zoo's African Savannah exhibit. The \$9 million Pridelands African Lion Adventure will also offer guests a heart-pumping safari-like experience when it opens in late 2017.

Taronga Centenary Theatre
Taronga completed the construction of the Taronga Centenary Theatre in early 2017 showcasing our own immersive short film to engage people around wildlife conservation issues.

Tiger Trek Experience
Construction of the new Tiger Trek Experience is nearing completion and will be operational in August 2017.

Taronga Institute of Science and Learning
The Taronga Institute of Science and Learning commenced construction in late 2016. The project is forecast to open in mid 2018.

Completion of Extensive Repairs
Taronga completed extensive repairs of one of the containment moat structures at the Taronga Western Plains Zoo Tiger exhibit. Installation of new standoff fencing and landscaping was completed to a number of animal exhibits at Taronga Western Plains Zoo.

CAPITAL WORKS AND PROJECT PLANNING

Taronga Zoo

Centenary Theatre Development
The new Centenary Theatre was completed and opened in March 2017 by NSW Premier, The Hon. Gladys Berejiklian MP and Environment Minister, The Hon. Gabrielle Upton MP. The NSW Premier told the audience at the opening that adding the theatre would provide visitors with a valuable insight into Taronga's behind-the-scenes conservation and field work.

Tiger Trek
Taronga's new Tiger Exhibit opened in August 2017. This major exhibit will deliver a strong choreographed message on Taronga's role in conserving the endangered Sumatran Tiger population.

Taronga Institute of Science and Learning
Construction commenced on the Taronga Institute of Science and Learning after its approval as a State Significant Development in 2016. The institute will be a global centre of excellence in conservation science and learning.

Taronga Wildlife Retreat and Australia Habitat

The Taronga Wildlife Retreat and Australia Habitat project will revitalise the existing Australia Habitat precinct and give visitors a new immersive experience of Australia's native fauna, flora and the local Indigenous culture. The Taronga Wildlife Retreat will wrap around a native wildlife sanctuary. The State Significant Development Application has been approved by the NSW Department of Planning and Environment, with construction scheduled to commence in late 2017.

African Savannah and Congo
To be jointly funded by the NSW Government and Taronga, this development will include extensive improvements to existing exhibits and public areas. The revitalised exhibit will deliver multi-species habitats, including a new lion breeding facility and an expanded savannah for giraffes and zebras. The main construction works are scheduled to commence in early 2018. A second phase of this project will involve the construction of a lush forest exhibit for our growing gorilla family.

Taronga Western Plains Zoo

Savannah Safari
The Savannah Safari project was successfully delivered in late 2016. It includes the Savannah Safari experience, a safari vehicle tour of the exhibit, featuring giraffes and various species of antelope and ostrich.

Pridelands African Lion Adventure
Our exciting new lion exhibit is under construction and is scheduled for completion towards the end of 2017. The new precinct will include a Massai Village, a unique range of animal encounters and an exciting ranger-led tour into the Lion Exhibit in a purpose-built safari vehicle.

Wild Herds
Plans for the new Wild Herds exhibit are progressing well, with the project due for delivery in latter half of 2017. The new exhibit will offer ungulate encounters and deer feeding and improve visitor circulation through the precinct.

The African Waterhole and Overlook Cafe
Design development has commenced on a major upgrade of the existing food and beverage facility located at the halfway point on the zoo circuit. The project will include the construction of a new cafe, visitor amenities, picnic facilities, children's waterplay, landscaping and carparking.

FACILITIES AND INFRASTRUCTURE ASSET MAINTENANCE

Taronga Zoo

Asset Management
An upgrade of Taronga's computerised asset management system is underway to streamline the reporting and classification of maintenance activities, and assist with forward planning and response to reactive maintenance requests.

Critical Infrastructure
New hydrant system elements were installed to meet future requirements. The design was also completed for additions and improvements to emergency paging and CCTV systems.

New automation systems were installed for the seawater and freshwater life support systems at the Great Southern Ocean and Wild Asia precincts, as well as for the Water Treatment Plant.

Sky Safari
Additional safety and risk reviews were undertaken for the Sky Safari cable car, including a structural review of the towers and cable car safety by Taronga's independent engineer.

Animal Exhibit Works
Routine maintenance and preventative compliance inspections of animal exhibits continued throughout the year, along with upgrades to improve the welfare of Taronga's animals and enhance the visitor experience.

Taronga created an outstanding animal experience this year with the construction of our new walkthrough Squirrel Monkey exhibit, built largely by Taronga's in-house facilities teams.

Taronga Western Plains Zoo
Taronga Western Plains Zoo saw the completion of major infrastructure projects during the year. These included upgrades to the river pumping mains water lines and irrigation controller system to reduce water and electricity consumption. Work continued on projects to enhance our security and safety systems, including our onsite security and fire management practices.

Asset upgrades projects included improvements to exhibits, back-of-house areas and landscaping at Zoofari Lodge.

The proactive upgrades of our animal stand-off visitor fences continued with the Cheetah and Tiger fences now replaced.

Heritage Asset Management
The extensive capital works program at the Sydney site has required the coordinated management of the Zoo's heritage values as a cultural landscape. Our Design teams are working with our Heritage Project Manager to retain heritage items and heritage values in areas affected by the works.

The Zoo's heritage items are managed in line with the Heritage and Conservation Register and a suite of conservation management documents. These documents continue to be reviewed in line with maintenance activities and the capital works program. Several items on the heritage register have recently been demolished or removed as part of the capital works. An archival record of this structure was prepared and is being lodged in public repositories. Taronga archives were also relocated as part of this project.

Horticulture
The end of Taronga's centenary celebrations saw floral displays in full bloom at the Lower Entrance, the Moore Park Aviary and the famous Floral Clock.

Bush Regeneration works continued with help from Corporate Volunteers, Bushcare groups and Horticulture staff in several areas of the Zoo and along the foreshore.

The team continued its busy schedule of grounds maintenance, responding to the changing conditions created by construction works.



Regent Honey Eater
Photo: Dean Ingwerson

TARONGA ZOO AND TARONGA WESTERN PLAINS ZOOS' PARTNERS IN CONSERVATION

Sponsorship supports The Taronga Foundation's contribution to conservation

Principal Sponsors



Crown Sponsors



Presidential Sponsors



Primary Sponsors

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ELO Digital

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Transport Forum

Valley Industries
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Waterlogic Australia
Wet & Forget
Winterhalter
Zoetis

STATUTORY FINANCIAL STATEMENTS – TARONGA



Platypus
Photo: Gary Ramage

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INDEPENDENT AUDITOR'S REPORT

Taronga Conservation Society Australia

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Taronga Conservation Society Australia (Taronga), which comprise the statement of financial position as at 30 June 2017, 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.

In my opinion, the financial statements:

- give a true and fair view of the financial position of Taronga as at 30 June 2017, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of Taronga in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles 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
- precluding the Auditor-General from providing non-audit services.

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

The Board's Responsibility for the Financial Statements

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

In preparing the financial statements, the members of the Board must assess Taronga's ability to continue as a going concern except where Taronga will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

The description forms part of my auditor's report.

My opinion does *not* provide assurance:

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

Reiky Jiang
Director, Financial Audit Services

26 September 2017
SYDNEY

**TARONGA CONSERVATION SOCIETY AUSTRALIA (TARONGA)
FINANCIAL STATEMENTS AND NOTES
FOR THE YEAR ENDED 30 JUNE 2017**

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 2017;
- b) the financial statements have been prepared in accordance with authoritative pronouncements of the Australian Accounting Standards Board which includes the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*;
- c) we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate; and
- d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chair of the Board



Member of the Board

Sydney
25 September 2017

**INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2017**

	Notes	2017 \$'000	2016 \$'000
Revenue			
Admissions		43,006	40,555
Trading and Franchise Revenue	2	13,374	12,966
Corporate Sponsorship		3,106	4,057
Government Grants	3	29,823	19,102
Investment Revenue	4	2,090	2,135
Donations and Bequests		12,692	6,377
Other Income	5	25,046	22,558
Gain/(Loss) on Sale of Assets	6	21	(1,423)
Total Revenue		129,158	106,327
Expenses			
Personnel Services	7(a)	45,960	49,624
Trading Cost of Sales	2	3,765	3,547
Marketing Expenses	7(b)	4,023	3,101
Depreciation and Amortisation	7(c)	21,152	20,222
Maintenance	7(d)	7,615	6,224
Finance Costs	7(e)	860	929
Other Expenses	8	26,887	23,036
Total Expenditure		110,262	106,683
NET RESULT		18,896	(355)

The accompanying notes form part of these Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2017

	Notes	2017 \$'000	2016 \$'000
NET RESULT		18,896	(355)
Other comprehensive income:			
<i>Items that will not be reclassified to net result in subsequent periods</i>			
Net increase/(decrease) in property, plant and equipment revaluation surplus	24	32,115	-
<i>Items that may be reclassified subsequently to net result</i>			
Available for sale financial assets:			
-Transferred to net result on disposal	24	-	913
Other comprehensive income for the year		32,115	913
Total comprehensive income for the year	24	51,011	558

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2017

	Notes	2017 \$'000	2016 \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	23(a)	14,099	11,793
Trade and Other Receivables	9	4,338	3,576
Inventories	10	1,318	1,273
Other financial assets	11	68,502	67,502
Total Current Assets		88,257	84,144
Non-Current Assets			
Property, Plant and Equipment	12	463,292	414,583
Intangible Assets	13	1,158	205
Total Non-Current Assets		464,450	414,788
Total Assets		552,707	498,932
LIABILITIES			
Current Liabilities			
Trade and Other Payables	15	29,626	27,909
Other Liabilities	16	4,023	2,918
Borrowings	17	1,854	5,907
Total Current Liabilities		35,503	36,734
Non-Current Liabilities			
Borrowings	17	14,040	10,044
Total Non-Current Liabilities		14,040	10,044
Total Liabilities		49,543	46,778
Net Assets		503,164	452,154
Equity			
Reserves	24	281,258	249,143
Accumulated Funds	24	221,906	203,011
Total Equity		503,164	452,154

The accompanying notes form part of these Financial Statements.

STATEMENT OF CHANGES IN EQUITY
 FOR THE YEAR ENDED 30 JUNE 2017

	Accumulated Funds \$'000	Reserves \$'000	Total \$'000
Balance at 1 July 2016	203,011	249,143	452,154
Surplus/(Deficit) for the year	18,896	-	18,896
Other comprehensive income:			
Gain/(Loss) on revaluation of land, buildings and infrastructure	-	32,115	32,115
Total other comprehensive income	-	32,115	32,115
Total comprehensive income for the year	18,896	32,115	51,011
Balance at 30 June 2017	221,907	281,258	503,165
Balance at 1 July 2015	203,366	248,230	451,596
Surplus/(Deficit) for the year	(355)	-	(355)
Other comprehensive income:			
Transfers on disposal of available-for-sale financial assets	-	913	913
Total other comprehensive income	-	913	913
Total comprehensive income for the year	(355)	913	558
Balance at 30 June 2016	203,011	249,143	452,154

The accompanying notes form part of these Financial Statements.

STATEMENT OF CASH FLOWS
 FOR THE YEAR ENDED 30 JUNE 2017

	Notes	2017 \$'000	2016 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Receipts from Customers and Sponsors (inclusive of GST)		104,994	91,283
Interest Received		1,889	2,111
Dividends Received		1	74
Government Capital Grant		15,053	4,700
Government Recurrent Grant		14,770	14,402
Total Receipts		136,707	112,570
Payments			
Payments to Suppliers and Personnel Services (inclusive of GST)		(95,418)	(83,236)
Interest and Finance Costs Paid		(924)	(924)
Total Payments		(96,342)	(84,160)
Net Cash inflow from Operating Activities	23(b)	40,365	28,410
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for Property, Plant and Equipment		(37,114)	(13,720)
Purchases of Other Financial Assets		(1,000)	(18,000)
Proceeds from Sale of Property, Plant and Equipment		55	-
Proceeds from Sale of Available-for-sale financial assets		-	1,237
Net Cash outflow from Investing Activities		(38,059)	(30,483)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		-	-
Repayment of Borrowings		-	-
Net Cash flow from Financing Activities		-	-
Net increase/(decrease) in cash and cash equivalents		2,306	(2,073)
Cash and cash equivalents at beginning of the year		11,793	13,866
Cash and cash equivalents at end of year	23(a)	14,099	11,793

The accompanying notes form part of these Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017**1. Summary of Significant Accounting Policies**

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a) Reporting Entity

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

Taronga comprises the activities of Taronga Zoo, Taronga Western Plains Zoo and the Taronga Foundation. Taronga's commercial activities, namely retail, catering, experience activities and accommodation are also included.

These financial statements for the year ended 30 June 2017 have been authorised for issue by Taronga on 25 September 2017.

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 Accounting Interpretations;
- ii. the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*;
- iii. specific directions issued by the Treasurer.

Historical Cost Convention

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

Critical Accounting Estimates

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

Rounding

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

c) Comparative Figures

The comparative figures in Note 7(a) Personnel Services have been amended to exclude a credit of \$211,490 for workers compensation insurance refund received in 2016 as a result of prior year hindsight adjustment. This amount is included in Note 5 Other Income as Insurance Premium Hindsight Adjustments. To enhance comparability a few items in this note are amended in respect of the changes in current year. Term deposits with maturity greater than 90 days from the date of acquisition have been reclassified as other financial assets from cash and cash equivalents. Term deposits are now classified by the length of maturity from the date of acquisition, as a result the Cash and Cash Equivalents in Note 23(a) excludes \$24,502,000. This amount is now included in Note 11 Other Financial Assets. All other comparative information is presented for the preceding financial year that corresponds to the disclosures specified for the current financial year, except where an Australian Accounting Standard permits or requires otherwise.

d) Statement of Compliance

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

e) Revenue Recognition

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

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

Revenue is recognised for major business activities as follows:

i. Sale of Goods

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

ii. Rendering of Services

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

iii. Investment Revenue

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

iv. Government Grants

The grants received from the NSW Government i.e. the social policy payment for the conduct of Taronga's recurrent non-commercial activities, together with the asset maintenance and capital grants are generally recognised as income when Taronga obtains

control over the assets comprising the contributions. Control over grants is normally obtained upon the receipt of cash.

v. Donations and Bequests

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

vi. Sponsorship

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

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

f) Acquisition of Assets

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

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

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

g) Capitalisation Thresholds

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

h) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

It further clarifies that fair value is determined by reference to its 'highest and best use' by market participants 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.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. Taronga has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

Taronga revalues each class of property and plant and equipment except plant and equipment in accordance with TPP14-01. This requires a comprehensive revaluation at least every three years for Land using the market approach as the most appropriate valuation technique for that asset under AASB 13. Buildings and Infrastructure assets are re-valued using the cost approach and under AASB 13 will be re-valued at least every five years.

Interim Revaluations

At the reporting date, Taronga consults Government Property NSW (PNSW) a division of The Department of Finance, Services and Innovation for an indexation advice to determine if the carrying value of its assets differs materially from the fair value. In the event the carrying value of assets differs materially from fair value, Taronga performs a revaluation based on the advice of PNSW and updates its asset values.

Details of the most recent comprehensive revaluation for all classes of assets are as follows:

i. Land

The value of the Taronga's land at the reporting date is based on a comprehensive revaluation conducted by FPV Consultants and Aspect Property in March 2017 for Taronga Zoo and Taronga Western Plains Zoo respectively. The land has been valued at fair value having regard to current use as indicated by the zoning, heritage restrictions and other controls over the property. Taronga has formed the opinion that there was no change to the valuation for the period to 30 June 2017. The next comprehensive revaluation for land is due to be performed during FY 2019-2020.

ii. Infrastructure

Valuation of the infrastructure includes all site works which are considered to add value to the site as used and not already valued as individual fixed assets (such as buildings). This includes all services, roads and landscaping, etc. The value for infrastructure was split between the major categories of roads, services and landscaping and its value to the site expressed at Written-Down Replacement Cost. The last comprehensive revaluation was conducted by PNSW in March 2014. In the interim period up to March 2017 management has annually assessed the indexation rates in consultation with PNSW and in March 2017 Taronga has adjusted these assets to reflect indexation increments. Taronga has formed the opinion that there was no change to the valuation for the period to 30 June 2017. The next comprehensive revaluation for infrastructure is due to be performed during FY 2018-2019.

iii. Buildings, Enclosures and Improvements

The last comprehensive revaluation of Taronga's buildings, enclosures and improvements was conducted by the PNSW in March 2014. In the interim period up to March 2017 management has annually assessed the indexation rates in consultation with PNSW and in March 2017 Taronga has adjusted these assets to reflect indexation increments. Taronga has formed the opinion that there was no change to the valuation for the period to 30 June 2017. The next comprehensive revaluation for buildings, enclosures and improvements is due to be performed during FY 2018-2019.

i) Revaluation Increments/Decrements

Revaluation increments are recognised in other comprehensive income and 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 loss in net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, 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. When revaluing non-current assets the gross amount and the related accumulated depreciation are separately restated.

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

j) Impairment of Property, Plant and Equipment

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

k) Depreciation and Amortisation

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

Category of Asset	Rate of Depreciation
Motor Vehicles	10.0%
IT Equipment	33.3%
Other Items	20.0%
Infrastructure	The rate being determined by the estimated life of the asset (3-40 years as appropriate)
Building, Enclosures and Improvements	The rate being determined by the estimated life of the asset (1-50 years as appropriate)

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

Category of Asset	Rate of Depreciation
Computer Software and Other Intangible Assets	10.0% - 33.3%

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

l) Maintenance

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

m) Leased Assets

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

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

n) Intangible Assets

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

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

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

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

o) Personnel Services

Since the Administrative Arrangement Order 2014 all employees are under the employment of OEH, therefore salaries and wages, annual leave and on-costs are classified as personnel services expenses and provisions for annual leave, long service leave and defined benefit superannuation plans are recognised as payables.

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

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

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

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

ii. Long Service Leave and Superannuation

The liability for long service leave is recognised as payables under personnel services 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.

Superannuation expense is determined using the formulae specified in the Treasurer's Directions. 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 Mercer Administration Services (Australia) Pty Ltd.

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

iii. Consequential on-costs

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

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 Statement of Financial Position.

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

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) Other Financial Assets

Other financial assets include short term deposits that are due to mature between 3 and 12 months from the reporting date. Term deposits due to mature within 3 months from the reporting date are classified as cash and cash equivalents.

u) Borrowings

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

v) Trade and Other Payables

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

w) Finance Costs

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

x) Insurance

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

y) Financial Risk Management

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

- Credit risk

- Liquidity risk
- Market risk

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

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

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

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

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

i. Credit Risk

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

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

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

Cash

Cash comprises cash on hand and bank balances at call with ANZ Banking Corporation, Westpac Banking Corporation, National Australia Bank and TCorp which have been rated "AA-", "AA-", "AA-" and "AAA" by Standard and Poor's respectively. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 2.75% (2015/2016 2.74%), the weighted average interest rate for the period was 2.85% (2015/2016 3.01%). 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 19(b) 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 19(c) of the accounts.

Taronga maintains a direct payments facility of \$1.4m. This was unused at 30 June 2017.

iii. Market Risk

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

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

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

Cash deposited at the bank earns interest at a variable rate. A sensitivity analysis of the impact of an interest rate rise or fall of 100 basis points is included in Note 19(a) to these accounts.

Cash held in TCorp Hour-Glass facilities is exposed to other price risk, a possible impact on profit/loss due to changes in unit price is included in Note 19(a).

z) Equity and Reserves

i. Revaluation Surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with Taronga's policy on the revaluation of property, plant and equipment as discussed in note 1(h).

ii. Accumulated Funds

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

aa) Fair Value Hierarchy

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

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

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

Refer Note 19 and Note 14 for further disclosures regarding fair value measurements of financial and non-financial assets.

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

Australian Accounting Standards effective in 2016-17

The accounting policies applied in reporting period are consistent with those of the previous financial year except the additional disclosure requirements as per AASB 124 *Related Party Disclosures* that have been applied for the first time in 2016-17– refer Note 22. All other new or revised Australian Accounting Standards mandatory for 2017 Financial Statements are either not relevant to the operations of Taronga or do not have any impact on Taronga's results or disclosures.

Australian Accounting Standards issued but not yet effective

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

- AASB 9 and AASB 2010-7, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 regarding financial instruments – mandatory for 2018 Financial Statements

- AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107 – mandatory for 2018 Financial Statements
- AASB 2016-4 Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash Generating Specialised Assets of Not-for-Profit Entities – mandatory for 2018 Financial Statements
- AASB 2017-2 Amendments to Australian Accounting Standards – Further Annual Improvements 2014 - 2016 Cycle – mandatory for 2018 Financial Statements
- AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities – mandatory for 2018 Financial Statements
- AASB15, AASB 2014-5, AASB 2015-8 and AASB 2016-3 regarding Revenue from Contracts with Customers – mandatory for 2019 Financial Statements – mandatory for 2018 Financial Statements
- AASB 16 regarding accounting of Leases – mandatory for 2019 Financial Statements
- AASB 9 Financial Instruments, AASB 2014-7 and AASB 2014-8 Amendments to Australian Accounting Standards arising from AASB 9 – mandatory for 2019 Financial Statements
- AASB 2014-10 Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – mandatory for 2019 Financial Statements
- AASB 2015-10 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 – mandatory for 2019 Financial Statements
- AASB 2017-1 Amendments to Australian Accounting Standards – Transfers of Investment Property, Annual Improvements 2014–2016 Cycle and Other Amendments – mandatory for 2019 Financial Statements
- AASB 2016-6 Amendments to Australian Accounting Standards – Applying AASB 9 Financial Instruments with AASB 4 Insurance Contracts – mandatory for 2019 Financial Statements
- AASB 1058 Income of Not-for-Profit Entities – Provides a more comprehensive model for accounting for NFP entities – mandatory for 2020 Financial Statements
- AASB 2016-8 Amendments to Australian Accounting Standards– Australian Implementation Guidance for Not-for-Profit Entities (“AASB 2016-8”) - Provides authoritative implementation guidance when applying AASB 15 to those arrangements of a NFP which are identified as contracts with customers. – mandatory for 2020 Financial Statements

When the above Accounting Standards and amendments become mandatory additional disclosures may be required in the notes to Taronga’s Financial Statements.

