



JOURNEY *to* THE FUTURE

Securing a shared future
for wildlife and people

ANNUAL REPORT 2015–2016

TARONGA 
CONSERVATION SOCIETY AUSTRALIA.

For the Wild

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.



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taronga.org.au

The Hon. Mark Speakman SC MP

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

Dear Minister

It is with great pleasure that we present the 43rd 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 2016 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
Director and Chief Executive

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A SHARED FUTURE FOR WILDLIFE AND PEOPLE

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

We believe that all of us have 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 building homes for 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.



In October 2015, Australia's first Greater One Horned Rhino calf was born and named 'Rajah'. He was one of three Rhinoceros species successfully bred in 2015/16 at Taronga Western Plains Zoo. PHOTO: RICK STEVENS



OUR STRATEGIC DIRECTION

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

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



TARONGA ZOO

Symbol
Platypus
(*Ornithorhynchus anatinus*)
Opened
October 1916
Site
28 hectares
Animals
Number of Animals: 4,363
Species/sub-species: 575

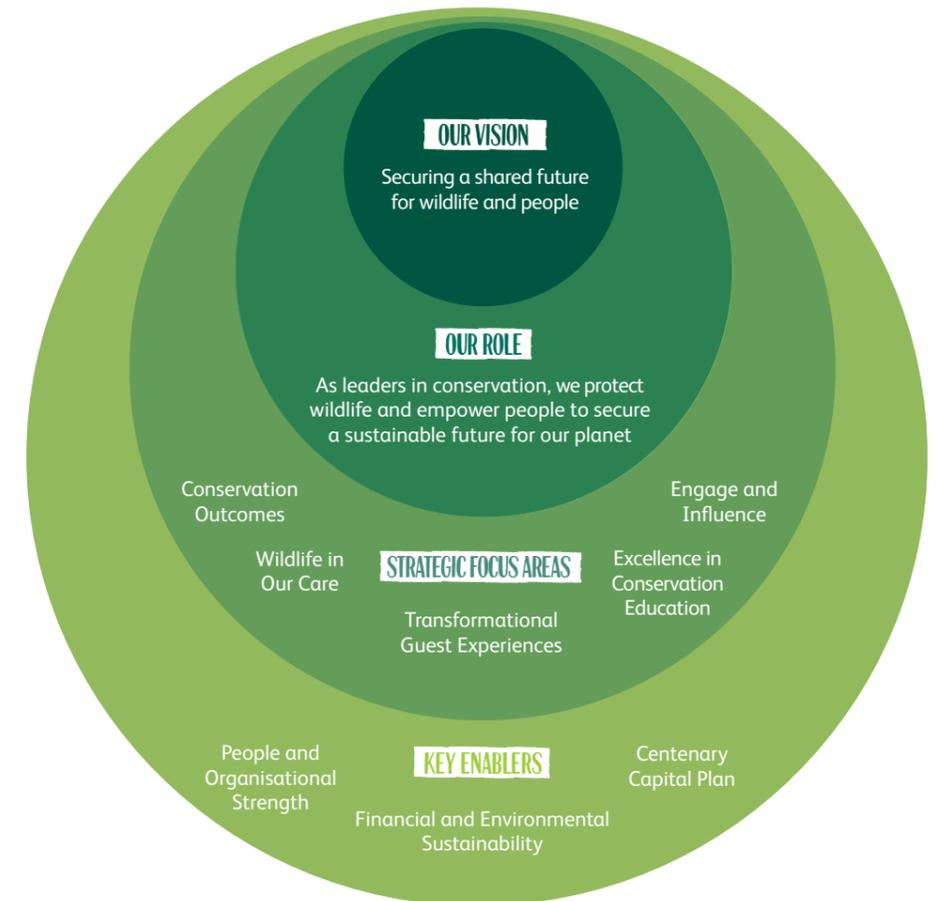


TARONGA WESTERN PLAINS ZOO

Symbol
Giraffe
(*Giraffa camelopardalis*)
Opened
February 1977
Site
788 hectares
Animals
Number of Animals: 575
Species/sub-species: 63



NSW GOVERNMENT



A young visitor gets to connect with Californian Sea-lion, Pepper.
PHOTO: PAUL FAHY

IT GIVES ME GREAT PLEASURE TO PRESENT MY FIRST ANNUAL REPORT AS CHAIRMAN.