2. Trading and Franchise Revenue

	2017 \$'000	2016 \$'000
i) Catering Sales	2,311	2,249
Less: Cost of Sales	(896)	(878)
Gross Profit	1,415	1,371
ii) Souvenir Sales	7,258	6,956
Less: Cost of Sales	(2,869)	(2,669)
Gross Profit	4,389	4,287
iii) Catering Franchise Commissions	3,805	3,761
Total Sales	13,374	12,966
Less total Cost of Sales	(3,765)	(3,547)
Total Gross Profit	9,609	9,419

3. Government Grants

	2017 \$'000	2016 \$'000
Capital grant	15,053	4,700
Recurrent grant	14,770	14,402
Total Government Grants	29,823	19,102

4. Investment Revenue

	2017 \$'000	2016 \$'000
Dividend Income	-	70
Term Deposits and Bank Interest	2,090	2,065
Total Investment Revenue	2,090	2,135

5. Other Income

	2017 \$'000	2016 \$'000
Accommodation	8,868	8,874
Animal Sponsorship	472	431
Animal Encounters	1,017	968
Bike and Cart Hire	862	863
Car Parking	2,002	1,828
Consultancy Fees	90	150
Educational and Recreation Activities	1,661	1,736
Event Income	1,167	987
Insurance Premium Hindsight Adjustments	972	211
Research Project Income	121	93
Ropes Course	731	711
Sponsorship of Goods and Services	1,570	1,252
Taronga Training Institute	1,447	1,116
Twilight Concert Ticket Sales	1,904	2,045
Zoo Friends Joining and Event Fees	169	194
Sundry Income	1,993	1,099
Total Other Income	25,046	22,558

6. Gain/(Loss) on Sale of Assets

	2017 \$'000	2016 \$'000
Gain/(Loss) on Sale of Plant & Equipment	21	-
Gain/(Loss) on Sale of Financial Assets	-	(1,423)
Total Gain/(Loss) on Sales of Assets	21	(1,423)

7. Expenses**a) Personnel Services**

	2017 \$'000	2016 \$'000
Salaries and Wages (including annual leave)	40,634	39,042
Long Service Leave	627	990
Payroll Tax	2,508	2,431
Workers Compensation Insurance	498	593
Superannuation Guarantee Contribution	3,836	3,661
Defined Benefit Superannuation Expense*	(2,147)	2,875
Fringe Benefits Tax	5	31
Total Personnel Services	45,960	49,624

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

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

the Statement of Comprehensive Income. In 2017 a defined benefit superannuation actuarial gain of \$2,504,157 is included in defined benefit superannuation expense (\$2,410,812 loss in 2015/2016).

Employee related costs amounting to \$1,237,947 have been capitalised during the year (\$1,158,127 in 2015/2016) and \$151,839 (\$168,668 in 2015/2016) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

b) Marketing Expenses

	2017 \$'000	2016 \$'000
Advertising	2,436	1,969
Promotions	625	414
Other Marketing	961	718
Total Marketing Expenses	4,023	3,101

c) Depreciation and Amortisation Expenses

	2017 \$'000	2016 \$'000
Depreciation		
Land and Buildings	16,683	15,716
Plant and Equipment	946	973
Infrastructure	3,451	3,488
Amortisation		
Intangible Assets	72	45
Total Depreciation and Amortisation Expenses	21,152	20,222

d) Maintenance

	2017 \$'000	2016 \$'000
Contracted labour and other (non employee related)	7,463	6,055
Employee related maintenance expenses (Asset Maintenance Grant)	152	169
Total Maintenance Expenses	7,615	6,224

e) Finance Costs

	2017 \$'000	2016 \$'000
Interest on Borrowings	917	925
Amortisation of premiums relating to borrowings	(57)	-
Amortisation of discounts relating to borrowings	-	4
Total Finance Costs	860	929

8. Other Expenses

	2017	2016
	\$'000	\$'000
Accommodation Expenses	1,865	1,689
Animal Husbandry & Research Support	2,428	2,820
Animal Transport	54	250
Audit Fees – Audit of Financial Statements	100	98
Bank Charges & Fees	473	405
Board Honoraria	198	198
Carrying Value of Assets Written Off:		
– Infrastructure	140	-
– Intangibles	10	-
– Land and Buildings	1,725	-
– Plant and Equipment	20	-
– Work-in-Progress	-	2,162
Catering	425	486
Communication Costs	569	491
Concert Artist Fees	672	634
Consultancy	122	51
Contract Services	7,042	4,874
Contingent Labour	1,441	769
Energy Costs	1,135	1,177
Hire Expenses	326	259
Information Technology Costs	379	383
Insurance	557	498
Internal Audit Fees	60	58
Legal Fees	129	131
Minor Equipment & Stores	1,836	758
Postage & Couriers	280	329
Printing & Stationery	583	630
Protective Clothing	242	249
Recruitment Fees	134	162
Signage and Interpretation Expenses	252	186
Staff Development & Training	116	150
Ticket Sale Commissions	919	529
Travelling Expenses	452	400
Vehicle Costs and Leasing Expenses	397	400
Water & Sewerage	448	444
Sundry Expenses	1,358	1,365
Total Other Expenses	26,887	23,036

9. Trade and Other Receivables

	2017	2016
	\$'000	\$'000
Debtors	3,737	2,848
Less: Allowance for impairment	-	-
Prepayments	601	728
Total Trade and Other Receivables	4,338	3,576

10. Inventories

	2017	2016
	\$'000	\$'000
Held for Distribution		
Food for Animals	214	182
Stores and Spare Parts	203	188
	417	370
Held for Resale		
Catering	67	68
Souvenirs	834	835
	901	903
Total Inventories	1,318	1,273

11. Other Financial Assets

	2017	2016
	\$'000	\$'000
Term deposits:		
91 - 180 Days	-	10,000
181 - 270 Days	31,000	29,000
Over 270 Days	37,502	28,502
Total Other Financial Assets	68,502	67,502

12. Property, Plant and Equipment

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2016 - fair value					
Gross carrying amount	19,011	481,230	10,663	83,200	594,103
Accumulated Depreciation	-	(146,461)	(7,252)	(25,807)	(179,520)
Net carrying amount	19,011	334,769	3,411	57,393	414,583
At 30 June 2017 - fair value					
Gross carrying amount	43,720	522,803	12,466	92,804	671,793
Accumulated Depreciation	-	(169,711)	(7,688)	(31,102)	(208,501)
Net carrying amount	43,720	353,092	4,778	61,702	463,292

Reconciliation

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

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
Year ended 30 June 2017					
Net carrying amount at 1 July 2016	19,011	334,769	3,411	57,393	414,583
Additions	38,892	7	1,703	26	40,629
Transfers	(14,183)	9,037	664	3,447	(1,034)
Disposals	-	(7,558)	(564)	(580)	(8,702)
Revaluation increment	-	27,687	-	4,428	32,115
Depreciation expense	-	(16,683)	(946)	(3,451)	(21,080)
Depreciation on disposals	-	5,833	510	440	6,783
Net carrying amount at 30 June 2017	43,720	353,092	4,778	61,702	463,292

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2015 - fair value					
Gross carrying amount	5,871	482,808	10,119	83,082	581,880
Accumulated Depreciation	-	(133,395)	(6,441)	(22,319)	(162,156)
Net carrying amount	5,871	349,413	3,678	60,763	419,724
At 30 June 2016 - fair value					
Gross carrying amount	19,011	481,230	10,663	83,200	594,103
Accumulated Depreciation	-	(146,461)	(7,252)	(25,807)	(179,520)
Net carrying amount	19,011	334,769	3,411	57,393	414,583

Reconciliation

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

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
Year ended 30 June 2016					
Net carrying amount at 1 July 2015	5,871	349,413	3,678	60,763	419,724
Additions	16,520	10	683	-	17,213
Transfers	(1,218)	1,061	24	118	(15)
Disposals	-	(2,649)	(163)	-	(2,813)
Expensed	(2,162)	-	-	-	(2,162)
Depreciation expense	-	(15,716)	(973)	(3,488)	(20,177)
Depreciation on disposals	-	2,649	163	-	2,812
Net carrying amount at 30 June 2016	19,011	334,768	3,411	57,393	414,583

Land

Mosman – Taronga Zoo (28.1 hectares)

Zoning: Special Activities 1 – Zoological Gardens under Mosman Local Environment Plan 2012.

As per FPV Consultants valuation in March 2017, based on comparable values for open recreation land, \$68,800,000. Taronga has formed the opinion that there was no change to the valuation for the period to 30 June 2017.

Dubbo – Taronga Western Plains Zoo (758.3 hectares)

Zoning: SP3 Tourist under the Dubbo Local Environment Plan 2011.

As per Aspect Property valuation in March 2017, based on comparable zoning values \$2,850,000. Taronga has formed the opinion that there was no change to the valuation for the period to 30 June 2017.

13. Intangible Assets

	Software and other Intangibles Total \$'000
At 1 July 2016	
Cost (gross carrying amount)	761
Accumulated Amortisation and Impairment	(556)
Net carrying amount	205
At 30 June 2017	
Cost (gross carrying amount)	1,756
Accumulated Amortisation and Impairment	(598)
Net carrying amount	1,158
Year ended 30 June 2017	
Net carrying amount at 1 July 2016	205
Additions (acquisitions)	-
Transfers	1,034
Disposals	(39)
Amortisation	(72)
Amortisation on disposals	30
Net carrying amount at 30 June 2017	1,158

	Software Total \$'000
At 1 July 2015	
Cost (gross carrying amount)	759
Accumulated Amortisation and Impairment	(524)
Net carrying amount	235
At 30 June 2016	
Cost (gross carrying amount)	761
Accumulated Amortisation and Impairment	(556)
Net carrying amount	205
Year ended 30 June 2016	
Net carrying amount at 1 July 2015	235
Additions (acquisitions)	-
Transfers	15
Disposals	(13)
Amortisation	(45)
Amortisation on disposals	13
Net carrying amount at 30 June 2016	205

14. Fair Value Measurement of Non-Financial Assets

(a) Fair Value Hierarchy

2017

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Property Plant and Equipment				
Land and Buildings	-	71,650	281,442	353,092
Infrastructure	-	-	61,702	61,702
	-	71,650	343,144	414,794

2016

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Property Plant and Equipment				
Land and Buildings	-	64,750	270,018	334,768
Infrastructure	-	-	57,393	57,393
	-	64,750	327,411	392,161

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

(b) Valuation Techniques, Inputs and Processes

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

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

(c) Reconciliation of Recurring Level 3 Fair Value Measurements

2017

	Recurring Level 3 Fair value \$'000
Fair Value as at 1 July 2016	
Buildings and Infrastructure	327,411
Additions	12,517
Revaluation increments/(decrements) recognised in Net result	-
Revaluation increments/(decrements) recognised in other comprehensive income	25,215
Transfers from Level 2	-
Transfers to Level 2	-
Disposals	(1,865)
Depreciation	(20,134)
Fair Value as at 30 June 2017	343,144

2016

	Recurring Level 3 Fair value \$'000
Fair Value as at 1 July 2015	
Buildings and Infrastructure	345,425
Additions	1,190
Revaluation increments/(decrements) recognised in Net result	-
Revaluation increments/(decrements) recognised in other comprehensive income	-
Transfers from Level 2	-
Transfers to Level 2	-
Disposals	-
Depreciation	(19,204)
Fair Value as at 30 June 2016	327,411

15. Trade and Other Payables

	2017	2016
	\$'000	\$'000
Operating Expense Creditors	3,335	2,838
Capital Creditors	7,495	3,981
Accruals and Other Creditors	2,005	2,099
Personnel Services	16,791	18,991
Total Trade and Other Payables	29,626	27,909

(a) Personnel Services

	2017	2016
	\$'000	\$'000
Current Liabilities		
Salaries and Wages Payable	941	1,107
Annual Leave Provision	2,791	2,813
Long Service Leave Provision	6,468	6,214
Defined Benefit Superannuation	6,591	8,857
Total Personnel Services	16,791	18,991

16. Other Liabilities

	2017	2016
	\$'000	\$'000
Unearned Income	4,023	2,918
Total Other Liabilities	4,023	2,918

17. Borrowings

	2017	2016
	\$'000	\$'000
NSW Treasury Corporation	15,894	15,951
These loans are due to mature as follows:		
Not later than one year	1,854	5,907
Later than one year but not later than two years	5,998	1,905
Later than two years but not later than five years	8,042	8,139
Later than five years	-	-
	15,894	15,951

Face Value and Capital Value of Loans

	2017	2016
	\$'000	\$'000
Face Value of Loans	15,075	15,899
Add Unamortised Premium	819	53
Capital Value of Loans	15,894	15,951

18. Superannuation

Taronga is liable for superannuation benefits of employees provided by OEH. All employees are entitled to superannuation benefits under one of the superannuation schemes, namely First State Superannuation Scheme (FSS), State Authorities Non-Contributory Superannuation (SANCS) Scheme, State Authorities Superannuation Scheme (SASS), and State Superannuation Scheme (SSS). All funds are administered by the Superannuation Administration Corporation trading as Mercer Administration Services (Australia) Pty Ltd.

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

(a) Defined Benefit Plans**i. Nature of the benefits provided by the fund**

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

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

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal. All the Schemes are closed to new members.

ii. Description of the regulatory framework

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

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

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

The New South Wales Government prudentially monitors and audits the Pooled Fund and the Trustee Board activities in a manner consistent with the prudential controls of the SIS legislation. These provisions are in addition to other legislative obligations on the Trustee

Board and internal processes that monitor the Trustee Board's adherence to the principles of the Commonwealth's retirement incomes policy.

An actuarial investigation of the Pooled Fund is performed every three years. The last actuarial investigation was performed as at 30 June 2015. The next actuarial investigation is due as at 30 June 2018.

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

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

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

iv. Description of risks

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

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

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

v. Description of significant events

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

Reconciliation of the Net Defined Benefit Liability/(Asset)

	SASS Year to 30 June 2017 \$'000	SANCS Year to 30 June 2017 \$'000	SSS Year to 30 June 2017 \$'000	SASS Year to 30 June 2016 \$'000	SANCS Year to 30 June 2016 \$'000	SSS Year to 30 June 2016 \$'000
Net Defined Benefit Liability/(Asset) at start of year	588	383	7,886	223	288	5,648
Current service cost	151	27	-	215	38	39
Net Interest on the net defined benefit liability/(asset)	11	7	157	5	8	171
Past service cost	-	-	-	-	-	-
(Gains)/losses arising from settlements	-	-	-	-	-	-
Actual return on Fund assets less Interest income	(254)	(20)	(508)	17	6	(15)
Actuarial (gains)/losses arising from changes in demographic assumptions	5	-	-	27	-	381
Actuarial (gains)/losses arising from changes in financial assumptions	(160)	(39)	(1,309)	283	70	1,805
Actuarial (gains)/losses arising from liability experience	33	(14)	(240)	(37)	-	(126)
Adjustment for effect of asset ceiling	-	-	-	-	-	-
Employer contributions	(96)	(19)	-	(145)	(28)	(17)
Net Defined Benefit Liability/(Asset) at end of year	279	325	5,987	588	383	7,886

Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 2017 \$'000	SANCS Financial Year to 30 June 2017 \$'000	SSS Financial Year to 30 June 2017 \$'000	SASS Financial Year to 30 June 2016 \$'000	SANCS Financial Year to 30 June 2016 \$'000	SSS Financial Year to 30 June 2016 \$'000
Fair value of Fund assets at beginning of the year	3,707	332	7,094	5,197	662	7,329
Interest income	74	7	136	155	20	215
Actual return on Fund assets less Interest income	254	20	508	(17)	(6)	15
Employer contributions	96	19	-	145	28	17
Contributions by participants	58	-	-	84	-	20
Benefits paid	(427)	(70)	(516)	(1,829)	(364)	(523)
Taxes, premiums & expenses paid	(20)	(1)	88	(29)	(7)	21
Transfers in	-	-	-	-	-	-
Contributions to accumulation section	-	-	-	-	-	-
Settlements	-	-	-	-	-	-
Exchange rate changes	-	-	-	-	-	-
Fair value of Fund assets at end of the year	3,742	307	7,310	3,707	332	7,094

Reconciliation of the Defined Benefit Obligation

	SASS Financial Year to 30 June 2017 \$'000	SANCS Financial Year to 30 June 2017 \$'000	SSS Financial Year to 30 June 2017 \$'000	SASS Financial Year to 30 June 2016 \$'000	SANCS Financial Year to 30 June 2016 \$'000	SSS Financial Year to 30 June 2016 \$'000
Present value of defined benefit obligations at beginning of the year	4,296	715	14,980	5,421	950	12,977
Current service cost	151	27	-	215	38	39
Interest cost	84	14	293	160	28	386
Contributions by participants	58	-	-	84	-	20
Actuarial (gains)/losses arising from changes in demographic assumptions	5	-	-	27	-	381
Actuarial (gains)/losses arising from changes in financial assumptions	(160)	(39)	(1,309)	283	70	1,805
Actuarial (gains)/losses arising from liability experience	33	(14)	(240)	(37)	-	(126)
Benefits paid	(427)	(70)	(516)	(1,829)	(364)	(523)
Taxes, premiums & expenses paid	(20)	(1)	88	(29)	(7)	21
Transfers in	-	-	-	-	-	-
Contributions to accumulation section	-	-	-	-	-	-
Past service cost	-	-	-	-	-	-
Settlements	-	-	-	-	-	-
Exchange rate changes	-	-	-	-	-	-
Present value of defined benefit obligations at end of the year	4,022	632	13,296	4,296	715	14,980

Reconciliation of the effect of the Asset Ceiling

	SASS Financial Year to 30 June 2017 \$'000	SANCS Financial Year to 30 June 2017 \$'000	SSS Financial Year to 30 June 2017 \$'000	SASS Financial Year to 30 June 2016 \$'000	SANCS Financial Year to 30 June 2016 \$'000	SSS Financial Year to 30 June 2016 \$'000
Adjustment for effect of asset ceiling at beginning of the year	-	-	-	-	-	-
Interest on the effect of asset ceiling	-	-	-	-	-	-
Change in the effect of asset ceiling	-	-	-	-	-	-
Adjustment for effect of asset ceiling at end of the year	-	-	-	-	-	-

Fair value of Fund assets

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

As at 30 June 2017

Asset category	Total (A\$'000)	Quoted prices in active markets for identical assets		Significant observable inputs Level 2 (A\$'000)	Unobservable inputs Level 3 (A\$'000)
		Level 1 (A\$'000)	Level 2 (A\$'000)		
Cash	3,087,307	3,077,362	9,945	-	-
Australian Fixed Interest	2,500,725	997	2,499,728	-	-
International Fixed Interest	480,991	-	480,991	-	-
Australian Equities	9,446,079	8,947,483	498,572	24	-
International Equities	12,053,503	9,033,497	1,869,112	1,150,894	-
Property	3,453,107	926,105	533,191	1,993,812	-
Alternatives	9,066,055	390,899	5,068,137	3,607,020	-
Total*	40,087,767	22,376,343	10,959,675	6,751,750	

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

As at	30-Jun-17	30-Jun-16
Cash	7.7%	-
Short Term Securities	-	5.4%
Australian Fixed Interest	6.2%	7.1%
International Fixed Interest	1.2%	2.2%
Australian Equities	23.6%	25.5%
International Equities	30.1%	31.7%
Property	8.6%	9.6%
Alternatives	22.6%	18.6%
Total	100.0%	100.0%

*Additional to the assets disclosed above, at 30 June 2017 Pooled Fund has provisions for receivables/ (payables) estimated to be around \$2.83 billion, giving an estimated assets totalling around \$41.01 billion.

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

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

Level 3 - inputs for the asset or liability that are not based on observable market data. The assets in this level are unlisted property; unlisted shares; unlisted infrastructure; distressed debt; hedge funds. Derivatives, including futures and options, can be used by investment managers. However, each manager's investment mandate clearly states that derivatives may only be used to facilitate efficient cash flow management or to hedge the portfolio against market movements and cannot be used for speculative purposes or gearing of the investment portfolio. As such managers make limited use of derivatives.

Fair value of entity's own financial instruments

The fair value of the Pooled Fund assets includes as at 30 June 2017 of \$354.0 million in NSW government bonds.

Of the direct properties owned by the Pooled Fund:

SAS Trustee Corporation occupies part of a property 100% owned by the Pooled Fund with a fair value of \$250 million (30 June 2016: \$222 million).

Health Administration Corporation occupies part of a property 50% owned by the Pooled Fund with a fair value (100% interest) of \$261 million (30 June 2016: \$243 million).

Significant Actuarial Assumptions at the Reporting Date

As at	30-Jun-17	30-Jun-16
Discount rate	2.62%	1.99% pa
Salary increase rate (excluding promotional increases)	2.50% 2017/2018 and 2018/2019; 3.50% 2019/2020 and 2020/2021; 3.00% pa 2021/2022 to 2025/2026; 3.50% pa thereafter	2.50% 2016/2017 to 2018/2019; 3.50% 2019/2020 and 2020/2021; 3.00% pa 2021/2022 to 2025/2026; 3.50% pa thereafter
Rate of CPI increase	2.00% 2017/2018; 2.25% 2018/2019; 2.50% pa thereafter	1.5% 2015/2016; 1.75% 2016/2017; 2.25% 2017/2018; 2.50% pa thereafter
Pensioner mortality	The pensioner mortality assumptions are as per the 2015 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.	The pensioner mortality assumptions are as per the 2015 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.
Pensioner mortality	The pensioner mortality assumptions are as per the 2015 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.	The pensioner mortality assumptions are as per the 2015 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.

Sensitivity Analysis

The entity's total defined benefit obligation as at 30 June 2017 under several scenarios is presented below.

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

	Base Case	Scenario A -1.0% discount rate	Scenario B +1.0% discount rate
Discount rate	as above	as above -1.0% pa	as above +1.0% pa
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$)	17,950,337	20,381,123	15,943,193
	Base Case	Scenario C +0.5% rate of CPI increase	Scenario D -0.5% rate of CPI increase
Discount rate	as above	as above	as above
Rate of CPI increase	as above	above rates plus 0.5% pa	above rates less 0.5% pa
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$)	17,950,337	18,965,623	17,023,971
	Base Case	Scenario E +0.5% salary increase rate	Scenario F -0.5% salary increase rate
Discount rate	as above	as above	as above
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	above rates plus 0.5% pa	above rates less 0.5% pa
Defined benefit obligation (A\$)	17,950,337	18,102,092	17,806,606
	Base Case	Scenario G Lower Mortality*	Scenario H Higher Mortality**
Defined benefit obligation (A\$)	17,950,337	18,233,671	17,760,014
	Base Case	Scenario E +0.5% salary increase rate	Scenario F -0.5% salary increase rate
Discount rate	as above	as above	as above

Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	above rates plus 0.5% pa	above rates less 0.5% pa
Defined benefit obligation (A\$)	17,950,337	18,102,092	17,806,606

*Assumes the short term pensioner mortality improvement factors for years 2017-2021 also apply for years after 2021

**Assumes the long term pensioner mortality improvement factors for years post 2021 also apply for years 2017 to 2021

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

Asset-Liability matching strategies

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

Funding arrangements

Funding arrangements are reviewed at least every three years following the release of the triennial actuarial review and was last reviewed following completion of the triennial review as at 30 June 2015. Contribution rates are set after discussions between the employer, STC and NSW Treasury.

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

Surplus/deficit

The following is a summary of the 30 June 2017 financial position of the Fund calculated in accordance with AAS 25 "Financial Reporting by Superannuation Plans":

	SASS 30-Jun-17 \$'000	SANCS 30-Jun-17 \$'000	SSS 30-Jun-17 \$'000	SASS 30-Jun-16 \$'000	SANCS 30-Jun-16 \$'000	SSS 30-Jun-16 \$'000
Accrued benefits*	3,374	438	7,176	3,378	456	7,213
Net market value of Fund assets	(3,742)	(307)	(7,310)	(3,707)	(332)	(7,094)
Net (surplus)/deficit	(368)	131	(134)	(329)	123	119

Contribution recommendations

Recommended contribution rates for the entity are:

	2017 SASS multiple of member contributions	2017 SANCS % member salary	2017 SSS multiple of member contributions	2016 SASS multiple of member contributions	2016 SANCS % member salary	2016 SSS multiple of member contributions
	1.9	2.5	1.6	1.9	2.5	1.6

Economic assumptions

The economic assumptions adopted for the 30 June 2015 actuarial investigation of the Pooled Fund are:

Weighted-Average Assumptions	
Expected rate of return on Fund assets backing current pension	7.4% pa
Expected rate of return on Fund assets backing other liabilities	6.4% pa
Expected salary increase rate (excluding promotional salary increases)	2.7% to 30 June 2019 then 3.2% pa thereafter
Expected rate of CPI increase	2.2% pa

Expected contributions

	SASS	SANCS	SSS	SASS	SANCS	SSS
	Financial Year to	Financial Year to	Financial Year to	Financial Year to	Financial Year to	Financial Year to
	30 June 2018	30 June 2018	30 June 2018	30 June 2017	30 June 2017	30 June 2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expected employer contributions	111	20	-	159	32	32

Maturity profile of defined benefit obligation

The weighted average duration of the defined benefit obligation is 12.5 years.

Contribution Tax Provision

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

19. 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, and cash deposited at the bank and in 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, which is 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	Notes	Category	2017 \$'000	2016 \$'000
Class:				
Cash and Cash Equivalents	23	N/A	14,099	11,793
Receivables (1)	9	Loans and receivables at amortised cost	2,730	2,106
Other Financial Assets	11	Term deposits held in banks (3-12 months)	68,502	67,502
Financial Liabilities				
Class:				
Payables (2)	15	Financial liabilities measured at amortised cost	29,626	27,909
Borrowings	17	Financial liabilities measured at amortised cost	15,894	15,951

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

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

a) Market Risk**i. Price Risk**

Taronga sold its bequeathed shares in 2015-16, therefore is no longer exposed to price risk.

ii. Interest Rate Risk

Interest rate risk arises through Taronga's Interest bearing financial liabilities.

Financial Instruments

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

	2017	2016
	\$'000	\$'000
Fixed Rate Instruments		
Financial Liabilities - Borrowings	15,894	15,951
Variable Rate Instruments		
Financial Assets - Cash and Cash Equivalents	14,099	11,793

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

Summarised Sensitivity Analysis

The below sensitivity analysis shows Taronga's exposure to interest rate risk in the event of +/-1% change in the interest rates.

	Carrying Amount	Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
2017					
Financial assets					
Cash and cash equivalents	4,378	(44)	(44)	44	44
Receivables	2,730	-	-	-	-
Other Financial Assets	68,502	(685)	(685)	685	685
Financial liabilities					
Payables	29,626	-	-	-	-
	Carrying Amount	Interest Rate Risk			
	\$'000	-1%		+1%	
	\$'000	Profit	Equity	Profit	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
2016					
Financial assets					
Cash and cash equivalents	2,683	(27)	(27)	27	27
Receivables	2,106	-	-	-	-
Other Financial Assets	67,502	(675)	(675)	675	675
Financial liabilities					
Payables	27,909	-	-	-	-

There have been no changes in any of the assumptions used in preparing the above sensitivity analysis from the prior year.

iii. Other Price Risk – TCorp Hour-Glass Facilities

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

Facility	Investment Sectors	Investment Horizon	Carrying Amount	
			2017	2016
			\$'000	\$'000
Hour-Glass Investment – Cash Facility	Cash and money market instruments	Up to 1.5 years	9,721	9,110

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

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

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

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

	Change in unit price	Impact on profit/loss	
		\$'000	\$'000
		2017	2016
Hour-Glass Investment – Cash facility	+/-1%	97	91

b) Credit Risk

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

Taronga's maximum exposure to credit risk at reporting date was \$2,730,000 (\$2,106,000 in 2016)

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

	2017 \$'000	2016 \$'000
Trade Receivables Owing from NSW Government Entities	322	18
Trade Receivables Owing from Non-Government Educational Bodies	1	22
Trade Receivables Owing from Tourism Operators	896	775
Trade Receivables Owing from Other Entities	1,089	856
Trade Receivables Owing from Sponsors	87	128
Trade Receivables Owing from Catering Franchise Operator	335	307
Less: Allowance for Impairment	-	-
	2,730	2,106

Taronga does not hold any collateral as security over receivables.

Impairment as at 30 June 2017

	Gross Impairment 2017		Gross Impairment 2016	
	\$'000	\$'000	\$'000	\$'000
Not Past Due	2,713	-	2,089	-
Past due 0-30 Days	17	-	17	-
Past due 31-90 days	-	-	-	-
Past due > 90 Days	-	-	-	-
	2,730	-	2,106	-

Receivables are not considered to be impaired at 30 June 2017 (nil at 30 June 2016)

c) Liquidity Risk

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

	Carrying Amount \$'000	Contractual Cash flows \$'000	Maturity Dates				
			< 6 mnths \$'000	6-12 mnths \$'000	>1yr <2 yrs \$'000	2-5 yrs \$'000	>5 yrs \$'000
30-Jun-2017							
Non-derivative Financial liabilities							
Trade and Other Payables	12,835	(12,835)	(12,835)	-	-	-	-
Borrowings - Fixed Interest Rate	15,894	(17,817)	(452)	(2,275)	(6,917)	(8,172)	-
30-Jun-2016							
Non-derivative Financial liabilities							
Trade and Other Payables	8,918	(8,918)	(8,918)	-	-	-	-
Borrowings - Fixed Interest Rate	15,951	(18,031)	(462)	(6,398)	(2,421)	(8,750)	-

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

Fair Value

Fair Value Compared to Carrying Amount

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

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

	Carrying Value		Fair Value	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial Assets				
Cash and Cash Equivalents	14,099	11,793	14,099	11,793
Receivables	2,730	2,106	2,730	2,106
Other Financial Assets	68,502	67,502	68,502	67,502
	85,331	81,401	85,331	81,401
Financial Liabilities				
Payables	29,626	27,909	29,626	27,909
Borrowings	15,894	15,951	16,821	17,436
	45,520	43,861	46,448	45,345

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 Cash Facility	-	9,721	-	9,721
	-	9,721	-	9,721

20. Restriction on Revenue - Taronga Foundation

Taronga received certain amounts into the Taronga Foundation for specific purposes. As required by the Australian Accounting Standards, amounts have been recognised as revenues in the Income Statement which are yet to be spent in the manner specified. Unexpended amounts totalling \$12,165,000 (\$12,960,000 in 2015/2016) have been included in Accumulated Funds as at 30 June 2017. The unexpended restricted funds are held separately from Taronga's unrestricted funds.

Taronga Foundation Program	Unexpended	
	2017 \$'000	2016 \$'000
Capital Redevelopment Fundraising	10,669	11,797
Taronga Foundation Recurrent Projects	1,496	1,163
Total	12,165	12,960

21. Remuneration of Auditors

The Audit Office fees for auditing Taronga's financial statements were \$100,400 (\$98,000 in 2015/2016). The auditors received no other benefits.

22. Related Party Disclosures

Taronga's Key Management Personnel includes the Executive Director and Chief Executive, the divisional Directors and Members of the Board as they are directly or indirectly authorised and responsible for planning, directing and controlling the activities of Taronga.

(a) Chief Executive and Divisional Directors

Mr Cameron Kerr – Executive Director and Chief Executive
 Mr Timothy Bain – Director
 Ms Narelle Beattie – Director
 Mr Simon Duffy – Director
 Mr Matthew Fuller – Director (to 14 July 2017)
 Ms Elizabeth Hodgson – Director
 Mr Paul Maguire – Director
 Ms Bettina Sammut – Director

Key Management Personnel Compensation	2017 \$'000
Short-term employee benefits	1,668
Other long-term employee benefits	81
Total	1,749

The above compensation forms part of the personnel services provided by OEH – refer note 7(a).

The Key Management Personnel compensation excludes The Minister for the Environment, Local Government and Heritage. Ministerial compensation is paid by the NSW Legislature and not by Taronga.

(b) Members of the Board

Mr Steven Crane – Chair
 Ms Susan Doyle – Deputy Chair (resigned 28 June 2017)
 Mr Roy Bendall
 Ms Penelope Bingham-Hall
 Ms Jennifer Cowley
 Ms Nancy Fox
 Ms Robyn Parker
 Mr Ian Roth
 Mr Graham Wackett
 Mr John Walkom

Board remuneration (including superannuation and payroll tax) of \$198,424 (\$197,853 in 2015/2016) was paid. This amount included Honoraria of \$33,228 (\$33,228 in 2015/2016) paid to the Chair of the Board and \$138,541 (\$137,593 in 2015/2016) paid to the other members of the Board. The rates of remuneration were fixed and approved by the Premier's Department.

	2017	2016
\$10,000 - \$19,999	8	8
\$20,000 - \$29,999	1	1
\$30,000 - \$39,999	1	1
Board Members	10	10

During the year, Taronga did not enter into any transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

(c) Government Related Entities

During the year, Taronga entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. This includes grant funding from NSW Treasury (Note 3), insurance arrangements obtained from NSW Self Insurance Corporation, personnel services arrangements with OEH (Note 7a), financing arrangements with T-Corp (Note 7e) financial audit services from The Audit Office of NSW (Note 21) and providing accredited courses to students funded by NSW Department of Education and Communities.

23. Notes to the Cash Flow Statement

(a) Reconciliation of Cash and Cash Equivalents

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

	2017 \$'000	2016 \$'000
Cash at bank and on hand	4,378	2,683
TCorp Hour-Glass cash facility	9,721	9,110
Total	14,099	11,793

Short-term deposits are considered as cash and cash equivalents if they are due to mature in less than 90 days from the date of acquisition.

(b) Reconciliation of Operating Surplus/(Deficit) to Net Cash from Operating Activities:

	2017 \$'000	2016 \$'000
Operating Surplus/(Deficit)	18,896	(355)
Depreciation and Amortisation	21,152	20,222
(Gain)/Loss on Sale of Assets	(21)	1,423
Amounts capitalised in prior years transferred to profit and loss	1,896	2,162
Change in Assets and Liabilities:		
(Increase)/Decrease in GST Receivable	(265)	(590)
(Increase)/Decrease in Accounts Receivable	(624)	570
(Increase)/Decrease in Inventories	(45)	(40)
Increase/(Decrease) in Creditors and Accruals	403	1,182
(Increase)/Decrease in Prepayments	127	(359)
Increase/(Decrease) in Unearned Income	1,104	474
Increase/(Decrease) in Employee Entitlements	65	1,019
Increase/(Decrease) in Unfunded Superannuation	(2,266)	2,698
Movement in Unamortised (Premium)/Discount on Loans	(57)	4
Net Cash Provided From Operating Activities	40,365	28,410

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

(c) Financing Facilities

A Direct Payments facility of \$1.4m was available to Taronga and unused at 30 June 2017.

24. Reserves and Retained Surplus

	Accumulated Funds		Asset Revaluation Reserve		Available for Sale Investments Reserve		Total Equity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Balance at the beginning of the financial year	203,011	203,366	249,143	249,143	-	(913)	452,154	451,596
Net Result	18,896	(355)	-	-	-	-	18,896	(355)
Net increase in asset revaluation reserve for:								
• land and buildings	-	-	27,687	-	-	-	27,687	-
• infrastructure	-	-	4,428	-	-	-	4,428	-
Available for sale investments revaluation gains/(losses)	-	-	-	-	-	-	-	-
Transfers on disposal	-	-	-	-	-	913	-	913
Total	18,896	(355)	32,115	-	-	913	51,011	558
Balance at the end of the financial year	221,906	203,011	281,258	249,143	-	-	503,164	452,154

25. Commitments for Expenditure**a) Capital Expenditure Commitments**

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$25,389,587 (\$22,259,623 in 2015/2016) inclusive of GST of \$2,308,144 (\$2,023,602 in 2015/2016). 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:

	2017 \$'000	2016 \$'000
Not later than one year	157	251
Later than one year and not later than five years	45	111
Later than five years	-	-
Total including GST	202	362

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

GST Input Tax Credit Claimable on Commitments Amounts to \$2,326,521 (\$2,056,537 in 2015/2016).

26. Contingent Assets and Liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2017 (nil in 2015/2016).

27. Subsequent Events

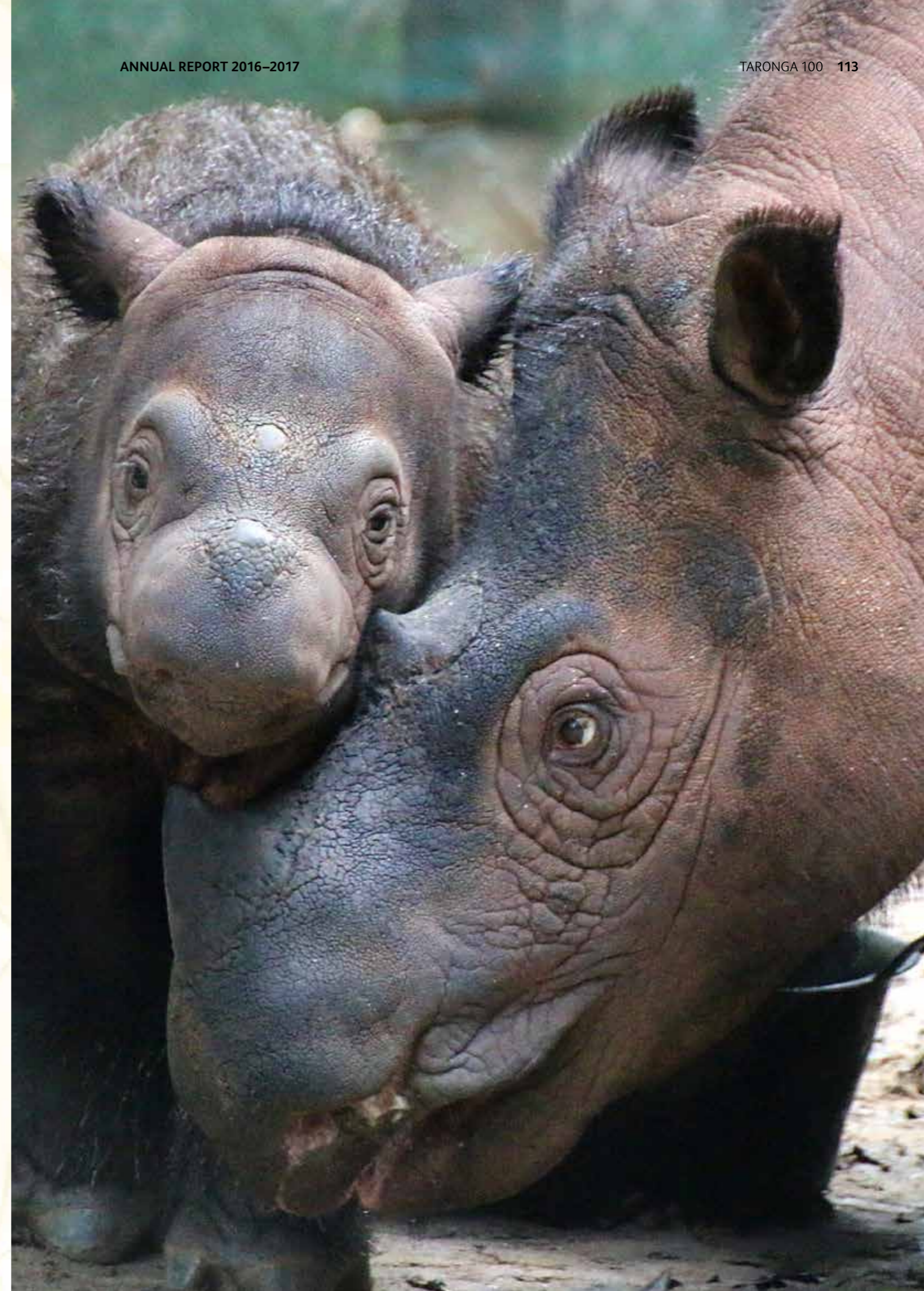
There were no subsequent events occurring after balance date that have materially affected or may materially affect the results reported.

28. Divisional Information

	2017 Taronga Foundation	2017 Taronga & Corporate Services	2017 Taronga Western Plains	2017 Total	2016 Taronga Foundation	2016 Taronga & Corporate Services	2016 Taronga Western Plains	2016 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
Revenue								
Admissions	518	37,726	4,762	43,006	533	35,165	4,858	40,555
Trading and Franchise Revenue	-	9,687	3,687	13,374	-	9,328	3,638	12,966
Corporate Sponsorship	3,106	-	-	3,106	4,043	13	-	4,057
Government Grants	-	21,341	8,482	29,823	-	14,416	4,686	19,102
Investment Revenue	60	2,030	-	2,090	130	2,005	-	2,135
Donations and Bequests	12,692	-	-	12,692	6,377	-	-	6,377
Other Income	4,690	13,058	7,298	25,046	3,296	11,748	7,515	22,558
Gain/(Loss) on Sale of Assets	-	(3)	24	21	(1,423)	-	-	(1,423)
Total Revenue*	21,066	83,838	24,254	129,158	12,956	72,675	20,697	106,328
Expenditure								
Personnel Services	2,076	32,372	11,512	45,960	1,765	36,589	11,269	49,624
Trading Cost of Sales	-	2,314	1,451	3,765	-	2,140	1,407	3,547
Marketing Expenses	1,108	2,490	426	4,024	863	1,792	447	3,101
Depreciation	-	17,976	3,176	21,152	-	17,169	3,052	20,222
Maintenance	284	5,797	1,534	7,615	356	4,868	1,000	6,224
Finance Costs	-	783	77	860	-	864	64	929
Other Expenses	4,185	19,565	3,136	26,886	3,203	15,614	4,219	23,036
Total Expenditure	7,654	81,296	21,313	110,262	6,186	79,037	21,459	106,682
Surplus/(Deficit) for the Year	13,413	2,542	2,941	18,896	6,770	(6,361)	(762)	(355)
Total Assets	12,165	475,549	64,993	552,707	12,960	427,952	58,020	498,932
Total Liabilities	-	(42,409)	(7,134)	(49,543)	-	(40,834)	(5,944)	(46,778)

*The funds raised by the Foundation for the year ended 30 June 2017 amounted to \$21,066,000 (\$12,956,000 in 2015/2016). Total Foundation expenditure includes expenditure on conservation research and education projects of \$1,024,470 as of 30 June 2017 (\$343,500 in 2015/2016).

End of Audited Financial Statements



APPENDICES



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APPENDIX 1

Functions of the Taronga Conservation Society Australia

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

15(1) The Board may establish, maintain and control (Taronga) for the following purposes:

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

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

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

15(3) The Board:

- a) may cooperate with, and provide funds and other assistance to, such scientific and other institutions, governments and other bodies and individuals as the Board may determine in connection with species conservation

and management for other scientific and zoological purposes; and

b) may investigate and carry out research into:

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

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

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

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

15(4) The Minister may request the Board to make recommendations or reports to the Minister with respect to matters connected with the Board's powers, authorities, duties and functions or the administration of this Act and the Board is to comply with any such request.

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

Taronga's Privacy Management Plan was revised in early 2017 to take account of changes in internal procedures and legislative changes. In June 2017 a project was commenced to more fully review the Privacy Management Plan and internal procedures supporting Taronga's adherence to the plan.

The Policy identifies:

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

For a copy of Taronga's Privacy Management Plan, please contact:

**Manager, Governance
Corporate Services
Taronga Conservation Society Australia
PO Box 20
Mosman NSW 2088
T: 02 9978 4709
F: 02 9969 7515**

In the 2016-2017 year, Taronga received one informal complaint with respect to the collection of personal information. The complaint was resolved to the satisfaction of the complainant.