It has been an exceptional year at Taronga for so many reasons with the pinnacle being the celebrations for our Centenary milestone.

CHAIRMAN'S REPORT



In 100 years Taronga has gone from a location of entertainment in 1916 to a mature conservation and education hub that works well beyond traditional zoo boundaries to tell the story of healthy ecosystems, habitats, wildlife and communities across the globe today.

The advancement of Taronga's conservation agenda has been progressed in a number of forms this year from projects in the field to the development and implementation of inspiring experiences for our 1.84 million guests we welcomed this year. This agenda is laying a solid foundation for the next 100 years of conservation and education at Taronga, and fulfilment of our mission to secure a shared future for wildlife and people.

During the year, Taronga has focussed on threatened and priority Australian species for breeding, recovery and release to the wild. Taronga led the investigation of the devastating disease affecting the Bellinger River Snapping Turtle and pioneered a rescue and research program for the critically endangered Plains Wanderer in partnership with the NSW Office of Environment and Heritage.

In early 2015, the NSW Government announced its support for a 10 year redevelopment program for Taronga and Taronga Western Plains Zoo. This revitalisation is designed to create experiences that inspire people's positive connections with wildlife and influence them to contribute to conservation and habitat protection. The Centenary Theatre project and the Sumatran Tiger Experience are both due to open in the next

12 months. At Taronga Western Plains Zoo, the rejuvenation of the Savannah exhibit with its new drive-through Safari Experience is proceeding at pace and is well on track to welcome visitors in Spring 2016.

This year Taronga has continued to support many Australian and international field conservation programs. Outcomes of these include a 70% reduction in elephant-human conflict on trial farms in Mozambique using bee hive fences; and also the prevention of over 4 million tonnes of wood from being harvested from the Kibale National Park in Uganda.

In 2015/16, a total of 76 joint research and conservation projects were underway, supporting an amazing array of species including whole-genome sequencing of the Platypus and the development of a tetanus vaccination for Asian Elephants.

The Taronga Wildlife Hospital (TWH) received 637 sick, injured and orphaned native animals for treatment and rehabilitation. Thirty endangered marine turtles were admitted. Two Green Turtles and an Olive Ridley Turtle were released with satellite trackers as part of Taronga's commitment to marine conservation.

As my first year as Chairman concludes, may I thank the Taronga Board for its unfailing support and that too of the Minister for the Environment, the Hon Mark Speakman MP, who has been energetic in his support of the Zoos and their efforts for wildlife.

I also wish to congratulate the staff of both our Zoos who have worked passionately and energetically to continue to provide outstanding visitor experiences while

delivering Centenary events amidst the huge demands of the changing physical environment of both Zoos.

Steve Crane
Chairman

DIRECTOR and CHIEF EXECUTIVE'S REPORT



TARONGA'S CENTENARY IN 2016 HAS BEEN A CAUSE TO REFLECT ON THE ROLE OF OUR ORGANISATION, THE EVOLUTION OF OUR ACTIVITIES AND OUR LEGACY FOR WILDLIFE IN THE NEXT 100 YEARS.

In 2016, Taronga launched its legacy for the future and for the wild. Taronga committed to dedicating the next 10 years to the conservation of 10 critical species. Five are native to Australia, like the Platypus and the Bilby, and five are on the brink of extinction in Sumatra – a biodiversity hotspot of critical natural importance right on Australia's doorstep. These 10 animals have formed the platform for the Centenary celebrations.

Taronga has begun celebrating a century of caring for wildlife with an inclusive program of community involvement and continuing the long-standing community relationship with people who support our Zoos. With the help of our presenting partner, ANZ, we proudly delivered the Vivid at Taronga installation in May 2016 featuring the 10 Centenary species. It was the overwhelming highlight of the year with more than 85,000 people purchasing tickets to the event over 23 nights.

Taronga also forged new international zoo collaborations, including the creation of a partnership between Chester Zoo, Singapore Zoo and San Diego Global to launch the international campaign, 'Lend Your Eyes to the Wild', encouraging their combined 7 million visitors to download the Wildlife Witness smartphone app, and build the first global community to take action in the fight against the illegal wildlife trade.

One of the forward-looking projects for the 2015-16 year was the detailed planning work undertaken on the Taronga Institute of Science and Learning. The Institute will be a global centre of excellence for conservation science and learning, and will enable Taronga to build on existing strengths in these areas. The project will transform Taronga's capability to undertake leading research and inspire individuals and communities to achieve positive outcomes for wildlife.