APPENDIX 3

Conservation Programs and Population Management Program

Addax		X	C Magner/L Elliot*
African Lion	X	X	L Ginman*
African Wild Dog		X	D Noble
Asian Elephant	X	X	A Embury
Australian Little Penguin	X		N Boyle*
Bellinger River Turtle	X		A Skidmore*
Black and White Ruffed Lemur		X	S Barlow
Black-handed Spider Monkey		X	L Grossfeldt
Black-winged Stilt	X		V Wilson
Bongo	X	X	P Benoit*
Broad-headed Snake	X		D Gilbert
Brolga	X		C Srb
Brush-tailed Bettong	X		V Wilson
Brush-tailed Rock Wallaby	X		A Elphinstone*
Cheetah		X	S Eyre
Chimpanzee	X		M Finnigan
Cook Strait Tuatara	X		S Eyre
Cotton-Top Tamarin	X		A Embury
Eastern Whipbird	X		M Tantini*
Eland		X	L Elliot*
Fijian Crested Iguana	X		P Harlow*
Ghost Bat	X		J Hollamby
Giraffe	X	X	L Jolly
Goodfellow's Tree-kangaroo	X		M Richardson
Greater Bilby	X		J Buchecker
Greater One-horned Rhinoceros		X	N Boyle*
Helmeted Honeyeater	X		K Cartwright
Hippopotamus		X	Y Pauligk
Meerkat	X	X	S Eyre
Noisy Pitta	X		E Schmelitschek*
Orange-bellied Parrot	X		A Everaardt
Plains Zebra	X	X	L Jolly
Plains-wanderer	X		M Sheils*
Przewalski's Horse		X	F Cameron*
Pygmy Hippopotamus	X		R Moss*
Quokka	X	X	B Turner
Red Panda	X		C Hibbard
Regent Bowerbird	X		M Shiels*
Regent Honeyeater	X		M Van Sluys/M Sheils/E Schmelitschek*
Ring-tailed Lemur	X	X	D Noble
Rose-crowned Fruit-dove	X		N Atchison
Sacred Kingfisher	X		C Srb
Scimitar Oryx		X	D Burgoyne

Species	Held at TZ	Held at TWPZ	Coordinator
Siamang		X	L Laursen
Small-clawed Otter	X	X	L Booth
Southern Black Rhinoceros		X	N Boyle*
Southern Cassowary	X		Vacant
Squirrel Monkey	X		L Grossfeldt
Sumatran Orang-utan	X		A Embury
Sumatran Tiger	X	X	C Hibbard
Tasmanian Devil	X	X	C Goldstone-Henry
Waterbuck		X	L van der Sande
Western Lowland Gorilla	X		E Walraven*/ L Grossfeldt
White Rhinoceros		X	N Boyle*/Catherine Nichols
White-browed Woodswallow	X		V Wilson
White-cheeked Gibbon	X		H Thompson

*Staff member

APPENDIX 4

Animal transactions relating to Conservation Programs and Population Management Programs

Animals transferred from Taronga Conservation Society Australia

1.1.0	Giraffe	Ragunan Zoo, INDONESIA
1.0.0	Przewalski's Horse	Altina Wildlife Park NSW
0.1.0	Addax	Monarto Zoo SA
0.1.0	Plains Zebra	Altina Wildlife Park NSW
0.1.0	Tasmanian Devil	Lone Pine Sanctuary QLD
1.0.0	Tasmanian Devil	Dreamworld QLD
3.0.0	Tasmanian Devil	Devil ARK NSW
0.2.0	Tasmanian Devil	St Louis Zoo USA
0.2.0	Addax	Monarto Zoo SA
0.2.0	Tasmanian Devil	DPIWE Tasmania
0.1.0	Red Panda	Symbio Wildlife Park NSW
1.1.0	Black-winged Stilt	Adelaide Zoo SA
2.0.0	Black-winged Stilt	Darling Downs Zoo QLD
2.0.0	Rose-crowned Fruit-dove	Featherdale Wildlife Park NSW
2.0.0	Rose-crowned Fruit-dove	Australia Zoo QLD
1.0.0	Rose-crowned Fruit-dove	Darling Downs Zoo QLD
0.3.0	Noisy Pitta	Gorge Wildlife Park SA
0.1.0	Noisy Pitta	Adelaide Zoo SA
1.0.0	Noisy Pitta	Melbourne Zoo VIC
1.0.0	Noisy Pitta	Currumbin Sanctuary QLD
1.0.0	Regent Bowerbird	Featherdale Wildlife Park NSW
0.1.0	Regent Bowerbird	Hunter Valley Zoo NSW
1.0.0	Regent Bowerbird	Healesville Sanctuary VIC
1.0.0	Regent Honeyeater	Featherdale Wildlife Park NSW
0.1.0	Regent Honeyeater	Healesville Sanctuary VIC
0.1.0	Regent Honeyeater	Adelaide Zoo SA
1.3.0	Regent Honeyeater	Moonlit Sanctuary VIC

Gender convention	Species type	Name of place transferred to
1.0.0	Regent Honeyeater	Australian Reptile Park NSW
0.1.0	White-browed Woodswallow	Moonlit Sanctuary VIC
0.1.0	Goodfellow's Tree-kangaroo	Singapore Zoo SINGAPORE
0.0.1	Brush-tailed Rock-wallaby	Waterfall Springs NSW
1.0.0	Ghost Bat	Featherdale Wildlife Park NSW
1.0.0	Ghost Bat	Currumbin Sanctuary QLD
1.2.0	African Lion	Hunter Valley Zoo NSW
1.2.0	Sumatran Tiger	TWPZ
1.0.0	Bongo	Altina Wildlife Park NSW

Animals transferred to Taronga Conservation Society Australia

1.0.0	Plains Zebra	National Zoo and Aquarium ACT
1.0.0	Eland	Monarto Zoo SA
1.0.0	Addax	Werrabee Open Range Zoo VIC
0.2.0	Black-handed Spider Monkey	Auckland Zoo NZ
0.2.0	Chimpanzee	Givskud Zoo DENMARK
0.1.0	Chimpanzee	Warsaw Zoo POLAND
1.0.0	Ghost Bat	Territory Wildlife Park NT
1.0.0	Ghost Bat	Featherdale Wildlife Park NSW
1.1.0	Red Panda	Auckland Zoo NZ
1.1.0	Australian Little Penguin	Wild (rehab), NSW
1.0.0	Regent Bowerbird	Featherdale Wildlife Park NSW
0.1.0	Regent Bowerbird	Hunter Valley Zoo NSW
0.2.0	Regent Honeyeater	Adelaide Zoo SA
0.1.0	Regent Honeyeater	Melbourne Zoo VIC
3.0.0	White-browed Woodswallow	Healesville Sanctuary VIC
1.1.0	Tasmanian Devil	Devil ARK NSW
2.0.0	White-browed Woodswallow	Symbio Wildlife Park
1.0.0	White-browed Woodswallow	Australian Reptile Park NSW
1.0.0	Regent Bowerbird	Australian Reptile Park NSW
0.1.0	Regent Bowerbird	Dreamworld QLD
0.1.0	Red Panda	Bronx Zoo USA
1.0.0	Black-handed Spider-monkey	TWPZ NSW
0.1.0	Goodfellow's Tree-kangaroo	Singapore Zoo
2.0.0	Meerkat	Perth Zoo WA
1.0.0	Black-handed Spider-monkey	TWPZ NSW
1.0.0	Small-clawed Otter	Melbourne Zoo VIC
1.0.0	Small-clawed Otter	Perth Zoo WA
0.1.0	Small-clawed Otter	Gorge Wildlife Park SA
0.1.0	Eastern Whipbird	Melbourne Museum VIC
1.0.0	Western Lowland Gorilla	Mogo Zoo NSW
1.0.0	Przewalski's Horse	Monarto Zoo SA
0.3.0	African Wild Dog	Perth Zoo WA
1.0.0	Scimitar Oryx	Altina Wildlife Park NSW
2.0.0	Cheetah	Halls Gap Zoo VIC
1.0.0	Plains Zebra	National Zoo and Aquarium ACT
0.1.0	Cheetah	Monarto Zoo SA
1.0.0	White Rhinoceros	Australia Zoo QLD

APPENDIX 5

Research projects and conservation programs

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
4d/12/12 & 3b/12/15	Creating virtual elephant herds	Dr K Smith Dr J Day Mr R Brogran Dr R Spindler	Macquarie University, Perth Zoo	Macquarie University
	Validating welfare indices in zoo housed species: accentuating the positive	Dr V Melfi Dr A Burns	University of New South Wales, University of Sydney, University of Melbourne	ARC Linkage
	Evaluating the impact of Chimpanzee introductions	Dr A Burns Dr J Meade	University of Western Sydney	
3a/04/16	Numeracy in amphibians: do frogs go for more?	Dr A Burns Dr J Meade	University of Western Sydney	
3d/12/15	Short beaked-echidna cognition	Dr A Burns Dr J Meade	University of Western Sydney	
	Effect of changes to nutrition balance on glider behaviour	M Shaw Dr A Burns Dr C Kemp		
	Effect of visitor numbers of animal deaths and injuries	Dr A Burns Assoc Prof W Shaw	University of New South Wales	ARC Linkage
3b/02/17	Human-animal relationships in zoos: Optimising animal and visitor experiences	Dr C Kemp Dr A Burns Dr J Meade Dr V Melfi Assoc Prof W Shaw Prof Grahame Coleman Prof Paul Hemsworth Dr Mike Magrath Dr Sally Shewen	University of Melbourne, Zoos Victoria, Deakin University, University of Sydney, University of New South Wales, University of Western Sydney	ARC Linkage
	Assessment of potentially aversive behaviour by visitors towards animals at the zoo	Dr C Kemp Dr A Burns Dr J Meade Dr V Melfi Assoc Prof W Shaw	University of New South Wales, University of Sydney, University of Western Sydney	ARC Linkage
3b/02/17	Elephant sleep behaviour	Dr C Kemp Dr A Burns Dr V Melfi Assoc Prof W Shaw	University of New South Wales, University of Sydney	ARC Linkage
	Affecting change: The effect of a human-animal interaction on donation giving	Dr C Kemp Dr Vicky Melfi Assoc Prof W Shaw	University of New South Wales, University of Sydney	ARC Linkage
	Making a splash: the effectiveness of a seal show to educate zoo visitors	Dr C Kemp Dr A Burns Dr V Melfi Assoc Prof W Shaw	University of New South Wales, University of Sydney	ARC Linkage
	The effect of HAIs at the zoo on visitor attitudes and behaviour	Dr C Kemp Dr A Burns Dr V Melfi Assoc Prof W Shaw Prof G Coleman	University of New South Wales, University of Sydney, University of Melbourne	ARC Linkage
	Do the personality of rabbits affect their reaction to visitor interactions	Dr C Kemp Dr A Burns		ARC Linkage
	Komodo behaviour	Dr C Kemp		ARC Linkage
	Behaviour and welfare of giraffes	Dr A Burns Dr V Melfi	University of Sydney	ARC Linkage
	Behaviour and welfare of little penguins	Dr A Burns Dr V Melfi	University of Sydney	ARC Linkage

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
3b/04/13	Marine predators, marine parks and marine hotspots	Dr D Slip Prof R Harcourt	Macquarie University	ARC Linkage
	Wild shark migration, movements and social networks	Dr J Day A/Prof C Brown Dr N Knott Dr T Guttridge	Macquarie University NSW Fisheries Sonotronics Bimini Biological Field Station	SeaWorld Research & Rescue Foundation, ARC Linkage
3a/06/15	Social preferences, activity patterns and learning in Port Jackson Sharks	Dr J Day A/Prof C Brown Ms J Kadar	Macquarie University	Woolworths, Taronga, Macquarie University
	Resolving the warming East Australian Current's impact on a marine food web	Dr D Slip Prof R Harcourt Dr I Jonsen Dr I Suthers A/Prof M Roughan A/Prof M Doblin Dr M Cox	Macquarie University University of New South Wales University of Technology Sydney Australian Antarctic Division	ARC Linkage
4a/12/14	Bio-inspired camouflage to prevent shark attacks on surfers	Dr D Slip Dr N Hart Dr S Collin Dr C Huveneers Dr E Gennari Dr V Peddemors	Macquarie University University of Western Australia Flinders University Oceans Research Shark Mitigation Systems Pty Ltd NSW DPI Fisheries	ARC Linkage, NSW Shark Management Competitive Annual Grants Program
3b/08/16	Social foraging olfaction in marine predators	Dr B Pitcher Dr D Slip	Macquarie University	
	Environmental predictive models for shark attacks in Australian waters : an analysis of the Australian Shark Attack File	Dr D Slip N Hart Prof R Harcourt L Ryan J Everett Dr V Peddemors	Macquarie University University of New South Wales NSW DPI Fisheries	
4a/04/14	Asian Elephant semen cryopreservation	Dr R Hobbs Mr C Negus Dr R Bathgate	University of Sydney, Melbourne Zoo Perth Zoo	University of Sydney, Zoos Victoria and Perth Zoo
	Great Barrier Reef Recovery Initiative	Dr R Spindler Dr M Hagedorn Dr A Heyward Dr D MacFarlane Dr M van Oppen Dr R Hobbs Dr J Daly	Australian, Institute of Marine Science Smithsonian Institution Monash University James Cook University	Great Barrier Reef Foundation, Smithsonian Institution, Roddenberry Foundation, Albert George and Nancy Caroline Youngman Trust, managed by Equity Trustees.
	Developing a scent-based management tool for Dingoes and other wild dogs in Australia	Dr N Jordan A/Prof M Letnic Dr P Fleming Dr P Meek Dr G Ballard	University of NSW NSW Department of Primary Industries	University of NSW Faculty Research Grant
4a0417	Better the devil you know? Tasmanian Devil Anal Gland Scent Secretion Analysis and Familiarization study	Dr E Reid-Wainscoat Dr N Jordan	University of NSW, Save the Tasmanian Devil Program	
3a/02/16	Tails of elephant stress – Using tail hair to measure long-term stress levels in wild and captive elephants.	Dr N Jordan Dr R Hobbs	EcoExist Project Botswana	
3a/08/15	Cryopreservation of cells and tissues from critically endangered frogs	Mr M McFadden Dr R Hobbs		

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
3a/08/16	Semen cryopreservation techniques in skinks	Dr R Hobbs Ms K James Ms L Keogh Dr M Whiting Mr J Baxter-Gilbert	Macquarie University	Macquarie University
3d/08/16	Opportunistic collection of electro-ejaculated semen	Dr R Hobbs Mr B Bryant		
3a/08/16	Does mating system drive sperm morphology in a lizard complex?	Dr R Hobbs Ms K James Ms L Keogh Dr M Whiting Mr J Baxter-Gilbert	Macquarie University	Royal Zoological Society of New South Wales
4c/12/13, 3a/10/16	Southern Corroboree Frog Captive Breeding and re-introduction	Mr M McFadden Dr P. Harlow	NSW Dept of Environment and Heritage	The Wilson HTM Foundation Suez
3b/08/14, 3a/08/15, 3a/11/16	Artificial Reproductive Technology for captive breeding of frogs	Dr P. Byrne Dr P. Harlow Mr M McFadden	University of Wollongong Australian National University	ARC Linkage
	Population Assessments and Conservation Genetics of Fijian Iguanas.	Dr R. Fisher Dr P. Harlow	United States Geographical Survey	International Iguana Foundation, Taronga Conservation Science Initiative
	Effect of dietary carotenoids on cutaneous bacterial in the Corroboree Frog	Dr P. Byrne Dr P. Harlow	University of Wollongong	ARC Linkage
	Scoop a poop': Antibiotic resistance in native animals, through citizen science by DNA testing of possum scats.	Dr M. Power Dr M. Gillings Dr C. McArthur	Macquarie University University of Sydney	Australian Federal Government Fund for Citizen Science (2017)
	Monitoring of the Jenolan Caves captive and remnant population of the Brush-tailed Rock-wallaby.	Dr L Vogelnest	Office of Environment and Heritage (NSW OEH)	
	Marsupostrongylus in Brushtail Possums	Dr C Sangster	University of Sydney	
	Characterisation of renal disease in captive non-domestic felids in Australian zoos.	Dr K Vinette Herrin	University of Sydney	
	Comparative study of health and disease in big cats held at Taronga Zoo and other Australasian zoos.	Ms V Di Giglio	University of Sydney	Jenna Donley Fund
	Development and understanding of the Interferon gamma release assay for the diagnosis of Tuberculosis in Elephants	Dr L Vogelnest Mr P Thompson	University of Sydney	
4a/02/14	Satellite tracking of sea turtles	Dr K Vinette Herrin Ms L Hall		
4b/04/17	Satellite tracking of marine turtles released from TWH	Dr K Vinette Herrin Ms L Hall		Taronga Foundation
	Transponder associated tumours in Australian mammals	Dr C Sangster Dr K Rose		
	Pathology associated with Visible Implantable Elastomers (VIEs)	Dr C Sangster		

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
	Prevalence of koala retrovirus including koRVB in Australian-based koalas	Dr K Vinette Herrin Dr L Vogelnest Mr P Thompson	University of Sydney	
4c/04/17	Use of pedigree to analyse the mode of transmission of koala retrovirus variants in Taronga Zoo koalas	Dr K Vinette Herrin	University of Sydney	
	Isolates of avian aspergillus	Mr P Thompson	University of Sydney	
	Development of improved post mortem and ante mortem testing for avian mycobacteriosis	Dr C Sangster Dr K Vinette Herrin	University of Sydney	
3d/06/13	Aerosol-mediated Transmission of Pathogenic Bacteria from Asian Elephants (<i>Elephas maximus</i>)	Dr L Vogelnest Mr P Thompson	University of Sydney, Purdue University	
	Characterisation of milk and venom of the long-beaked echidna	Dr L Vogelnest	University of Sydney, University of Queensland	
	Reproductive parameters of the long-beaked echidna	Dr L Vogelnest Vanessa Stebbings	Veterinary Imaging Associates	
	Trypanosome species in Regent Honeyeater	Dr L Vogelnest Mr P Thompson	University of Sydney	
	Borreliacidal activity of serum from Australian native and introduced fauna	Mr P Thompson	University of Sydney	
	Tetanus antibody detection in Asian Elephants	Dr L Vogelnest Mr P Thompson	University of Sydney	
	Lumpy jaw investigation in macropods	Dr L Vogelnest Mr P Thompson	University of Sydney	
	Investigation of protein binding and pharmacokinetics of cefovecin in marsupials	Dr L Vogelnest Mr P Thompson	University of Sydney	
3d/06/16	Investigation of pharmacokinetics of Amoxicillin in Koalas	Dr L Vogelnest	University of Sydney	
	Early diagnosis and clinical management of chronic degenerative musculoskeletal disorders in zoo felids	Dr L Vogelnest	University of Sydney	
	Epidemiology of molecular biotypes of <i>Cryptococcus neoformans</i> sp. complex	Mr P Thompson	University of Sydney	
	Dining with dasyurids: Using nutritional geometry to improve diets for captive breeding program	Ms M Shaw	University of Sydney	ARC Linkage
	Developing body condition scoring guides for species in captivity	Ms M Shaw		
	Feed intake and diet digestibility in a short-beaked echidna (<i>Tachyglossus aculeatus</i>).	Ms M Shaw	Van Hall Institute	

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
	Effect of diet change on levels of copper, zinc, and vitamins A, D and E in short-beaked (Tachyglossus aculeatus) and long-beaked echidnas (Zaglossus bruijnii bartoni).	Ms M Shaw	University of Sydney	
	Effect of diet change on blood and urine parameters in Black-footed Tree Rats (Mesembriomys gouldi) and Greater Stick-Nest Rats (Leporillus conditor).	Ms M Shaw		
	Haematologic and biochemical parameters of the Black-footed Tree-rat	Mr P Thompson	University of Western Sydney	
	Effect of various interventions on behaviour in Black-footed Tree Rats (Mesembriomys gouldi), Plains Rats (Pseudomys australis), Spinifex Hopping Mice (Notomys alexis) and Greater Stick-Nest Rats (Leporillus conditor).	Ms M Shaw	University of Western Sydney	
	Effect of reduced sugar diets on behaviour of chimpanzees (Pan troglodytes)	Ms M Shaw	University of Western Sydney	
	Investigation of the mechanism of dispersal of aerosolized droplet nuclei from Asian elephants (Elephas maximus) with specific reference to transmission of Mycobacterium tuberculosis	Dr L Vogelnest Mr P Thompson	Purdue University	
	Ectoparasites of the Australian Bush Rat	Mr P Thompson	University of Sydney	
	Investigation of E. Albertii in collection birds	Mr P Thompson	Australian National University	
	Impact of feeding methods and diet on health in big cats	Dr L Vogelnest	University of Sydney	
	Elephant births in Australia	Dr L Vogelnest	University of Sydney	
	Isotopic and elemental analysis of echidna quills to combat illegal wildlife trade	Dr P Meagher Dr L Tong Ms M Shaw	University of New South Wales	Australian Geographic
	Gasro-pathology in the short-beaked echidna	Dr L Tong Ms M Shaw Dr P Meagher	University of New South Wales	Australian Geographic
	Gastrophysiology in the short-beaked echidna	Ms M Shae Dr L Tong Dr P Meagher	University of New South Wales, Macquarie University and Sydney University	Australian Geographic

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
	Haematologic and biochemical parameters of the critically endangered Regent Honeyeater (Anthochaera phrygia)	Mr P Thompson Dr L Vogelnest Mr M Shiels Dr P Meagher		
	Hematology and serum biochemistry reference ranges of healthy captive Tasmanian devils (Sarcophilus harrisii) and their association with age, gender and seasonal variation	Dr H Stannard Dr B McCullum Dr D Raubenheimer Mr P Thompson		
	Proventriculopathy in little Penguins at Taronga Zoo	Dr K Vinette Herrin Dr L Tong Dr G. Tobias		
	Developing a floating waterfowl diet.	Ms M Shaw		
	Developing body condition scoring guides for species in captivity	Ms M Shaw A Howells	University of Newcastle	
	Protein for pinnipeds: Determining if pinnipeds regulate intake based on macronutrient levels in diet	Ms M Shaw Dr D Raubenheimer		
	A new coccidian parasite of the Boodie, Bettongia lesueur (Mammalia: Potoroidae) from Scotia Sanctuary.	Dr Frances Hulst	University of Sydney, Scotia Sanctuary, Australian Wildlife Conservancy	
3b/11/16	Zoo Management of Lord Howe Island Woodhen and Pied Currawong associated with the Lord Howe Island Rodent Eradication project	Mr M Shiels Dr L Vogelnest	Taronga, Lord Howe Island Board, NSW Office of Environment and Heritage	
	Diagnostic Placement in conjunction with the Wildlife Health and Conservation Masters Unit	Dr K Rose Dr H Bender	Murdoch University	Murdoch University
	Rissos dolphin mortality event investigation	Dr K Rose Ms J Hall	OEH, Department of Environment, Land, Water and Planning (Vic), Department of Primary Industries, Parks, Water and Environment (Tasmania),	NSW OEH
	Georges Turtles epidemiology and disease investigation	Dr K Rose Ms J Hall	NSW DPI	NSW OEH
	Recovery of the Bellinger River Snapping Turtle	Dr R Spencer Prof A Georges Dr K Rose Ms J Hall	Western Sydney University, NSW OEH, University of Canberra	Western Sydney University - Hawkesbury Institute for the Environment, Saving our Species - NSW OEH
	Toxoplasma in dolphins and bilbies	Dr S Donahoe A/Prof J Slapeta Dr K Rose Ms J Hall	University of Sydney	
	Reintroduction of small mammals into Booderee National Park	Mr N Dexter Dr K Rose Ms J Hall	Booderee National Park (Parks Australia); Forestry Corporation of NSW; Australian National University)	Threatened Species Commissioner, Parks Australia