Whilst undertaking these significant projects, the Zoos have also experienced record-breaking results in many areas for the year. Some notable examples include; a record level of overnight visitation was achieved during the

year with 49,231 overnight visitors across both properties; Taronga Zoo achieved the highest paid visitation ever recorded; Taronga's gift shops recorded the highest ever annual income and the highest ever daily taking, and the 21st season of Twilight at Taronga delivered record-breaking results with 14 of 17 shows sold out. Funds raised from these outstanding achievements allowed us to reinvest in our commitment to conservation on site as well as on an international scale.

Taronga Western Plains Zoo won a Gold award for Unique Accommodation at the Qantas Australian Tourism Awards for 2015, and at the NSW Tourism Awards, Gold for Unique Accommodation and Silver for Tourist Attraction.

Our animals have also been keeping busy with many notable births. At Taronga Western Plains Zoo a Greater One Horned Rhino was born – the first ever to be born in Australia. At Taronga Sydney, the birth of Meerkat pups and the François Langur caught attention from the world.

It is timely that this year saw the development and launch of the 2016-2020 Strategic Plan. The plan reflects a significant expansion to conservation, research and education activities and collaborates with partners in Australia and around the world. We have also redefined the guest experience at our Zoos to inspire our visitors' positive connections with wildlife and influence them to contribute to conservation and habitat protection.

I would like to thank our Board, staff, volunteers, members, supporters and networks whose support makes Taronga so much stronger as a wildlife organisation.

Cameron Kerr
Executive Director and Chief Executive

APPOINTED BOARD

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

Mr Steve Crane (6)

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 30/06/2017)

Clr Roy Bendall (6)

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 31/12/2016)

Ms Penny Bingham Hall BA FAICD SF Fin (5)

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, Macquarie Specialised Asset Management, DEXUS Property Group, Port Authority of NSW, and SCEGGS Darlinghurst Limited.
(Term expires 01/09/2017)

Ms Jennifer Cowley (5)

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

Ms Nancy Fox FAICD (5)

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, and a Trustee Director of Kinetic Superannuation. She is also a Director of the Australian Theatre for Young People.
(Term expires 30/06/2018)

Clr John Walkom (5)

Representing 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 31/12/2016)

Mr Graham Wackett (5)

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 30/06/2017)

Ms Susan Doyle (6)

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.
(Term expires 31/12/2018)

Dr Ian Roth BVSc, MANZCVs, GAICD, PSM (4)

Ministerial Appointee. Chair of the Wildlife Committee. Member of the Australian and New Zealand College of Veterinary Scientists and Australian Veterinary Association 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 30/06/2017)

The Hon. Robyn Parker (5)

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 is currently the CEO of Delphis Australia.
(Term expires 30/06/2017)

BOARD COMMITTEES

Corporate Services, Audit & Risk Committee (8) Chair – Ms Nancy Fox

Monitors financial performance, including work health and safety, environmental sustainability, human resource management, capital works programs and infrastructure. 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 6 times per year.

Marketing Committee (6) Chair – Ms Susan Doyle

Monitors all marketing activities including communications, Taronga Foundation, customer service and tourism development. Consists of selected Board Members.

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

Wildlife Committee (6) 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:

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

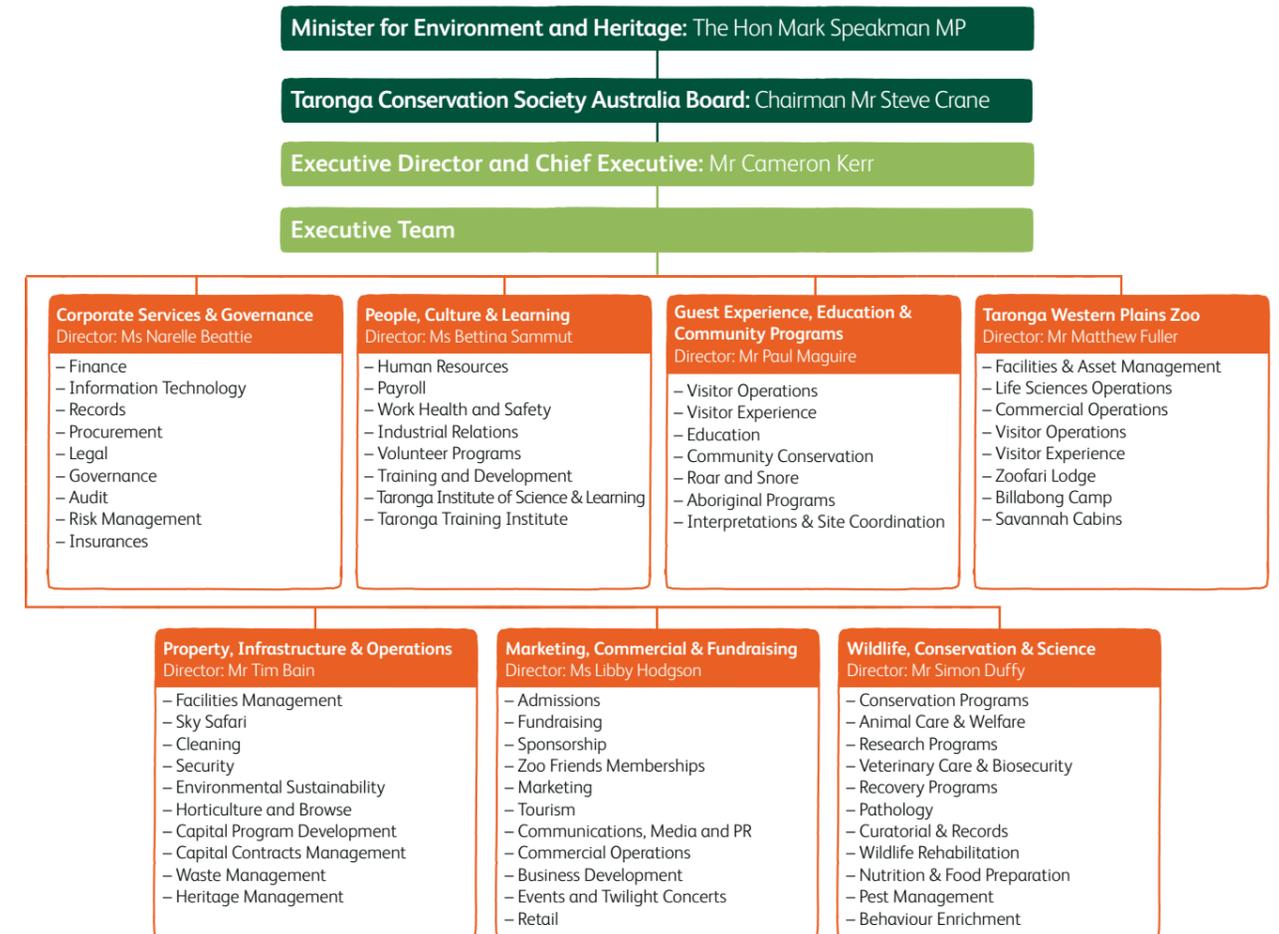
Animal Ethics Committee (6)
Statutory committee through which all research projects involving animal research must be approved. Constituted in accordance with the Animal Research Act 1985 and consists of the following representatives:

- Dr Rebecca Spindler, Chair (Researcher)
- Dr Jo Day (Wiszniowski) (Researcher)
- Dr Frances Hulst (Veterinarian)
- Dr Benn Bryant (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 21 new projects, all of which were approved. The Committee also approved 13 ongoing projects and five amendment applications.



ORGANISATIONAL CHART



EXECUTIVE TEAM

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

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

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

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

Tim Bain
Director, Property, Infrastructure and Operations
Bachelor Construction Management and Economics

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

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

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

A female Brush-tailed Rock-wallaby joey peeks out of mother Mica's pouch in the Platypus Pools exhibit. PHOTO: PAUL FAHY

INSPIRING *for* THE WILD

At Taronga Western Plains Zoo, a record number of guests experienced an inspirational overnight stay at one of three unique accommodations, benefiting from special tours and wildlife encounters. More than 37,000 overnight visitors represented a 26% increase on the preceding year. The success of these stays was attested by the Zoo winning the Best Unique Accommodation at the Australian Tourism Awards.

THREE FEMALE AND ONE MALE

GIRAFFE CALVES WERE BORN AT

TARONGA WESTERN PLAINS ZOO





Christmas Island
Assessment of reptile and mammal disease
Flying Fox Health, Ecology and Conservation



Kimberley Region
Safeguarding monitor lizards following Cane Toad invasion



Great Barrier Reef
Coral resilience to warm and acidic oceans

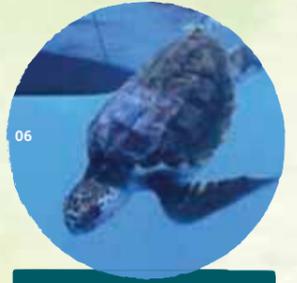
Daintree
Restoring Cassowary habitat

Townsville
Resistance to Chytridiomycosis in Endangered frogs

Central Coast
Evaluating wildlife corridors in the Gosford region
Impact of oil spills on Pelican health



Kosciusko
Assisted Reproduction for Australian frogs
Resistance to Chytridiomycosis in Endangered NSW frogs
Reintroduction of Northern Corroboree Frogs



Lord Howe Island
Satellite telemetry of Sea Turtles



Dubbo
Evaluation of river flow on Platypus stress
Squamate lizards semen cryopreservation
Tasmanian Devil contraception study
Dining with Dasyurids
Tails of Elephant Stress

Blue Mountains
Brush-tailed Rock Wallaby monitoring remnant populations
Song learning in the Regent Honeyeater
Nest Survival in Regent Honeyeaters

Sydney
Asian Elephant semen cryopreservation
Validating welfare indices in zoo housed species: accentuating the positive
Urban Management of free-ranging Brush Turkeys
Evaluating the impact of Chimpanzee introductions
Numeracy in amphibians: Do frogs go for more?
Elephant sleep behaviour
Rate of passage of penguin feathers in New Zealand Fur Seals
The Value of Human Wildlife Interactions
Do Koala Retrovirus variants alter immune function in captive Koalas?



Western Australia
Bio-inspired camouflage to prevent shark attacks
Protecting breeding sites for Carnaby's Black Cockatoo
Foraging intervention in Red-tailed Black Cockatoos

Western NSW
Developing a scent-based management tool for Dingos

Riverina
George's Turtle Mortality Event Investigation
Platypus population dynamics and a national risk assessment

Oceans South of Sydney
Sensing the seascape – Marine predator foraging in a changing ocean

Perth
Skype for Elephants



Tasmania
Using familiar scents to improve endangered marsupial reintroductions



South Coast
Wild Shark Social Networks
Health Assessments and Translocations of mammals in Booderee

YEAR in BRIEF

RESEARCH & CONSERVATION SCIENCE IN AUSTRALIA

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

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

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

make better informed wildlife and habitat management decisions.

The successful **Taronga Conservation Science Initiative** has already leveraged approximately \$1.1 million of donor funds to garner over \$7 million in scientific grants.

Projects include wildlife issues of urgency in marine, freshwater and terrestrial environments in collaboration with partners working on the ground to ensure that outcomes are implemented to improve wildlife management.

KEY

.....
Research

.....
Conservation Programs

YEAR in BRIEF

OUR GLOBAL REACH

TARONGA'S CONSERVATION PROGRAMS WORK WITH WILDLIFE, HABITATS AND COMMUNITIES AROUND THE WORLD.

Taronga's annual contribution to field conservation through field partnerships is over \$500,000, but the overall commitment through staff time, facilities and support totals over \$4 million to field conservation each year.

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

01 PHOTO: PROYECTO MONO TOCÓN 02 PHOTO: TARONGA ZOO 03 PHOTO: ELEPHANT AND BEES PROJECT
04 PHOTO: TARONGA ZOO 05 PHOTO: NGUYEN VAN THAI 06 PHOTO: MANDY TURNER 07 PHOTO: PAUL FAHY
08 PHOTO: CHRIS KARA 09 PHOTO: TARONGA ZOO 09 PHOTO: ERIN MORONEY



Community Conservation Campaigns

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

Lend Your Eyes to the Wild
Global zoo initiative to convert millions of zoo goers to download and utilise the Wildlife Witness smartphone app

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

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

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

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

Conservation Programs

Australasia
One Health in Papua New Guinea – Tree Kangaroo (YUS conservation area)

Costa Rica
Environmental Flows for Sawfish.