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
	Christmas Island Flying Fox Health, Ecology and Conservation	Prof J Welbergen Prof D Phalen Dr K Rose Dr H Bender Ms J Hall Mr S Surridge Ms S Flakus Dr D Spratt Dr D Westcott Dr J Martin Dr J West A/Prof E McDonald Madden	Christmas Island National Park (Parks Australia), University of Sydney, CSIRO, Western Sydney University, Royal Botanic Gardens Sydney	Taronga, Christmas Island National Park (Parks Australia), Western Sydney University, Hawksbury Institute for the Environment, various small grants
	Marine Turtle Contaminant Exposure Caused by Plastic Ingestion	Dr D Hardesty Dr K Rose	CSIRO	CSIRO administered
	Platypus population dynamics and a national risk assessment	Dr R Spindler Dr N Jordan Dr K Rose Dr L Vogelnest Prof R Kingsford Prof W Sherwin Dr G Bino Dr T Grant Dr J Gongora Adj Prof D Lunney A/Prof B Wintle Dr M Fleming Dr M Ronan Dr S Munks Mr S Lang Dr J Koehn Mr J Griffiths Mr D Papps	University of NSW, University of Sydney, University of Melbourne, OEH NSW, Qld Dept Environment and Heritage Protection, Forest Practices Authority, Dept Environment, Arthur Rylah Institute for Environmental Research, Cesar Pty Ltd.	ARC Linkage
	Origins and potential impacts of a multisystemic bacterial infection emergent in Christmas Island geckos	Dr K Rose Ms J Hall Dr H Bender	University of Sydney, University of Queensland, Christmas Island National Parks, Parks Australia, National Environmental Sciences Program	Taronga (TCSI), Christmas Island National Park, National Environmental Science Program (Threatened Species Recovery Program), Perpetual Philanthropic Grant, Holsworth Wildlife Research Endowment, Australia Pacific Science Fund.
	Developing non-lethal methods for investigating heavy metal analysis in the Grey-headed flying-fox	Dr K Rose Ms J Hall A/Prof D Phalen	University of Sydney, WIRES, ANSTO	Australasian Bat Society
	Georges Turtle (Bellinger River Snapping Turtle) ecology	Dr K Rose Dr R Spencer	University of Western Sydney	University of Western Sydney, Mohamed bin Zayed Species Conservation Fund
	Norfolk Island Green Parrot Translocation Project	Dr K Rose Ms J Hall Dr H Bender	Parks Australia, Norfolk Island Green Parrot Advisory Panel	Director of National Parks
	Parasite diversity and disease risk in the Little Penguin	Prof M Power A/Prof R Gray Dr K Rose Ms J Hall	Macquarie University, University of Sydney	Sea World Grant
	Centre for Pathogen Discovery	Prof E Holmes Prof V Sintchenko Dr J-S Eden Dr K Rose Ms J Hall Dr H Bender Dr B Hudson	University of Sydney, The Marie Bashir Institute for Infectious Diseases and Biosecurity, NSW Health	Taronga (TCSI), University of Sydney

AEC no. if applicable	Project title	Researchers	Partner Institution	Source of funds
	ADAPT NSW - Investigating links between wildlife disease and climate	Dr H Bender Dr K Rose Ms J Hall Ms V Graham	NSW OEH, Macquarie University, Bureau of Meteorology	ADAPT NSW (OEH/Macquarie University)
	Rainbow Lorikeet Paralysis Syndrome/Clench Claw Syndrome Investigation	A/Prof D Phalen Dr K Rose Ms J Hall Dr H Bender	University of Sydney, RSPCA QLD	National Significant Disease Investigation Scheme
	Morriset macropod mortality description	A/Prof D Phalen Dr K Rose Ms J Hall Dr H Bender	University of Sydney	NSW OEH

APPENDIX 6

Post Mortem and Clinical samples supplied for research and teaching purposes

Australian Museum (Australian Centre for Wildlife Genomics)	G Frankham	Blood and ear biopsies: Bilby molecular genetics project
Australian Museum (Evolutionary Biology Unit)	R Johnson	Tissue samples from all species: preparing a genetic library.
Australian Museum	A Summerell	Blood from Short-beaked Echidnas: Development of DNA markers for pedigree testing and application in wildlife trade
Australian Museum	S Ingleby	Australian and Pacific mammal carcasses: education, tissue banking and display
Elizabeth Macarthur Agricultural Institute (NSW DPI)	P Kirkland	Blood from all species: Evaluation of assays to rapidly identify DNA samples to species of origin
Griffith University, Queensland	E Stephenson	Blood from Australian mammals and birds: test for seroprevalence of potential animal reservoirs for Ross River Virus
Museums Victoria	S Balasubramaniam	Blood from Plains-wanderers: Genetic diversity and population structure of Plains-wanderers
Taronga Zoo	L Tong	Keratin from all species - Identification of stable isotopes in keratin to prove animal's wild or captive origins
University of Colorado, USA	S Jin Song	Faecal swabs from Taronga collection animals: Convergent evolution of the vertebrate microbiome
University of Sydney	D Phalen	Bird carcasses: Teaching avian anatomy to Bioscience and Veterinary science students.
University of Sydney	S Hemsley	Marsupial carcasses: education of university students in how to perform necropsies
University of Sydney	B Storey-Lewis	Blood and ticks from Australian wildlife: identification and characterisation of pathogens in ticks.
University of Sydney	J Slapeta	Blood and tissues from Echidnas: understanding coccidiosis in Short-beaked Echidnas
University of Sydney, Faculty of Veterinary Science	M Krockenberger	Fungal isolates from animals with suspected Cryptococcus neoformans: Epidemiology of molecular biotypes.
University of Sydney	J Talbot	Fungal cultures from animals with localised mycoses: Prevalence of Aspergillus fumigatus in Australia.
University of Sydney/Taronga	M Govendir	Blood from Australian mammals: Plasma protein binding capacity for cefovecin in marsupials
University of Sydney	K De Silva	Blood from Tasmanian Devils: Test for immunoinhibitory molecules

APPENDIX 7

Scientific Associates

Consultant	Institution	Consultancy
Dr Graeme Allan	Veterinary Imaging Associates	Diagnostic Imaging
Dr Ros Bathgate	Faculty of Veterinary Science, University of Sydney	Animal Reproduction
Dr Niek Beijerink	Faculty of Veterinary Science, University of Sydney	Veterinary Cardiology
Professor Kathy Belov	Faculty of Veterinary Science, University of Sydney	Genetics
Dr Lee Berger	Tropical Infectious Diseases, James Cook University	Amphibian Disease Research
Dr Ian Beveridge	Faculty of Veterinary Science, University of Melbourne	Parasitology
Dr Kate Brandis	Centre for Ecosystem Science, University of New South Wales	Illegal Wildlife Trade
Dr Bronwyn McCallan	Charles Perkins Centre, University of Sydney	Physiology
Associate Professor Culum Brown	Department of Biological Sciences, Macquarie University	Behavioural Ecology
Professor Michael Bryden	University of Queensland	Marine Ecology
Dr Philip Byrne	Biological Science, University of Wollongong	Amphibian Reproductive Biology
Professor Paul Canfield	University of Sydney	Amphibian Disease Research
Ms Gemma Carroll	Department of Biological Sciences, Macquarie University	Marine Ecology
Dr Kelly Caruso	Eye Clinic for Animals	Veterinary Ophthalmology
Dr David Clarke	K9 Gums	Veterinary Dentistry
Dr Christina Dart	Faculty of Veterinary Science, University of Sydney	Veterinary Anaesthesiology
Dr Sarah Davies	Veterinary Imaging Associates	Diagnostic Imaging
Mr Nick Dexter	Booderee National Park	National Park Manager
Associate Professor Martina Doblin	Faculty of Science, University of Technology Sydney	Climate Change Research
Dr Bob Doneley	Faculty of Veterinary Science, University of Queensland	Avian Medicine
Dr B Duff	Symbion (Laverty Pathology)	Veterinary Pathology
Dr Jason Everett	Fisheries and Marine Environment Research Lab, University of New South Wales	Oceanography
Dr Nadine Fiani		Veterinary Dentist
Dr Paul Fowler		Obstetrics and Gynaecology
Professor Ian Fraser	University of Sydney	Obstetrics and Gynaecology
Mr Michael Fruin	Horseshoe Express	Farrier
Dr Frank Goeritz	Leibniz Institute for Zoo and Wildlife Research	Wildlife Reproduction
Dr Mary Hagedorn	Smithsonian Institution	Marine physiology
Professor Robert Harcourt	Macquarie University	Marine Ecology
Associate Professor Nathan Hart	Department of Biological Sciences, Macquarie University	Comparative Neurobiology
Mrs Margaret Hawkins	Taronga Conservation Society Australia (Emeritus)	Behavioural Biology
Professor Mariella Herberstein	Department of Biological Sciences, Macquarie University	Behavioural Ecology
Dr Robert Hermes	Leibniz Institute for Zoo and Wildlife Research	Wildlife Reproduction
Dr Thomas Hildebrandt	Leibniz Institute for Zoo and Wildlife Research	Wildlife Reproduction
Professor Edward Holmes	School of Life and Environmental Sciences, Sydney University	Pathogen genetics
Professor Geoff Hosey	School of Health and Social Sciences, University of Bolton	Animal Behaviour and Welfare
Dr Bernard Hudson	Royal North Shore Hospital	Human Infectious Diseases
Professor Lesley Hughes	Department of Biological Sciences, Macquarie University	Climate Change Biology
Dr Lauren Hughes	The Australian Museum	Taxonomy
Dr David Hunter	NSW Office of Environment and Heritage	Amphibian Conservation Biology
Professor Emma Johnston	School of BEES, University of New South Wales	Marine Ecology
Dr Ian Jonsen	Department of Biological Sciences, Macquarie University	Marine Ecology

Consultant	Institution	Consultancy
Professor Richard Kingsford	School of BEES, University of New South Wales	Ecology
Professor Martin Kluckow	Royal North Shore Hospital	Human Neonatology
Dr Chris Lee	Office of Environment and Heritage	Climate Change Research
Mr Jason Lohrey		IT services
Associate Professor Guy Marks	Woolcock Institute of Medical Research	Human Respiratory Physiology
Dr Debashish Mazumber	Australian Nuclear Science and Technology Organisation	Illegal Wildlife Trade
Dr Vicky Melfi	University of Sydney	Animal Welfare
Mr Larry Melican	Gosford City Council	Natural Resource Management
Dr Jennie Mohler	Livestock Veterinary Teaching & Research Unit, University of Sydney	Ungulate Medicine
Dr G Nicholson	University of Sydney, Faculty of Veterinary Science	Veterinary Cardiology
Dr Robert Nicoll	Veterinary Imaging Associates	Diagnostic Imaging
Associate Professor Jacqueline Norris	Faculty of Veterinary Science, University of Sydney	Veterinary Microbiology
Associate Professor Christopher Peacock	School of Pathology and Laboratory Medicine	Pathology
Dr David Phalen	Avian, Reptile and Exotic Pet Hospital, University of Sydney	Veterinary Science
Associate Professor Michelle Power	Department of Biological Sciences, Macquarie University	Citizen Science
Professor David Raubenheimer	Charles Perkins Centre, University of Sydney	Nutritional ecology
Dr Michael Rodriguez	St Vincents Hospital	Neuropathologist
Dr Tracey Rogers	School of BEES, University of New South Wales	Ecology
Associate Professor Moninya Roughan	School of Mathematics and Statistics, UNSW	Oceanography
Dr Cheryl Sangster	Consultant	Veterinary Pathologist
Dr Wendy Shaw	School of BEES, University of New South Wales	Human Geography
Professor William Sherwin	School of BEES, University of New South Wales	Conservation Genetics
Dr Aimee Silla	Biological Sciences, University of Wollongong	Amphibian Reproductive Biology
Professor Steve Simpson	Charles Perkins Centre, University of Sydney	Nutritional ecology
Dr Lee Skerratt	Tropical Infectious Diseases, James Cook University	Amphibian Disease Research
Associate Professor Jan Slapeta	Faculty of Veterinary Science, University of Sydney	Veterinary Parasitology
Dr Derek Smith	Australian Museum	Entomology
Dr Jeffrey Smith	Eye Clinic for Animals	Veterinary Ophthalmology
Dr L-lynn Smith	Department of Biological Sciences, Macquarie University	Behavioural biology
Dr Rebecca Spindler	Bush Heritage	Wildlife Reproduction
Dr David Spratt	CSIRO Sustainable Ecosystems	Veterinary Parasitology
Professor Iain Suthers	School of BEES, University of New South Wales	Oceanography
Dr Madeleine Van Oppen	Australian Institute of Marine Sciences	Coral biology
Dr Linda Vogelnest	Small Animal Specialist Hospital	Veterinary Dermatology
Associate Professor Martin Whiting	Department of Biological Sciences, Macquarie University	Behavioural biology
Dr Cameron Whittaker	Eye Clinic for Animals	Veterinary Ophthalmology
Dr Kate Wilson	Office of Environment and Heritage	OEH Science Division
	Sydney Water Policy	Transport

APPENDIX 8

Paid consultancies undertaken by the Taronga Conservation Society Australia

Report/Services	Receiving organisation
Clinical Veterinary and Veterinary Pathology Consultancies	NSW Office of Environment and Heritage (via MOU agreement)
Forensic Pathology Consultancy	RSPCA NSW (Consultancy Rate)
Forensic Pathology Consultancy	NSW Police (Consultancy Rate)
Forensic Pathology Consultancy	Greyhound Racing New South Wales (Consultancy Rate)
Diagnostic Pathology Consultancy	Mogo Zoo
Clinical Veterinary and Veterinary Pathology Consultancies	NSW Office of Environment and Heritage (via MOU agreement)
Clinical Veterinary and Veterinary Pathology Consultancies	University of Canberra
Clinical Veterinary and Veterinary Pathology Consultancies	Western Sydney
Clinical Veterinary and Veterinary Pathology Consultancies	Christmas Island National Park
Clinical Veterinary and Veterinary Pathology Consultancies	Australian Walkabout Wildlife Park
Clinical Veterinary and Veterinary Pathology Consultancies	Darling Downs Zoo
Clinical Veterinary and Veterinary Pathology Consultancies	Dreamworld
Clinical Veterinary and Veterinary Pathology Consultancies	Somersby Animal Hospital
Clinical Veterinary and Veterinary Pathology Consultancies	Berry Veterinary Clinic
Clinical Veterinary and Veterinary Pathology Consultancies	Coffs Harbour Animal Rescue Trust
Endocrinology Service	Perth Zoo
Endocrinology Service	Zoos Victoria (Melbourne, Healesville, Werribee)
Endocrinology Service	University of Queensland
Endocrinology Service	University of Sunshine Coast
Hospitalisation, Veterinary and Veterinary Pathology Services	WIRES
Nutrition Consultancy	Zoos Victoria (Melbourne, Healesville, Werribee)
Preparation of a Husbandry Manual and Captive Management Plan for the Christmas Island Flying Fox	Christmas Island National Park

APPENDIX 9

Lectures and presentations

Staff member	Subject	Receiving body
C Kerr	Taronga as Leaders in Conservation	Kuringagai Rotary Club
C Kerr	Taronga as Leaders in Conservation	Australia Canada Economic Forum
C Kerr	Beyond Animal Welfare- Ethical Decision Making in a Modern Zoo	Detroit Zoo Welfare Symposium
C Kerr	A Social Perspective: Animal Visitor Interactions	Zoo and Aquarium Association
C Kerr	Tchimpounga Experience	Jane Goodall AGM
C Kerr	Taronga Institute of Science and Learning	Ian Potter Foundation
S Hedt	Exploring Career Avenues for EA's and PA's	EA/PA Public Sector Summit 2017
M Campbell	Mast Cell Tumours in Cheetah	Australian and New Zealand College of Veterinary Scientists
M Campbell	Cardiac Disease in Tasmanian Devils	Australian and New Zealand College of Veterinary Scientists
M Campbell	Life as a Zoo Vet	United Hospitals Auxillaries of NSW Inc
E Arthur	Zoo Veterinary Nursing at Taronga	Refugee students at Years 9 and 10 Westfield Sports High School
E Arthur	Bilateral tusk extraction on a male Asian Elephant at Taronga Zoo	Veterinary Nurses' Council of Australia Annual Conference
F Evans	Yellow-bellied Glider handraising and age determination	Veterinary Nurses' Council of Australia Annual Conference

Staff member	Subject	Receiving body
E Hall	Wildlife presented to TWH affected by marine debris	North Sydney Council Forum on Plastics at Mosman Council Chambers
E Hall	Transport, Intensive Care and Rehabilitation of Seabirds	Veterinary Nurses' Council of Australia Annual Conference
E Hall	Rescue Animals (2 x 4 hour classes)	TTI Certificate II Animal Care
E Hall	Provide First Aid for Animals (2 x 4 hour classes)	TTI Certificate II Animal Care
E Hall	Jane Goodall Institute Chimpounga Sanctuary Congo Fellowship presentation	Taronga Zoo staff
D Pritchard	Implementing Taronga's Animal Welfare Charter and how it impacts on individual zoo veterinary nurses/keepers	Veterinary Nurses' Council of Australia Annual Conference
G Tobias	Proventricular disease in the Little Penguin (<i>Eudyptula minor novaehollandiae</i>)	American Association of Zoo Veterinarians Annual Conference
L Tong	Taronga Wildlife Hospital - A Snapshot: How integrated veterinary medicine, pathology and nutrition helps our collection animals and their wild relatives	North American veterinarians and their partners on VETS (Veterinary Education and Training Services) program from USA
L Tong	Zoo Veterinary Pathology (career opportunities in science)	Skype presentation to Years 5, 6, 7 and 8 students in 6 schools
L Tong	Caterpillar Caution: Visceral Lepidopterism in Captive Otariids	Veterinary Specialist Advisory Group Presentation: ZAA Conference.
L Tong	Inaugural Hugh Wirth Oration: Using veterinary forensics to improve the lives of animals and humans	RSPCA Australia Animal Welfare Seminar
L Tong	Lecture: Non-accidental injury in veterinary practice	Melbourne University Veterinary School
L Tong	Can we Quill off the illegal trade of echidna using forensic nuclear analysis?	TRAFFIC South-east Asia Regional Office
K Vinette Herrin	Isoflurane anaesthesia in the field	University of Sydney researchers
L Vogelnest	Careers at Taronga Zoo	TTI students
L Vogelnest	Capture and Restraint (2 tutorials)	TTI students
L Vogelnest	Quality of life assessment and monitoring for geriatric and chronically ill zoo animals	Australian and New Zealand College of Veterinary Scientists Annual Conference
L Vogelnest	Conservation Medicine	University of Sydney, Wildlife Society
L Vogelnest	Radiology of marine turtles	Wildlife Disease Association - Australasian Section and Wildlife Society of NZ Veterinary Association Annual Conference
L Vogelnest	Quality of life assessment and monitoring for geriatric and chronically ill zoo animals	Veterinary Nurses' Council of Australia Annual Conference
P Meagher	Threats to Urban Birds	The Society of Conservation Biology
P Meagher	Project Shark	Taronga Education Department - Vincentia Public School
P Meagher	Project Shark	Donors at Taronga's Science fundraising evening
P Meagher	Science @ Taronga's Wildlife Hospital	Macquarie University
P Meagher	Oceans of Plastic - What Lies Beneath	Taronga Education Department - Catholic High Schools
P Meagher	Oceans of Plastic - Marine Debris	Taronga Education Department - Catholic High Schools
P Meagher	Down with DNA - The Genetics of Match-Making	Botanic Gardens - National Science Week
P Meagher	Habitat Fragmentation in Koala Populations	Smithsonian School of Conservation Biology
P Meagher	Australian Shark Attack File: Past, Present and Future	Surf Life Saving Australia
P Meagher	Project Yellow-Bellied Glider	Taronga Education Department - Gosford Public School
P Meagher	Taronga Wildlife Hospital: A Collaborative Approach	University of New South Wales
P Meagher	Women in Conservation Science	SCEGGS Darlinghurst
K Rose	Georges Turtle Outbreak and Christmas Island Emergent Bacterium Investigations	Sydney Institute of Marine Science
K Rose	Update - Christmas Island Reptile Emergent Bacterium	Christmas Island National Park Science Seminar

Staff member	Subject	Receiving body
R Spindler	Prioritisation and Measurement of Impace	TAFE NSW
N Jordan	Painting eyes on livestock to reduce predator attacks: fairy tale or future tool?	Kwando-Okavango Research Institute Research Talks
K Rose	Tularaemia in Australian Willife - Review and Pathological Lesions	National Veterinary Pathology Rounds
J Day, M Van Sluys, P Meagher, L Hamilton	Impact of Unsustainable Waste Management on Sydney Harbour Marine Park	Oceans of Plastic - Geography Focus Day, Taronga Zoo
D Slip	Ocean Currents on the East Coast of Australia	Oceans of Plastic - Geography Focus Day, Taronga Zoo
J Day	Taronga Conservation Science	Macquarie University
J Hall	Wildlife Health in Australia	Macquarie University
D Slip	Marine Protected Areas: Design, planning and marine networks	Macquarie University
D Slip	Role of Zoos in Conservation	Macquarie University
J Day	Taronga Conservation Science	Office of Environment and Heritage Science Division
M McFadden	Working in herpetology at a zoological institution	Australian Herpetological Society
M McFadden	Conservation Management of Australian Amphibians	University of Technology, Sydney
M McFadden	Recovery Actions to Conserve the Southern Corroboree Frog	Frog and Tadpole Study Group
J Hatton	Endangered Reptiles of Mauritius and Herping in Madagascar	Australian Herpetological Society
A Skidmore	Conservation of the Bellinger River Turtle at Taronga Zoo	Bellingen Turtlefest Festival
A Skidmore	Conservation of the Bellinger River Turtle at Taronga Zoo	Bellingen Public School
A Skidmore	Conservation of the Bellinger River Turtle at Taronga Zoo	Thora Public School
A Skidmore	Conservation of the Bellinger River Turtle at Taronga Zoo	TAFE NSW
A Skidmore	Conservation of the Bellinger River Turtle at Taronga Zoo	Bellingen Rivercare citizen science project launch
B Pitcher	Understanding how marine predators forage and respond to environmental change	Macquarie University
C Kemp	Human animal interactions in the zoo	Macquarie University
A Burns	Measuring animal behaviour in the zoo	Macquarie University
C Kemp	Human animal interactions in the zoo	University of Melbourne
C Kemp	Human animal interactions in the zoo	South-western Sydney Institute of TAFE
K Rose	Wildlife Health and Conservation in Australia	University of the Third Age - Gynea
K Rose	Christmas Island Reptile Emergent Bacterium	Christmas Island National Park Staff and Volunteers
K Rose	Tularaemia in Australian Wildlife	Animal Pathology Standards Program – Pathology Road Show
K Rose	Emergent Multisystemic Enterococcus Infection Threatens Christmas Island Reptiles	Animal Pathology Standards Program – Pathology Road Show
K. Rose	Georges Turtle Mass Mortality Investigation	Animal Pathology Standards Program – Pathology Road Show
K. Rose	Woy Woy Pelican, Duck and Ibis mortalities	Animal Pathology Standards Program – Pathology Road Show
H. Bender	Between the Devil and Ebola - Adventures in Wildlife Disease	Taronga Journal Club
J. Hall	Georges Turtle Disease Investigation and Captive Breeding	Taronga Staff Lunch
J. Hall	Australian Registry of Wildlife Health: Wildlife Health in Australia	Macquarie University Students
K. Rose	Tularaemia in Australian Wildlife	Wildlife Health Australia State Coordinators Annual Face-to-Face Meeting

Staff member	Subject	Receiving body
P. Maguire	Taronga Leadership	The Association of Independent School NSW
B. Bryant	Managing the health of captive populations	Sydney University, students enrolled in Masters of Wildlife Health and Population Management
B. Bryant	Restraint of zoo animals	Sydney University, students enrolled in Masters of Wildlife Health and Population Management
B. Bryant	Sumatran rhino conservation	Sydney University, students enrolled in Masters of Wildlife Health and Population Management
M. Fuller	Taronga Western Plains Zoo 10 year Visitor Experience Program and Capital Investment Combined	Dubbo Regional Council / Dubbo Accommodation Operators Group
M. Fuller	The business behind the conservation business	Sydney University Veterinary Wildlife Residential School
M. Fuller	Regional Attraction Investment and Taronga Western Plains Zoo Business Model	Tourism Australia Investment Advisory Panel
M. Fuller	Taronga Western Plains Zoo Overnight Experiences	Destination NSW International Regional Managers
M. Fuller	Taronga Western Plains Zoo Capital Investment and Business Model	Infrastructure NSW Board
L. Hodgson	Developing an effective channel and pricing strategy for China	Access China Summit
S. Duffy	Leadership for Conservation	University of NSW
S. Duffy	Zoo Communications and Stakeholder Engagement	Zoo and Aquarium Association Conference
S. Duffy	Zoo Leadership and Animal Welfare	South East Asian Zoo Association
S. Duffy	Leaders in Conservation	Sydney Youth Forum

APPENDIX 10

Publications

Book Chapters

Tershy, B., Newton, K.M., Spatz, D.R., Swinnerton, K.J., Iverson, J.B., Fisher, R.N., **Harlow, P.S.**, Holmes, N.D., and Croll, D.A. (2016) The biogeography of threatened insular iguanas and opportunities for invasive vertebrate management. In *Iguanas: Biology, Systematics and Conservation*. Iverson, J.B., T.D. Grant, C.R. Knapp, and S.A. Pasachnik (Eds.). Herpetological Conservation and Biology 11 (Monograph 6). Pp 222-236

Buesching, C.D. & **Jordan, N.R.** (In press) Small carnivore latrines in space and time (with special emphasis on badgers and mongooses). In: *Small Carnivores in Space and Time*. Ed. E Do Linh San. Cambridge University Press, Cambridge UK. Part II, Chapter 11.

Jordan, N.R., O'Riain, J., Balmforth, Z., Martins, V., Page-Nicholson, S., Do Linh San, E. (In press). A conservation assessment of *Suricata suricatta*. In Child MF, Roxburgh L, Do Linh San E, Raimondo D, Davies-Mostert HT, editors. *The Red List of Mammals of South Africa, Swaziland and Lesotho*. South African National Biodiversity Institute and Endangered Wildlife Trust, South Africa.

Peer Reviewed Literature

Stannard, H.J., Thompson, P., McAllan, B.M., Raubenheimer, D. (2016) Hematology and serum biochemistry reference ranges of healthy captive Tasmanian devils (*Sarcophilus harrisii*) and their association with age, gender and seasonal variation *Mammalian Biology* 81:393-398.

Hulst F., Kemp L.F. and Šlapeta J. 2016 A new coccidian parasite of the boodie, *Bettongia lesueur* (Mammalia: Marsupialia: Potoroidae), from Australia. *Folia Parasitologica (Praha)* 63:036; doi:10.14411/fp.2016.036.

Gharibi S, Kimble B, Vogelnest L, Barnes J, Stadler C.K, Govendir M (2017) Pharmacokinetics of posaconazole in koalas (*Phascolarctos cinereus*) after intravenous and oral administration. *Journal of Veterinary Pharmacological Therapy*, 40:1-7.

Abrahms, B., Sawyer, S.C., Jordan, N.R., McNutt, J.W., Wilson, A.M., Brashares, J.S. (2016) "Does wildlife resource selection accurately inform corridor conservation?". *Journal of Applied Ecology*. 54(2): 412-422.

Andrew, P., Cogger, H., Driscoll, D., Flakus, S., Harlow, P., Maple, D., Misso, M., Pink, C., Retallick, K., Rose, K. and Tiernan, B. (2016). "Somewhat saved: a captive breeding programme for two endemic Christmas Island lizard species, now extinct in the wild". *Oryx*. 1-4. DOI:10.1017/S0030605316001071

Bashaw, M.J., Sicks, F., Palme, R., Schwarzenberger, F., Tordiffe, A.S.W., Ganswind, A. (2016) "Non-invasive assessment of adrenocortical activity as a measure of stress in giraffe (*Giraffa camelopardalis*)". *BMC Veterinary Research* 12: 235

Bass, N.C., Mourier, J., Knott, N.A. Day, J., Brown, C., Guttridge, T. (2016) "Long-term migration patterns and bisexual philopatry in a benthic shark species". *Marine and Freshwater Research*. <http://dx.doi.org/10.1071/MF16122>

Botero, A., Cooper C.C., Thompson C.K., Clode P.L., Rose K., Thompson R.C.A. (2016) "Morphological and Phylogenetic Description of *Trypanosoma noyesi* sp. nov.: An Australian Wildlife Trypanosome within the *T. cruzi* Clade". *Protist*, 67: 425-439.

Carroll, G., Cox, M., Harcourt, R., Pitcher, B., Slip, D., Jonsen, I. (2017). "Hierarchical influences of prey distribution on patterns of prey capture by a marine predator". *Functional Ecology*. DOI: 10.1111/1365-2435.12873

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- Eden, J.S., Rose, K., Ng, J., Shi, S., Wang, Q., Sintchenko, V., Holmes, E.C. (2017). "The discovery and isolation of *Francisella tularensis* spp. holarctica in Australian ringtail possums". *Emerging Infectious Diseases*, 23(7): available online ahead of print.
- Edwards, C., P. G. Byrne, P.S. Harlow and Silla, A.J. (2017) The influence of dietary carotenoid supplementation on the cutaneous bacterial communities of the critically endangered Southern Corroboree Frog (*Pseudophryne corroboree*). *Microbial Ecology*. 73: 435-444: doi:10.1007/s00248-016-0853-2
- Fanson, K.V., Best, E.C., Bunce, A., Fanson, B.G., Hogan, L.A., Keeley, T., Narayan, E.J., Palme, R., Parrott M.L., Sharp, T.M., Skogvold, K., Tuthill, L., Webster, K.N., & Bashaw, M.J. (2015). "One size does not fit all: Monitoring faecal glucocorticoid metabolites in marsupials". *General and Comparative Endocrinology*, 244: 146-156.
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- Hocking, D.P., Ladds, M.A., Slip, D.J., Fitzgerald, E.M.G., Evans, A.R. (2016). "Shaking, chewing and holding prey in forelimbs during prey processing in Australian sea lions (*Neophoca cinerea*)" *Marine Mammal Science* 32:541-557 doi/10.1111/mms.12384
- Jackson, C.R., Groom, R., Jordan, N.R. & McNutt, J.W. (2017). "The effect of relatedness and pack size on territory overlap in African wild dogs". *Movement Ecology*. 5: 10. DOI: 10.1186/s40462-017-0099-8
- Johnston, S.D., Qualischiefski, E., Cooper, J., McLeod, R., Lever, J., Nixon, B., Anderson, A. L., Hobbs, R., Gosa' lvez, J., Lo'pez-Ferna'ndez, C. & Keeley, T (2017) "Cryopreservation of saltwater crocodile (*Crocodylus porosus*) spermatozoa". *Reproduction, Fertility and Development* DOI: 10.1071/RD16511
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- Meade, J., Formella, I., Melfi, V. (2016). "A note on the effect of concerts on the behaviour of Domestic dogs *Canis lupus familiaris* at Taronga Zoo, Sydney". *International Zoo Yearbook*, doi:10.1111/izy.12141
- Phalen D.N., Hall J., Ganesh G., Hartigan A., Smith C., De Jong C., Field H., Rose, K. (2017). Genetic diversity and phylogeny of the Christmas Island flying fox (*Pteropus melanotus natalis*). *Journal of Mammology*. 98: 428-437.
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- Torrents Ticó, M., Rich, L., McNutt, J.W., Nnthoniwa, M., Mothala, M., Motsamai, G. & Jordan, N.R. (In press). "On the right track: comparing concurrent spoor and camera-traps surveys in Botswana". *African Journal of Wildlife Research*.
- Thesis and Reports**
- Hall, J. (2016) "Husbandry Manual: Christmas Island Flying-fox (*Pteropus melanotus natalis*)". Christmas Island National Park, Department of the Environment and Energy, Christmas Island.
- Hall J. & Lees, C. (2016) "Captive Management Plan for the Christmas Island Flying-fox, *Pteropus melanotus natalis*". Christmas Island National Park, Department of the Environment and Energy, Christmas Island.
- Rose, K., Hall, J., McGilvray G., Rumings S. (2016). "Bellinger River Snapping Turtle Conservation Planning Workshop - Disease Risk Analysis Briefing Notes". NSW Office of Environment and Heritage.
- Hocking, D.P. (2016) "Prey capture and processing in otariid pinnipeds with implications for understanding the evolution of aquatic foraging in marine mammals". PhD thesis, Monash University, Vic. Supervisors: A.R. Evans, D.J. Slip, M. Salverson, E.M.G. Fitzgerald.
- O'Hara, D.J. (2016) "Increased spatial partitioning among a multispecies seabird colony in a lower productivity year: tracking and stable isotope analysis of three sympatrically breeding species over a three year period". MPhil thesis, Macquarie University, NSW. Supervisors: R.G. Harcourt, I.D. Jonsen, D.J. Slip, N. Carlile, G. Carroll.
- Ladds, M.A. (2016) "Modelling energetics of fur seals and sea lions". PhD thesis, Macquarie University, NSW. Supervisors: R.G. Harcourt, D.J. Slip.
- Carroll, G. (2017) "Foraging dynamics of little penguins in a hotspot of ocean warming". PhD thesis, Macquarie University, NSW. Supervisors: L. Hughes, I.D. Jonsen, D.J. Slip.
- Conference and Workshop Proceedings**
- Tobias, G., Tong, L., Vnette Herrin, K., Vogelnest, L., Hulst, F., Sangster, C., Volait, L. (October 2016) Poster on "Proventricular disease in the Little Penguin (*Eudyptula minor novaehollandiae*)",

- American Association of Zoo Veterinarians Annual Conference, Atlanta, Georgia.
- Vogelnest, L., Stephenson, T., and Bentley C. (December 2016) "Radiology of Marine Turtles", Wildlife Disease Association – Australasian Section and Wildlife Society of the NZ Veterinary Association Annual Conference, Christchurch, New Zealand.
- Arthur, E. (March 2017) "Bilateral tusk extraction on a male Asian Elephant at Taronga Zoo", Veterinary Nurses' Council of Australia Annual Conference, Darling Harbour, Sydney
- Evans, F. (March 2017) "Yellow-bellied Glider handraising and age determination", Veterinary Nurses' Council of Australia Annual Conference, Darling Harbour, Sydney
- Hall, E. (March 2017) "Transport, Intensive Care and Rehabilitation of Seabirds", Veterinary Nurses' Council of Australia Annual Conference, Darling Harbour, Sydney
- Pritchard, D. (March 2017) "Implementing Taronga's Animal Welfare Charter and how it impacts on individual zoo veterinary nurses/keepers", Veterinary Nurses' Council of Australia Annual Conference, Darling Harbour, Sydney
- Jarratt, C., Rose, K. (August, 2016) "Mass Mortality Event in Australian Magpies and Australian Ravens in NSW in 2015. Unusual and Exotic Pets & Association of Avian Veterinarians - Australasian Committee Annual Conference, Brisbane, Queensland.
- Agius, J., Hall, J., Rose, K., Phalen, D. (November 2016). "Emergent Bacterial Infection in Christmas Island's Endemic and Invasive Geckos". Wildlife Disease Association Conference – Australasian Section Annual Conference, Kaikoura, New Zealand
- Fisher, R., Niukula, J., Lovich, K., Davis, H., Harlow, P. (November 2016). "Biogeography and Conservation Systematics of the Fijian Iguanas (*Brachylophus* sp.)". IUCN SSC Iguana Specialist Group Meeting, Fiji.
- Hall, J., Rose, K. (November 2016). "The Bellinger River Snapping Turtle (*Myuchelys georgesii*)". Wildlife Disease Association Conference – Australasian Section Annual Conference, Kaikoura, New Zealand.
- Harlow, P. (November 2016). "Review of the 2008-2012 Recovery Plan for the Fijian Crested Iguana". IUCN SSC Iguana Specialist Group Meeting, Fiji.
- Harlow, P. (November 2016). "The Pacific Iguanas: Evolution, Discovery and Conservation". IUCN SSC Iguana Specialist Group Meeting, Fiji
- Harlow, P., Davis, H., Fisher, R. (November 2016). "Phylogeography and Population Genetics of *Brachylophus*". IUCN SSC Iguana Specialist Group Meeting, Fiji.
- Harlow, P., McFadden, M. and Andrew, P. (August, 2016). "Captive Breeding of Extinct-in-the-Wild Lizards from Christmas Island, Australia". Captive Breeding and Conservation Strategies for Amphibians and Reptiles - 8th World Congress of Herpetology, Hangzhou, China.
- Hush, L., McFadden, M. (May 2017). "Booroolong Frog Conservation Program: A Collaborative Approach to Ex-situ Conservation". Australasian Society of Zoo Keeping Conference, Canberra, Australia.
- Kozlowski, S. (May 2017). "Use of Training and Conditioning in the Management of Komodo Dragons at Taronga Zoo". Australasian Society of Zoo Keeping Conference, Canberra, Australia.
- McFadden, M. and Harlow, P. (August 2016). "Ex situ amphibian conservation: an Australian approach to prioritisation, collaboration and program outcomes". Captive Breeding and Conservation Strategies for Amphibians and Reptiles - 8th World Congress of Herpetology, Hangzhou, China.

- McFadden, M. (May 2017). "Creating Taronga's Herpetological ARK – A decade of reptile and amphibian conservation recovery and research programs". Australasian Society of Zoo Keeping Conference, Canberra, Australia.
- McFadden, M. (February 2017). "Ex-situ conservation program to secure the Bellinger River Turtle". Turtle in Crisis Symposium, Canberra, Australia.
- Portas, T., Duarte Barbosa, A., Spratt, D., Fletcher, D., Rose, K. (November 2016). "Clicopathologic findings in a winter mortality event in free-ranging eastern grey kangaroos (*Macropus giganteus*) at Tidbinbilla Nature Reserve". Wildlife Disease Association Conference – Australasian Section Annual Conference, Kaikoura, New Zealand.
- Portas, T., Holz, P., Rose K. (August 2016) "Cutaneous neoplasia in a captive colony of northern corroboree frogs (*Pseudophryne pengillyi*)". Unusual and Exotic Pets & Association of Avian Veterinarians - Australasian Committee Annual Conference, Brisbane, Queensland.
- Rose, K. (December 2016). "Wildlife Disease Surveillance". ADAPT NSW Workshop.
- Hall, J., Rose, K. (November 2016). "Tularaemia in Australian Wildlife". Wildlife Health Australia AGM
- Rose K. (June 2016). "Christmas Island Flying Fox Health Research". National Environmental Science Programme Workshop Canberra, ACT.
- Rose, K. and Hall, J. (November 2016). "Bellinger River Snapping Turtle Outbreak Investigations". Bellinger River Snapping Turtle Conservation Planning Workshop, Sydney, NSW.
- K Rose. (October 2016). "Bellinger River Snapping Turtle Disease". Investigation Bellinger River Snapping Turtle Disease Risk Assessment and Conservation Action Plan Workshop, Taronga Zoo, Sydney, NSW.
- K Rose. (November 2016). "Bellinger River Snapping Turtle Disease Investigation". Wildlife Disease Association Conference – Australasian Section Annual Conference, Kaikoura, New Zealand
- Bryant, B., Campbell, M. "Periodontal Disease in 2 Zoo-based Southern black rhinoceros". Poster presentation to the Annual Conference of the American Association of Zoo Veterinarians.
- Bryant, B., Campbell, M. "Periodontal disease in black rhinoceros". A presentation to the annual Elephant & Rhinoceros Research Symposium
- Bryant, B., Campbell, M., Sangster, C. "Acute hepatic necrosis and death in a sub adult white rhinoceros". *Australian Vet Journal* 94(11).
- Fairbrother, B. (September 2016). "Lend your eyes to the wild: a campaign to disrupt illegal wildlife crime". Wildlife Trafficking and North America - Association of Zoos & Aquariums Annual Conference. San Diego, USA.
- Fairbrother, B. (July 2016). "Empowering citizens to effect change – a case study of zoo based Community Conservation." Oceania Congress for Conservation Biology, Brisbane, Queensland.
- Walraven, E., Duffy, S. (November 2016) "Embedding animal welfare in staff culture: the Taronga Conservation Society Australia experience" *International Zoo Year Book*. Vol 51, Issue 1.
- Whitfield, N. (October 2016). "100 ways to celebrate Taronga". Rules of Engagement National Interpretation Conference, Canberra, ACT.
- Workshops convened**
- Emergency Animal Diseases Workshop for Taronga and Taronga Western Plains Zoo staff (September 2016), Taronga Zoo, Sydney.