Guatemala
Community Forest Management for the Alligator lizard

Kenya
Enhancing security for elephants

Indonesia – Java
Protecting the Silvery Gibbon

Indonesia – Komodo Island
Monitoring program for Komodo Dragon

Indonesia – Sumatra
Keeping Supayang Wild – Wildlife Asia
Protecting Rhinoceros with International Rhino Foundation
Wildlife Protection Units in Bukit Tigapuluh

Madagascar
Finding a way to rid Madagascar of Cane Toads

Malaysia
Combating illegal wildlife trade with TRAFFIC

Mongolia
Strengthening P Horse Populations in Mongolia

Nepal
Fishers living with Fishing Cats

Nicaragua
Wildlife and habitat protection for spider monkeys

Peru
Communities for the San Martin Titi Monkey

Republic of the Congo
Tchimpounga Chimpanzee Rehabilitation Centre

South Africa
Mitigating Farmer-Predator Conflict in Southern Africa
Testing of improved shark nets to stop bi-catch

Sri Lanka
Preventing Conflict with People, Elephants and Bees

Tanzania
Evaluate and mitigate threats to vultures

Thailand
Elephant conservation at Kui Buri National Park

Uganda
Community engagement to stop deforestation

Vietnam
Pangolin Conservation Planning
Protecting the natural habitat of the White-cheeked Gibbon

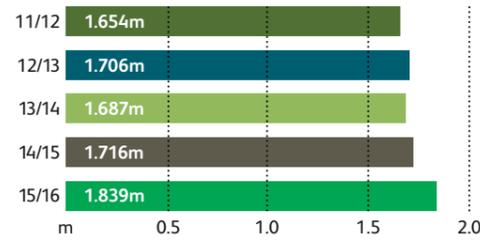
Zambia
Stopping Poaching in South Luangwa

Zimbabwe
Anti-poaching teams protecting Painted Dogs

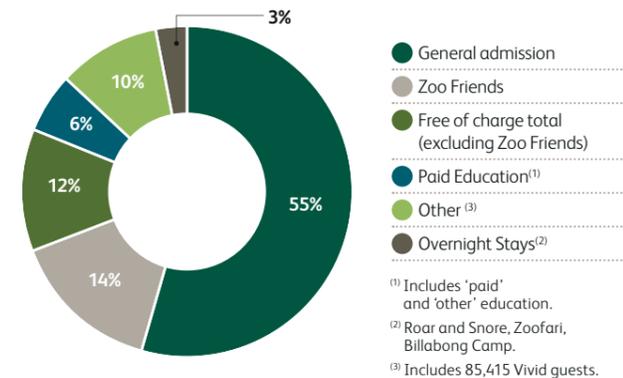
YEAR in BRIEF

VISITATION

Total visitation (million people)

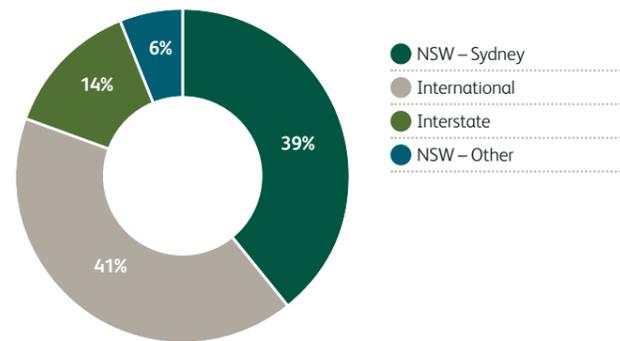


Guest ticketing mix

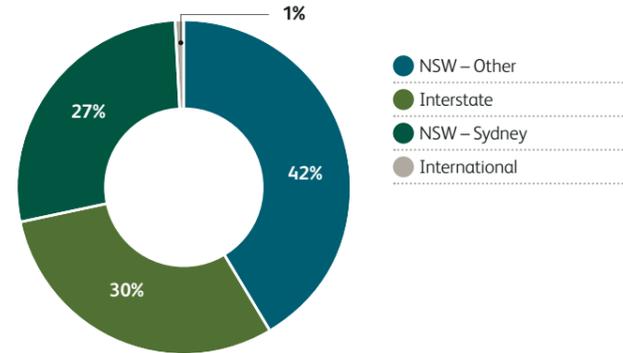


- General admission
 - Zoo Friends
 - Free of charge total (excluding Zoo Friends)
 - Paid Education⁽¹⁾
 - Other⁽³⁾
 - Overnight Stays⁽²⁾
- ⁽¹⁾ Includes 'paid' and 'other' education.
⁽²⁾ Roar and Shore, Zoofari, Billabong Camp.
⁽³⁾ Includes 85,415 Vivid guests.