APPENDIX 11

Staff representation on external committees

Name	Committee
C. Kerr	Vice President, Zoo and Aquarium Association
C. Kerr	Chair, Zoo and Aquarium Association Asian Elephant Steering Committee
C. Kerr	Chair, Finance, Audit and Risk Committee, Zoo and Aquarium Association
C. Kerr	Board Member, International Rhino Foundation
C. Kerr	Member, University of New South Wales Scientific Advisory Committee
C. Kerr	Member, TAFE NSW Sydney Institute Advisory Council
M. Campbell	Secretary/Treasurer and Head Subject Examiner, Australian and New Zealand College of Veterinary Scientists Zoo and Wildlife Medicine Chapter
M. Campbell	Primary Veterinary Advisor, Zoo and Aquarium Association VetSAG Nutrition Group
V. Moushigian	Member, Safety Institute of Australia
V. Moushigian	Member, Treasury Managed Fund, Mid Sized Agency Collaboration
V. Di Giglio	Member, Animal Record Keeping Specialist Advisory Group
E. Hall	Member, NSW Office of Environment and Heritage Wildlife Rehabilitation Standards Advisory Group Committee Member, Southern Ocean Seabird Study Association
F. Hulst	"Member, Zoo and Aquarium Association Vet Specialist Advisory Group. Primary Veterinary Advisor, Zoo and Aquarium Association Amphibian Taxon Advisory Group. Member, Zoo and Aquarium Association Nutrition Group".
P. Meagher	Committee Member, Society for Conservation Biology, Member, Surf Life Saving Australia Shark Mitigation Advisory Group
G. Tobias	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L. Tong	"Member, Zoo and Aquarium Association Vet Specialist Advisory Group. Secretary, Australian Society of Veterinary Pathology".
K. Vnette Herrin	"Member, Zoo and Aquarium Association Vet Specialist Advisory Group. Primary Veterinary Advisor, Zoo and Aquarium Association Carnivore and Small Exotic Mammals Taxon Advisory Group"
L. Vogelnest	"Member, Zoo and Aquarium Association Vet Specialist Advisory Group. Primary Veterinary Advisor, Zoo and Aquarium Association Australian Marine Mammals and Penguins Taxon Advisory Group. Member, Zoo and Aquarium Association Elephant, Primate and Bird Veterinary Advisory Groups. Member, Department of Agriculture and Water Resources, National Zoo Animal Health Reference Group".
D. Slip	Member, NSW Office of Environment and Heritage Marine Fauna Advisory Group
D. Slip	Member, International Union for the Conservation of Nature / Species Survival Commission Boa and Python Specialist Group
M. McFadden	Member, NSW Declining Frog Working Group
M. McFadden	Member, Corroboree Frog Recovery Team
M. McFadden	Co-convenor, Zoo and Aquarium Association (ZAA) Amphibian Taxon Advisory Group
M. McFadden	Member, International Union for Conservation of Nature (IUCN) Reintroduction Specialist Group
M. McFadden	Member, International Union for Conservation of Nature (IUCN) Amphibian Specialist Group
M. McFadden	Member, Bellinger River Turtle Advisory Group
M. Shaw	Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG)
M. Shaw	Nutrition advisor for Western Lowland Gorilla Species Survival Plan
M. Shaw	Member, Canadian Association of Zoos and Aquariums Nutrition Advisory and Research Group (CAZA-NARG)
M. Shaw	Member, European Zoo Nutrition Research Group
M. Shaw	Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG)
M. Shaw	Member, Comparative Nutrition Society (CNS)
M. Shaw	Member, European Zoo Nutrition Research Group
M. Shiels	Regent honeyeater recovery team.
N. Jordan	Publicity Officer, Dubbo Field Naturalists and Conservation Society, Social Meeting, Dubbo.
P. Harlow	Member, NSW Declining Frog Working Group

Name	Committee
P. Harlow	Member, Christmas Island Reptile Advisory Panel
P. Harlow	Steering Committee and Member, International Union for Conservation of Nature SSC Iguana Specialist Group.
P. Harlow	Member, Corroboree Frog Recovery Team
R. Hobbs	Steering committee member, FaunaBank
R. Spindler	Member, NSW Office of Environment and Heritage Science Executive Subcommittee
R. Spindler	Board Member, Society for Conservation Biology - Oceania
R. Spindler	Member, UNSW BEES Visiting Committee
R. Spindler	Member, Macquarie University Science and Engineering Faculty Advisory Committee
R. Spindler	Member, International Conservation Science Working Group
R. Spindler	Member, International Union for the Conservation of Nature Conservation Breeding Specialist Group
J. O'Brien	Member, NSW Office of Environment and Heritage Science Executive Subcommittee
J. O'Brien	Co-chairperson, Regulatory Subcommittee of the International Embryo Technology Society's Parent Committee on Companion Animals, Non-Domestic and Endangered Species (CANDES)
J. O'Brien	Taxon Leader (Non-human Primates), Research Subcommittee of the International Embryo Technology Society's Parent Committee on CANDES
J. O'Brien	Reproduction Co-advisor, Association of Zoos and Aquariums (AZA) Rhino Advisory Group
J. O'Brien	Reproduction Advisor, AZA Penguin Taxon Advisory Group
H. Bender	Australian Society for Veterinary Pathology Conference Organising Committee
H. Bender	Australian Animal Pathology Standards Program
H. Bender	Editorial Panel - Veterinary Pathology
K. Rose	Norfolk Island Green Parrot Translocation Advisory Panel - Parks Australia
K. Rose	National Environmental Sciences Research Program/Threatened Species Research Hub - Christmas Island Committee
K. Rose	Christmas Island Reptile Advisory Panel - Parks Australia
K. Rose	Christmas Island Flying Fox Advisory Panel - Parks Australia
K. Rose	Wildlife Disease Association Int'l - Small Grants Committee
K. Rose	Wildlife Disease Association Int'l - Council Member - Member at Large
K. Rose	Wildlife Health Australia - Universities Committee
K. Rose	Wildlife Health Australia - State Coordinators Committee
K. Rose, H. Bender, J. Hall	NSW Wildlife Biosecurity Committee
K. Rose	Pathogen Discovery Centre - Marie Bashir Institute for Infectious Diseases and Biosecurity, University of Sydney
K. Rose	Biodiversity Futures Board - Macquarie University
P. Maguire	Junior Vice President NSW Royal Zoological Society
M. Fuller	Board Trustee, and Chair Visitor Experience Committee, Member Building and Heritage Committee - Sydney Opera House Trust
M. Fuller	Director and Chair Finance Audit and Risk Committee - Inland NSW Tourism (Effective - November 2016)
M. Fuller	Winston Churchill Trust Fellowship Selection Panellist - NSW Land, Environment, Commerce and Logistics Panel.
B. Bryant	Primary Veterinary Advisor. Ungulate Taxon Advisory Group. ZAA
S. Duffy	ZAA Australasian Species Management Program Committee
S. Duffy	NSW OEH Science Cluster Committee
S. Duffy	Director and Chair Fundraising and Advocacy Committee - Jane Goodall Institute Australia
S. Duffy	UNSW Wild Desert Advisory Committee
S. Duffy	ZAA Elephant Steering Committee and Taxonomic Advisory Group

APPENDIX 12

Staff participation in international programs

Staff Member	Destination	Date of travel	Reason for Travel
Libby Hall*	Sydney/Perth/ Johannesburg/Palmerston North/Johannesburg/ Perth/Sydney	5/06/2016 - 2/07/2016	Assist at the Tchimpounga Chimpanzee Rehabilitation Centre, in the Republic of Congo
Andrew Nikolaidis*	Sydney/Jakarta/Bandar Lampung/Jakarta/Sydney	19/06/2016 - 2/07/2016	Development and implementation of an eco-tourism program
Steve Williams*	Sydney/Jakarta/Bandar Lampung/Jakarta/ Singapore/Sydney	19/06/2016 - 2/07/2016	Development and implementation of an eco-tourism program
Paul Fahy*	Sydney/Denpasar/Jakarta/ Bandar Lampung/Jakarta/ Denpasar/Sydney	12/07/2016 - 20/07/2016	Taronga 'CEO Challenge'
Stephanie Hedt*	Sydney/Singapore/Jakarta/ Bandar Lampung/Jakarta/ Sydney	12/07/2016 - 21/07/2016	Taronga 'CEO Challenge'
Gabrielle Tobias	Sydney/Dallas/Atlanta/ Dallas/Sydney	14/07/2016 - 25/07/2016	American Association of Zoo Veterinarians (AAZV) Conference in Atlanta
Cameron Kerr*	Sydney/Jakarta/Sydney	15/07/2016 - 21/07/2016	Taronga 'CEO Challenge'
Dr Benn Bryant	Dubbo/Sydney/Los Angeles/Atlanta/Dallas/ McAllen/Dallas/Sydney/ Dubbo	16/07/2016 - 26/07/2016	To attend the American Association of Zoo Veterinarians Conference on 15-22 July 2016 and present on 'Periodental diSeattlese in two zoo based southern black rhinoceros'. Then from 22-25 July 2016, visit a Black Rhinoceros at the El Coyote Ranch as Taronga intends to acquire the rhino in the future.
Cameron Kerr**	Sydney/Los Angeles/San Diego/Los Angeles/Sydney	3/08/2016 - 12/08/2016	Receive the San Diego Zoo Global 2016 Conservation Medal
Jane Hall**	Sydney/Perth/Cocos (Keeling) Islands/Christmas Island/Perth/Sydney	5/08/2016 - 28/08/2016	In conjunction with Parks Australia, Christmas Island National Park, University of Western Sydney, University of Sydney, CSIRO and ANSTO, Taronga has obtained funding from the Taronga Conservation Science Initiative to investigate the decline of the Christmas Island flying fox on Christmas Island. The flying fox project will occur over three years.
Karrie Rose**	Sydney/Perth/Cocos (Keeling) Islands/Christmas Island/Perth/Sydney	5/08/2016 - 28/08/2016	In conjunction with Parks Australia, Christmas Island National Park, University of Western Sydney, University of Sydney, CSIRO and ANSTO, Taronga has obtained funding from the Taronga Conservation Science Initiative to investigate the decline of the Christmas Island flying-fox on Christmas Island. The flying fox project will occur over three years.
Peter Harlow	Sydney/Hong Kong/ Hangzhou, Zhejiang/Hong Kong/Sydney	14/08/2016 - 22/08/2016	World Congress of Herpetology in Hangzhou
Michael McFaddis Ababaen	Sydney/Hong Kong/ Hangzhou, Zhejiang/Hong Kong/Sydney	14/08/2016 - 22/08/2016	World Congress of Herpetology in Hangzhou
Lisa Welsh	Sydney/Singapore/ Chennai, Tamil Nadu/ Mumbai/Singapore/Sydney	14/08/2016 - 24/08/2016	Participating in 2016 Tourism Australia India Travel Mission and meeting with senior members of the tourism industry in Singapore and Mumbai.
Allan Schmidt*	Sydney/San Francisco/ Chicago/San Francisco/ Sydney	17/08/2016 - 23/08/2016	Attend 'Chimpanzees in context' symposium to be held at the Lincoln Park Zoo in Chicago
Belinda Fairbrother	Sydney/Los Angeles/San Diego/Los Angeles/Sydney	6/09/2016 - 11/09/2016	To present at the Association of Zoos and Aquariums Conference about Taronga's Wildlife Witness smart phone app. Also conducting meetings and attending workshops with potential and existing conservation partners.
Cameron Kerr	Sydney/Johannesburg/ Addis Ababa/Brazzaville/ Palmerston North/ Brazzaville/Addis Ababa/ Johannesburg/Sydney	12/09/2016 - 6/10/2016	Attend the 2016 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Conference. Also travel before the conference to develop and maintain relationships in Africa and engage with a number of projects that Taronga supports.

Staff Member	Destination	Date of travel	Reason for Travel
Nicholas Boyle	Sydney/Perth/ Johannesburg/Perth/ Sydney	21/09/2016 - 5/10/2016	Attend the 2016 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Conference. Before the conference will support C Kerr to develop relationship in Zimbabwe with Malilangwe Trust.
Brendan Host*	Sydney/Perth/ Johannesburg/Richards Bay/Johannesburg/Perth/ Sydney	24/09/2016 - 12/10/2016	Mr Host gained an opportunity through Wildlife ACT to provide insight into the activities Taronga is supporting in Tanzania in relation to White-backed Vultures and allow him to develop practical conservation and reSeattlerch skills. Due to strict Tanzanian laws Mr Host is unable to visit this work. The game reserve in South Africa is the next best place to understand these activities. Taking part in the field work will allow Mr Host to be a better advocate for these species in the wild.
Cameron Kerr	Sydney/Dallas/Puebla City/ Dallas/Sydney	8/10/2016 - 14/10/2016	To attend the World Association of Zoos and Aquariums (WAZA) Conference and Technical Congress.
Chris Dryburgh	Sydney/Nadi/Sydney	15/10/2016 - 9/11/2016	Dr Harlow and Mr Dryburgh will attend the International Union for Conservation of Nature (IUCN) Iguana Specialist Group meeting. They will also conduct reSeattlerch on the Fijian Crested Iguanas.
Peter Harlow	Sydney/Nadi/Sydney	15/10/2016 - 9/11/2016	Dr Harlow and Mr Dryburgh will attend the International Union for Conservation of Nature (IUCN) Iguana Specialist Group meeting. They will also conduct reSeattlerch on the Fijian Crested Iguanas.
Bruce Murdoch*	Dubbo/Sydney/ Queenstown/Christchurch/ Auckland/Sydney/Dubbo	31/10/2016 - 4/11/2016	Secondment of two Taronga Staff to Orana Park
Nick Hanlon*	Sydney/Christchurch/ Sydney	14/10/16 - 31/10/16	Secondment of two Taronga Staff to Orana Park
Louise Ginman	Sydney/Jakarta/Singapore/ Sydney	2/11/2016 - 5/11/2016	Workshop on SeattleZA conference
Simon Duffy	Singapore/Jakarta/ Singapore	3/11/2016 - 5/11/2016	Attend SeattleZA conference and meet RaguNadi Zoo Director regarding Tiger transaction and keeper training
Benn Bryant	Dubbo/Sydney/Denpasar/ Jakarta/Bandar Lampung/ Jakarta/Singapore/Jakarta/ Sydney/Dubbo	8/11/2016 - 20/11/2016	Assist with Anaesthesia of two Sumatran Rhino and attend the annual Elephant and Rhinoceros ReSeattlerch Symposium
Mike Drinkwater*	Sydney/Auckland/Buenos Aires/Auckland/Sydney	19/11/2016 - 27/11/2016	Attend and present at the International Congress of Zookeepers
Karrie Rose	Sydney/Christchurch/ Sydney	24/11/2016 - 30/11/2016	To attend the Australasian Wildlife DiSeattlese Association Conference and present the Australian Registry of Wildlife Health's involvement in the Bellinger River snapping turtles mortality event and ongoing work on Christmas Island
Jane Hall	Sydney/Christchurch/ Sydney	24/11/2016 - 3/12/2016	To attend the Australasian Wildlife DiSeattlese Association Conference and present the Australian Registry of Wildlife Health's involvement in the Bellinger River snapping turtles mortality event and ongoing work on Christmas Island
Larry Vogelnest	Sydney/Christchurch/ Sydney	24/11/2016 - 1/12/2016	NZWA and WDA conference
Jane Hall	Sydney/Johannesburg/ London/Toronto/ Saskatoon/Calgary/Dallas/ Charlotte/Wilmington/ Charlotte/San Diego/ Seattle/Anchorage/ Portland/Los Angeles/ Sydney	7/05/2017 - 30/08/2017	Churchill Trust Fellowship to "Improve Australia's Capacity to Manage Wildlife DiSeattlese Incidents"
Warwick Taylor*	Sydney/Kuala Lumpur/ Kuching/Kuala Lumpur/ Sydney	21/01/2017 - 18/03/2017	Undertake a Zoofriends Fellowship to lead training in steel fabrication and assist in constructing new animal enclosures that rehabilitate more animals.

Staff Member	Destination	Date of travel	Reason for Travel
Phoebe Meagher*	Sydney/Los Angeles/Washington, D.C./Los Angeles/Sydney	26/02/2017 - 10/03/2017	Attend a Statistics in Ecology and Conservation Biology Course at the Smithsonian-Mason School of Conservation Biology
Laura Jones	Sydney/HND/Sydney	16/03/2017 - 24/03/2017	Escort a Koala to Nagoya Zoo
Lisa Welsh**	Sydney/Los Angeles/Toronto/New York City/Los Angeles/Sydney	19/03/2017 - 8/03/2017	Invited to participate in the 2016 Goway Corroboree, Australian Tourism Summit and Australian Marketplace. Ms Welsh will showcase and raise awareness of Taronga as a key attraction in NSW with a view to further increase visitation from the US market to both Taronga Zoo and NSW as a whole, as well as socialise the important conservation, education and reSeattlerch work being undertaken by Taronga.
Nick Boyle	Sydney/Honolulu/Dallas/Sydney	9/04/2017 - 15/04/2017	To present at, and to attend, the C2S2 Conference in Texas
Cameron Kerr	Sydney/Dallas/Detroit/Dallas/Sydney	3/05/2017 - 6/05/2017	To attend the Center for Zoo Animal Welfare's 4th International Animal Welfare Symposium
Lisa Welsh	Sydney/Auckland/Sydney	4/05/2017 - 6/05/2017	To solidify Taronga's identity as one of Australia's pre-eminent attractions and the world's great zoos
Nerida Taylor*	Dubbo/Sydney/Jakarta/Bandar Lampung/Jakarta/Sydney/Dubbo	6/05/2017 - 21/05/2017	To further develop outreach and capacity building programs as part of a Zoofriends Fellowship
Kimberly Vnette-Herrin	Sydney/Brisbane/Denpasar/Sydney	6/05/2017 - 28/05/2017	To train newly appointed veterinarian and national park staff in Bukit Tigapuluh National Park
Benn Bryant	Dubbo/Sydney/Singapore/Jakarta/Sydney/Dubbo	16/05/2017 - 20/05/2017	Invited to attend the international workshop "Capture and Translocation of Indonesian Rhinos"
Bobby-Jo Clow*	Sydney/Perth/Johannesburg/Lusaka/Mfuwe/Johannesburg/Perth/Sydney	18/05/2017 - 4/06/2017	To observe the wildlife conservation and wildlife law enforcement efforts being implemented in South Luangwa National Park
Rodd Stapley	Sydney/Los Angeles/San Diego/Los Angeles/Sydney	21/06/2017 - 29/06/2017	To discuss and observe first hand management, culture and WHS strategies of protected elephant contact.
Gabriel Virgonia	Sydney/Los Angeles/San Diego/Phoenix/Albuquerque/Dallas/Sydney	18/06/2017 - 4/07/2017	Observe, experience and learn techniques of best practice elephant management under protected contact.
Glenn Sullivan	Dubbo/Sydney/Los Angeles/San Diego/Phoenix/Albuquerque/Dallas/Sydney/Dubbo	17/06/2017 - 4/07/2017	Observe, experience and learn techniques of best practice elephant management under protected contact.

* Travel costs funded by an external party

** Travel costs partly funded by an external party

APPENDIX 13

Workforce Diversity

Workforce Diversity Achievements in 2016/2017 include:

Aboriginal Education Scholarships	Taronga Training Institute Aboriginal Scholarship opportunities identified and provided.
Aboriginal Cultural Awareness Training	Following on from the Aboriginal Cultural Awareness training delivered to all full time and part time employees in 2016, Cultural Immersion & Training was delivered to Taronga's Executive team by Susan Moylan-Coombs from Gaimaragal Group to support leadership in this area and for the development of future strategies.
Workforce diversity celebrations	NAIDOC, Reconciliation Week, International Women's Day and Sydney Mardi Gras were amongst the celebrations to promote a greater understanding of EEO groups. These celebrations included Taronga's iconic 'Free Flight Bird Show' incorporating Aboriginal Dreaming Stories, morning teas and presentations.
Aboriginal Employment Strategy	Taronga have joined the steering committee of the Office of Environment and Heritage to develop a whole of portfolio Aboriginal Employment Strategy which will replace Taronga's Aboriginal Employment Strategy. This strategy will continue to develop in line with the Taronga Wildlife Retreat scheduled to open in 2019.
Taronga was also a finalist in the 2016 AHRI Workplace Diversity Award category for Indigenous Employment.	Taronga's Reconciliation Action Plan (RAP) is soon be re-launched with 'stretch' targets designed that will give Taronga the opportunity to focus on the strategies and programs we already have in place and set clear and measurable targets to deepen their impact.
Reconciliation Action Plan	Taronga's Reconciliation Action Plan (RAP) is continuously monitored as we aim to work towards targets with a completion date of July 2020. Taronga was also nominated for the NSW Government Harmony Champion Awards, in recognition of our efforts with our Stretch Reconciliation Action Plan and commitment to Aboriginal employment and engagement.
Work placement program	As part of our Centenary Celebrations our Burbangana and Walanmarra 'Shoulder to Shoulder' participants embarked on a life changing journey from Dubbo to Sydney. They reawakened the cultural practice of walking over a two week period which enabled them to connect and learn on country, self reflect and build their confidence, whilst being supported by Taronga staff, Aboriginal Elders and the communities they met along the way.
Gender diverse leadership group	Improving Outcomes for women:
Increased representation of woman on Taronga's Board and in Senior Executive and management positions.	During 2015/16 Taronga has partnered with the Office of Environment and Heritage to develop a disability inclusion plan covering, attitudes and behaviours, livable communities, employment and systems and processes. In addition, accessibility for Taronga staff, students and visitors, is a priority for Taronga and is actively considered in all capital works projects, and feedback is invited regularly on our current facilities and their maintenance.
Leading for Wild – Taronga's newest leadership and management development program has accepted 70% of women to the first Intake of this exclusive program.	In partnership with Dubbo Community Corrections – Department of Justice, Taronga facilitates community service placements for unpaid work to provide an alternative to custodial sentences for low risk offenders at Taronga Western Plains Zoo.
Return to work parents	Taronga continues to communicate and consult with employees returning to work after periods of parental leave and gives due consideration to any flexible work requests outside of the parental leave period.
Disability Plan	Taronga launched an Access @ Taronga day with Autism Australia, providing early entry into the zoo. Taronga also developed online awareness training for employees to complete to support our guests, volunteers and staff.
Community Service Program	In partnership with Dubbo Community Corrections – Dept. of Justice, Taronga facilitates community service placements for unpaid work to provide an alternative to custodial sentences for low risk offenders at Taronga Western Plains Zoo. Taronga also supports volunteers with disabilities to be placed on various roles throughout the zoo.

Workforce Diversity Achievements in 2016/2017 include:

Reconciliation Action Plan (RAP)	Taronga's RAP committee will continue to work towards the 2020 targets.
Aboriginal Employment Strategy	In collaboration with Office of Environment and Heritage Taronga will continue to work towards the Aboriginal Employment Strategy developed for 2016-2019. Development of an online training module is being discussed and will form part of the employee induction process for all employees and volunteers.
Leadership training in mental health awareness	Taronga has developed a Mental Health Toolkit for all employees to access. All employees attended Mental Health Awareness training in November 2016 facilitated by the Black Dog Institute. The focus for 17/18 will include sharing more strategies and tools with management on how to best support employees with mental health issues for positive outcomes.
Workforce Diversity Celebrations	Taronga's commitment to the promotion of Equal Employment Opportunity is being increased in 2017/18 with the formal appointment of an HR resource as Taronga's Diversity Coordinator. Diversity strategies in Aboriginal Employment, Disability and Women will be put in place as well as appropriate workplace support to ensure all internal and external stakeholders can engage with the benefits of a diverse Taronga workforce.

Additional Human Resources Reporting Requirements:**Movements in salaries and wages**

- 2.5% increase to salaries, wages and salary related allowances TCSA Salaried Employee Award effective 11 July 2016
- 2.5% increase to salaries, wages and salary related allowances TCSA Wages Employee Award effective 11 July 2016
- 2.5% increase to salaries, wages and salary related allowances Shop Employees (State) Award effective 16 December 2016
- 2.5% increase to salaries, wages and salary related allowances Restaurant & Employees (State) Award effective 16 December 2016

Amendments to personnel policies and procedures

The following personnel policies were updated during the 16/17 year, to ensure their consistency with applicable legislation;

- Performance Development Policy
- Working with Children Check Policy
- Managing Misconduct Policy
- Managing Unsatisfactory Policy
- ICT Acceptable Use Policy
- Travel Policy
- Public Interest Disclosure Policy

Amendments to industrial relations policies and practices

Taronga are in the process of consulting regarding changes to the following industrial Awards to ensure their consistency and compliance with the Government Sector Employment Act 2013;

- Taronga Conservation Society Australia Salaried Award
- Taronga Conservation Society Australia Wages Award
- Shop Employees (State) Award
- Restaurant & Employees (State) Award

APPENDIX 14**Senior Executive Service****2016/2017 – Senior Executive Bands**

Level	Total Senior Executives	Average Remuneration (package) end current year
SE Band 1	11*	205,782
SE Band 2	1	320,876
Total	12	215,373

* One positions at this level was vacant as at 30 June 2017.

In 2016/2017 four positions in the Senior Executive Bands were filled by female employees. 4.95% of total employee-related expenditure in 2016/17 related to Senior Executives.

APPENDIX 15**Senior Staff****Executive**

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

Stephanie Hedt BAs – *Executive Officer*

People Culture and Learning

Bettina Sammut BA, Cert (PR), Grad Cert (HRM) Grad Cert (Change Mgt) – *Director People Culture and Learning*

Valerie Moushigian Dip WHS, Dip Mgmt – *WHS Manager*

Rebecca Edwards BBA, BA Psych – *Human Resources Manager*

Andrew Nikolaidis, Grad Cert Business Administration, Grad Cert HRM, Dip PM, Dip QA – *Manager, Learning and Development*

Emma Pollard BAppFin BLLB (Hons) MIEL – *Taronga Institute of Science and Learning Project and Business Manager*

Guest Experience, Education and Community Programs

Paul Maguire BEd (PE and Sci) – *Director Guest Experience, Education and Community Programs*

Steven Williams BCom and BTrsmMgt – *Guest Experience Operations Manager*

Hayden Turner – *Guest Experience People and Programs Manager*

Nicole Whitfield BSc, MAppSc – *Manager Interpretations*

Rod Cheal, Bachelor of Science, Dip Education (Teaching) – *Manager Education (Acting)*

Lucinda Cveticanin BAppA BEd – *Aboriginal and Community Programs Manager*

Belinda Fairbrother BSc – *Community Conservation Manager*

Wildlife Conservation and Research

Simon Duffy BEd BTeach – *Director Wildlife Conservation and Research*

Nick Boyle LLB, BSc – *Manager, Conservation, Health and Welfare*

Rodd Stapley BSc – *Operations Manager Wildlife Conservation*

Justine O'Brien, Doctor of Philosophy in Veterinary Science, Bachelor of Science in Agriculture (BScAgr; Honors) – *Manager Research and Conservation*

Erna Walraven BAppSc, DipParkMgmt – *Senior Curator (Retired 2015)*

Corporate Services and Governance

Narelle Beattie BCom, MA, CA – *Director Corporate Services and Governance*

Emma Roberts BA FCCA – *Manager Finance*

Helen Brennan, Bachelor of Laws (Hons) – *Manager Governance*

Paul White – *Head of Information and Digital Technology*

Bruno Da Silva, Bachelor of Agricultural Economics (B of Agr. Ec), Masters of Business Administration (MBA) Prince 2 Practitioner (Project Management) – *Manager, Procurement and Contracts*

Property Infrastructure and Operations

Tim Bain BA, Construction Management and Economics – *Director Property Infrastructure and Operations*

Stephen Bedford – *Manager Facilities*

Kate McAlpine BE – *Infrastructure Manager*

True Swain, Juris Doctor & MBA, Grad Cert Commercial Arbitration, MProDev, BCPM – *Head of Capital Programs*

Marketing Fundraising and Commercial Services

Libby Hodgson BA (Hons) – *Director Marketing Fundraising and Commercial Services*

Janelle Blue BSc – *Head of Marketing Communications and Tourism*

Helen Wright Dip IDM – *Manager Fundraising and Memberships*

Alex Emson HND Hospitality Business Management, GNVQ Intermediate & Advanced Hospitality Management – *Manager Commercial Operations*

Lizzie Borwick BA (hons) Geography – *Head of Fundraising & Development (Acting)*

Alison Bennett DipBusMgt – *Corporate Partnerships Manager*

Taronga Western Plains Zoo

Matthew Fuller GAICD, Fellow Winston Churchill Memorial Trust – *Director, Taronga Western Plains Zoo*

Kathleen Oke, Diploma of Management – *Facilities and Asset Operations Manager*

Zac Jones – *Commercial Manager*

APPENDIX 16

Employees by category

Program Area	Permanent			Temp			Casual			Total		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Executive	6	12	10	1	1	2	0	0	0	7	13	12
Clerical	78	104	113	87	55	48	76	197	94	241	356	255
General	21	23	24	5	2	1	0	0	2	26	25	27
Professional	11	15	19	10	5	5	12	7	7	33	27	31
Services	35	35	53	24	7	12	358	319	395	417	361	460
Technical	6	6	4	2	0	1	0	0	0	8	6	5
Trades	166	166	163	43	24	22	313	134	121	522	324	306
TOTAL	323	361	386	172	93	91	759	657	619	1254	1112	1096

APPENDIX 17

Government Information (Public Access) Act – Annual Report for Agency Taronga Conservation Society Australia

Clause 7A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
No	No

Clause 7A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Total number of applications received
1

Clause 7C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	

Schedule 2: Statistical information about access applications to be included in annual report.

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	0	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	1	
% of Total	100%	0%	0%	0%	0%	0%	0%	0%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	1	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0	1	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	1	
% of Total	100%	0%	0%	0%	0%	0%	0%	0%		

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%
Total	0	

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timelines

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	1	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	1	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	0	0	
% of Total	0%	0%		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant-Initiated Transfers	0	0%
Total	0	

APPENDIX 18

Public Interest Disclosures

Taronga Conservation Society Australia had no public interest disclosures in the period 1 July 2016 to 30 June 2017. The following report has been provided to the NSW Ombudsman in accordance with the Public Interest Disclosures Act 1994 (NSW) and Public Interest Disclosures Regulations 2011 (NSW) for this reporting period.

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

APPENDIX 19

Consultants Fees Incurred in 2016/17

Consultants equal to or more than \$50,000

Nil

Consultants less than \$50,000

During the year ten consultancies were engaged in the following area:

Management Services - \$155,321

Total Consultancies less than \$50,000 = \$155,321

Total Consultancies = \$155,321

APPENDIX 20

VIP visits to Taronga and Taronga Western Plains Zoos in 2016/2017

<p>July 2016 Lance Hocking (CEO of Aurizon at for Chamber of Commerce CEO series)</p> <p>August 2016 Gary Thursby (Westpac Dubbo Chamber of Commerce CEO Series)</p> <p>September 2016 Paul O’Mally (CEO Bluescope - Dubbo Chamber of Commerce CEO Series)</p> <p>December 2016 Richard Murray (JB Hifi)</p> <p>February 2017 Alan and Lynne Rydge (major donor)</p>	<p>March 2017 Daryl Braithwaite Anthony Suters (donor) Nitro Circus</p> <p>April 2017 Vice President of the United States of America</p> <p>May 2017 Anna Dowe and Norma Walton (foundation donor) Adam Marshall (Tourism Minister)</p> <p>June 2017 Premier of NSW Today Show (live Broadcast from Taronga Western Plains Zoo)</p>	<p>Glenn Keys (Dubbo Chamber of Commerce CEO Series) Robyn Hendry (Dubbo Chamber of Commerce CEO Series) John Sample (donor) Liverpool football team The Minister for Environment Dean Cain and Terri Hatcher (Actors) Buzzfeed global editor Kelly Rowland (Singer) Prime Minister of Australia</p> <p>July 2017 Arsenal football team Maggie Rogers (Musician) Today Show (live weather crosses in a number of locations in Taronga)</p>
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APPENDIX 21

Multicultural Policies and Services Program

Objective	Strategies	Achievements – 2016/2017	Program for 2017/2018
Integrate ethnic affairs initiatives into all Taronga business and capital plan activities	Ensure all relationships with key country personnel are strong and supportive of long term outcomes	Participation of Indonesian and Thai Consulates in conservation partnerships and consultation of capital program – eg the Sumatran Tiger and Asian Elephant precincts.	Ongoing
		Utilised Thai consular staff for relevant celebrations and cultural events eg Elephant birthdays and births.	Ongoing
		Invited key Indonesian officials (from Australia and Indonesia) to Tiger launch event.	August
		Provided opportunities and support for six employees to work in-situ and support local communities projects and conservation programs internationally utilising the Zoo Friend Conservation Fellowships program.	Ongoing
		Participated in various trade and tourism events targeting overseas guests. Assisting to develop significant growth in this sector for Taronga. Countries visited included – xxxxxx	Ongoing
Increase the multi-cultural service capacity at both zoos	Continue to embed staff training and volunteer training in customer service with a particular focus on cultural appreciation and diversity	Including specific tourism expos in China (March), India (August), ATEC Sydney (December) Sydney (aut tour), Focus on India (February) 2 days, ATE Gold Coast (May).	'Taronga Experience' Program rolled out in induction and refresher courses both staff and volunteers
		Embedding of the 'Taronga Experience' Program ensuring the highest standards of customer service are delivered to customers of all cultural backgrounds to ensure enhanced cultural awareness in communications and guest experiences	
		Staff and volunteer participation in cultural events including EID	
		Visitor satisfaction surveys conducted at both zoos	On-going Program

Objective	Strategies	Achievements – 2016/2017	Program for 2017/2018	
Develop events and celebrations in partnership with ethnic groups to increase inclusivity of Taronga	EID at Taronga initiated very successfully to over 5000 Muslims. The event showcased relevant cultural food options and cultural celebration activities.			
		Continue to provide broad zoo based community education programs with special emphasis on the ethnic community	Zoo based language learning programs have been developed by Department of Education and Zoo Education teaching staff targeting NESB students and overseas students	On-going
			A new Taronga app developed incorporating NESB principles to allow guests a more relevant and engaging experience particularly an improved way finding experience	
			NESB and ESL schools targeted by the Taronga Department of Education Zoo mobile focusing on regional areas of NSW and inner city schools many of whom were students face challenges visiting the zoo.	On-going Program
			Continued success of Burbangana and Walanmarra - Community and Aboriginal Programs at both Taronga and Taronga Western Plains Zoo in partnership with FACS. To support and mentor highly disadvantaged and at risk children.	On-going Program
			“Animals of the Dreaming”, a cultural outreach program delivered in partnership with an Aboriginal Elder was rolled out to over 5000 students	On-going Program
			Support programs and student services programs are available and accessible to ESL students of Taronga Training Institute.	On-going Program
		Provide overseas guests with translated material including maps to ensure a high value onsite experience	Availability of language translated maps of Taronga, distributed at the Zoo’s information desk – traditional Chinese,	On-going Program
			Animal fact sheets Korean, Spanish, Chinese, Vietnamese, German, Italian, and French	On-going Program
			Taronga’s English and Mandarin speaking audio tour app	Ongoing program
	The new Taronga app with use of symbols and pictorials has been designed and tested to function for use by non English speaking guests	Ongoing program		
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature	Continue this principle to all the directional signage, and interpretive signage through the capital plan as it unfolds. E.g. Including the installation of visually communicative devices – less words more symbols/pictorials	On-going Program	
	Signage in the Australian Fauna Precinct – in Traditional Chinese	On-going Program		

Objective	Strategies	Achievements – 2016/2017	Program for 2017/2018
Promotion of the zoos and the services of Taronga within ethnic communities	Eid festival at Taronga Zoo	Through a partnership with Crescent Wealth the Muslim community is targeted with direct communications and a ticket offer to celebrate Eid at Taronga Zoo over a 2 day period. This festival promotes inclusion and diversity towards the Sydney Muslim community.	Ongoing Program
	Focus on and target visitors of overseas origin through foreign language publications and ethnic print/broadcast media	Taronga delivers on its commitment to expending 7.5% of its advertising budget on advertising Taronga's services throughout the ethnic community	Ongoing Program
		Advertised in post arrival publication including Sydney Official guide in multiple languages – Chinese Japanese and Korean	
		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
		Taronga Education program Wildlife Workshops targets in bound student travel organisations including JTB, Kintestu, Jalpak, and foreign language schools	On-going Program
		Media mailout included ethnic/community press and broadcast media	On-going program will continue in accordance with requests received
		PR and media department at both zoos hosted various media teams from foreign countries	On-going Program
		Utilise a marketing company in China to promote Taronga through own social platform and channels. A shared resource with the Sydney Opera House the sales representative operates as a dedicated sales resource in China targeting in market wholesalers.	On-going Program
Promote respect and accommodate cultural difference amongst Taronga staff	Provide and promote vocational educational opportunities at Taronga particularly for people from non-English speaking backgrounds	The Taronga school work experience program at both sites delivers VET opportunities to significant numbers of non-English speaking background students	On-going Program
	Providing policies in accordance with the Multiculturalism Act 2000 eg Holy Days Religious Duty Policy	Religious Duty Policy reviewed and updated	Updated annually
Continuing development of Taronga's Internal communications	To provide and disseminate information to all employees regardless of cultural and language background	Internal communication strategy prioritised in People and Culture strategic plan.	Implementation and development of a new internal communications strategy/platform. Review of Taronga's Multicultural Policies and Service Program and assessment against NSW Government policies and requirements

Objective	Strategies	Achievements – 2016/2017	Program for 2017/2018
Ensure Taronga's recruitment activities support the principles of EEO and the promotion of a culturally diverse workforce.	Ensure all Taronga employment practices and process are flexible and inclusive to help ensure a wide range of applications from diverse backgrounds	Recruitment practices refined and adapted. New tools added to help applicants	Utilisation of a more diverse range of mediums to attract candidates to apply for vacant positions
		Continue to support identified positions across various areas within the zoo	Successfully appoint Indigenous Trainee and work towards additional roles in 17/18 Traineeship program
		Continued the provision of Nura Diya an indigenous tour program staffed by Indigenous employees.	Ongoing
		Creation of an Indigenous Keeper Traineeship in the Australian Fauna Precinct	Ongoing
		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. A selection of zoo vacancies created and appointed as Indigenous roles at both Taronga Zoo's.
Promote understanding of multi-cultural communities	Provide opportunities to increase understanding of and experience multi-cultural communities	Provide opportunity for staff and guests to reflect and help challenges faced by multi-cultural communities in the home countries of environmental and wildlife conservation issues (e.g. Illegal wildlife trade, Coltan mining in Great Ape habitat; sustainable seafood; use of habitat rainforest timber; Palm Oil production in South East Asian rainforests)	Ongoing
		The development and constructing of an authentic Indonesian village – competed with genuine consultation with key groups and Tiger experience to highlight the challenges with Palm Oil – opening Aug 2017	
		Taronga is a "Champion" of the TA-led Indigenous Tourism Champions Program (ITCP).	

APPENDIX 22

Internal Audit and Risk Management Attestation for the 2016-2017 financial year for Taronga Conservation Society Australia

I, Steve Crane, am of the opinion that Taronga Conservation Society Australia (Taronga) has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Risk Management Framework

1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant

Internal Audit Function

2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant

Audit and Risk Committee

3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Non-Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

The Chair and Members of the Corporate Services, Audit and Risk Committee are:

- Chair – Ms Nancy Fox
- Member – Ms Penny Bingham-Hall
- Member – Mr Graham Wackett
- Member – Clr Roy Bendall

Departures from Core Requirements

I, Steve Crane, advise that the internal audit and risk management processes for Taronga depart from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

The circumstances giving rise to these departures have been determined by the Portfolio Minister and Taronga has implemented the following practicable alternative measures to meet the core requirements.

Non-compliance Core Requirement 3.1	<ul style="list-style-type: none"> Taronga has appointed four independent members of the Board as members of the Corporate Services, Audit and Risk Committee. The members are not nominated on the panel of pre-qualified individuals maintained by the Department of Finance, Services and Innovation. The four members have significant experience in financial and risk management in both the public and private sectors. There are significant savings in time and costs in having independent members of Board serve on the Corporate Services, Audit and Risk Committee. The structure of Taronga's Corporate Services, Audit and Risk Committee follows the ASX Corporate Governance Principles and Recommendations (3rd Edition) for Audit Committees. Two of the members are applying for Membership of the Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members.
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These processes, including the practicable alternative measures being implemented, demonstrate that Taronga has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within Taronga.

Steve Crane, Chair
Taronga Conservation Society Australia

APPENDIX 23

Credit Card Certification

Taronga has approved credit cards for the payment of expenses. The use of credit cards during 2015/16 was in accordance with the Premier's Memoranda and Treasurer's direction.

APPENDIX 24

Annual Report external production costs

No external production costs were incurred in the preparation of the Taronga Conservation Society 2016/17 Annual Report.

APPENDIX 25

Funds granted to non-government community organisations

Name of recipient organisation	Amount of Grant	Program Area
Tchimpounga Chimpanzee Rehabilitation Centre Recipient: Jane Goodall Institute Australia	\$30,000	Taronga Foundation, managed by the Wildlife Conservation and Science Team.
Taronga supports the Jane Goodall Institute by funding veterinary services, medical expenses, the establishment and renovation of release sites and other operational and administrative costs associated with its Chimpanzee release program at the Tchimpounga Rehabilitation Centre.		
Support to Wildlife Protection Unit (WPU) at Bukit Tigapuluh, Indonesia Recipient: The Orangutan Project	\$30,000	Taronga Foundation, managed by the Wildlife Conservation and Science Team.
As part of its commitment to protecting Indonesian species, Taronga funds the recruitment, training and maintenance of Wildlife Protection Units that patrol Sumatra's Bukit Tigapuluh ecosystem for the protection of its unique and endangered fauna and flora.		
International Rhino Foundation Recipient: International Rhino Foundation	\$32,986	Taronga Foundation, managed by the Wildlife Conservation and Science Team.
Taronga is a founding member of the International Rhino Foundation (IRF) and continues to support many of its activities today in both Asia and Africa.		
Improving Sanitation for Sumatran Elephants at Way Kambas National Park Elephant Conservation Centre Recipient: Save Indonesian Endangered Species	\$20,000	Conservation Partnership for Asian Elephants in Way Kambas National Park (Sumatran Elephant Sanctuary).
As part of its commitment to Indonesian species, Taronga supports SIES in its work to improve the sanitation of Asian Elephants in the care of the Way Kambas National Park Elephant Conservation Centre.		
Conservation of Southern Cassowary in Girringun Protected Areas Recipient: Girringun Aboriginal Corporation	\$10,000	Taronga Foundation, managed by the Wildlife Conservation and Science Team.
Taronga supports Girringun in its management and maintenance of declared Indigenous Protected Areas for the conservation of Cassowary (Gunday). Taronga's funding goes towards the administration, labour and transport required for the improvement of habitat connectivity for increased Cassowary survival.		
Biliqo Bulesa Conservancy – support to wildlife rangers Recipient: Northern Rangelands Trust	\$25,000	Taronga Foundation, managed by the Wildlife Conservation and Science Team.
Taronga supports NRT's work to reduce human-wildlife conflict in the Biliqo Bulesa conservancy in Kenya. NRT rangers' monitoring and patrol benefits endangered and iconic African species such as Lions and Elephants.		

Name of recipient organisation	Amount of Grant	Program Area
Managing Bilby Populations in Predator Free Sanctuaries Recipient: Australian Wildlife Conservancy The Greater Bilby is one of Taronga's Australian Legacy Species. As part of our commitment to returning the Bilby to NSW, Taronga supports AWC in the maintenance of its predator proof sanctuary and work to establish new, wild populations of Bilbies in NSW National Parks.	\$10,000	Taronga Foundation, managed by the Wildlife Conservation and Science Team
Breaking the Brand of Rhino Horn in Vietnam Recipient: Breaking the Brand Breaking the Brand seeks to change consumer behaviour for the conservation and protection of endangered species. Taronga supports its demand reduction campaign to reduce the consumption of Rhinoceros horn in Asia.	\$15,000	Community Campaign.
Working Together to Save the Endangered Fiordland Penguin Recipient: Tawaki Coalition Taronga supports The Tawaki Coalition's work researching land and marine based threats to save the endangered Fiordland Penguin in New Zealand.	\$5,671	Taronga Foundation, managed by the Wildlife Conservation and Science Team
Pangolin Conservation Action Plain in Vietnam (2016–2021) Recipient: Save Vietnam's Wildlife Through its partnership with Save Vietnam's Wildlife, Taronga supports the creation of a five-year Pangolin Conservation Action Plan. This represents the first coordinated approach to be followed by all relevant stakeholders, including government departments such as border customs, field conservationists, and NGOs for the future conservation of this critically endangered species.	\$17,460	Taronga Foundation, managed by the Wildlife Conservation and Science Team

APPENDIX 26

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 2017.

APPENDIX 27

Digital Information Security Annual Attestation Statement for the 2016-2017 financial year for Taronga Conservation Society Australia

I, Steven Crane, am of the opinion that Taronga Conservation Society Australia (Taronga) had an Information Security Management System in place during the 2016-2017 financial year that is, subject to the transitional arrangements for compliance described below, consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

Subject to the transitional arrangements described below, and taking into account the business requirements of Taronga, the controls in place to mitigate identified risks to the digital information and digital information systems of Taronga are adequate.

There is no agency under the control of Taronga which is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.

Taronga does not need to have certified compliance under ISO 27001.

Transitional arrangements for compliance with core requirements

1. Taronga has a draft ISMS Policy which complies with Core Requirement 1 awaiting final approval.
2. Taronga's draft ISMS Policy contains measures that address the risks associated with the set of Security Categories in Table 1 of Core Requirement 2.
3. Taronga has commenced the process of obtaining approval of their Senior Responsible Officer by the Digital Information Security Community of Practice Register to comply with Core Requirement 4.

These processes, including the practicable alternative measures being implemented, demonstrate that Taronga has established and maintained frameworks, including systems, processes and procedures for appropriately managing information security management within Taronga.



Steve Crane, Chair
Taronga Conservation Society Australia



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For more information go to taronga.org.au

Taronga is a not-for-profit organisation
dedicated to wildlife conservation and
community education.

Cover: Southern Corroboree Frog
Photo: Lorinda Taylor

**Back cover: VIVID lanterns designed
and built by Ample Projects**

taronga.org.au