Origin of guests – Taronga Zoo



Origin of guests – Taronga Western Plains Zoo



Guest attendance

		2014/15	2015/16	Variance	Variance %
Consolidated result	Paid attendance ⁽¹⁾	1,400,544	1,437,784	37,240	2.7%
	Paid and FOC* attendance ⁽²⁾⁽³⁾	1,715,992	1,838,992	123,000	7.2%
Taronga Zoo	Paid attendance ⁽¹⁾	1,190,824	1,211,406	20,582	1.7%
	Paid and FOC attendance ⁽²⁾	1,473,236	1,578,890	105,654	7.2%
Taronga Western Plains Zoo	Paid attendance ⁽¹⁾	209,720	226,378	16,658	7.9%
	Paid and FOC attendance ⁽³⁾	242,756	260,102	17,346	7.1%

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

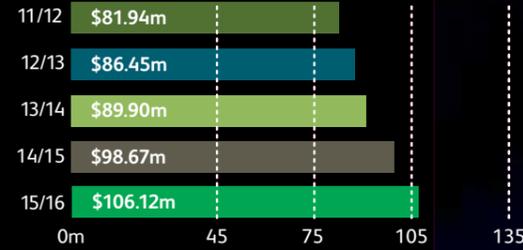
The heritage of Taronga's elephants was celebrated in April by marking the Buddhist New Year of Songkran, a time of renewal. The elephants took a good look at each other with their colourful painted decorations. PHOTO: PAUL FAHY



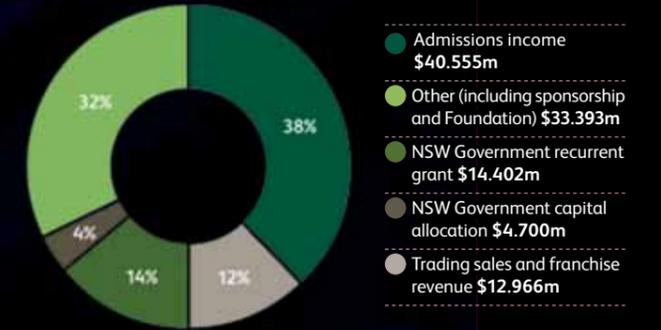
YEAR in BRIEF

FINANCIALS

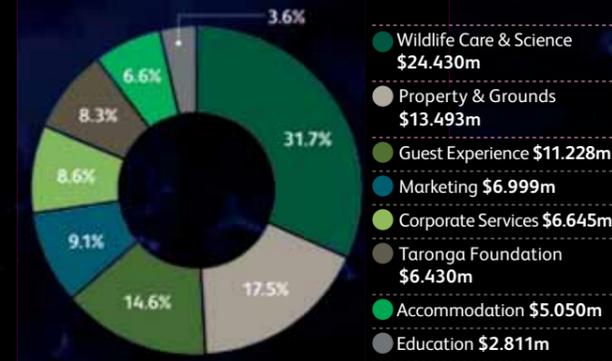
Total income (\$m)



Sources of income for Taronga programs

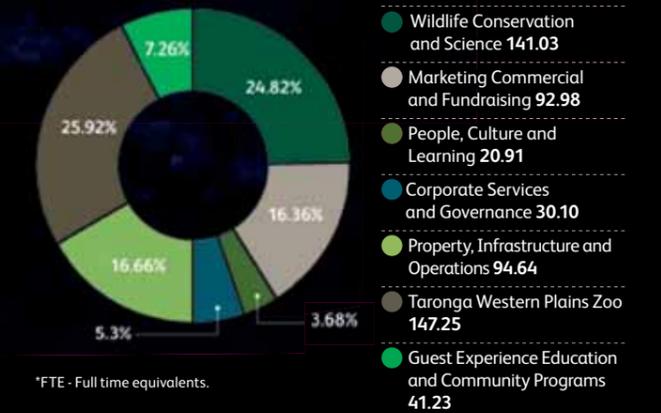


Allocation of recurrent resources to expense types*



*Excludes depreciation and other cash items.

Allocation of employees by Taronga divisions*

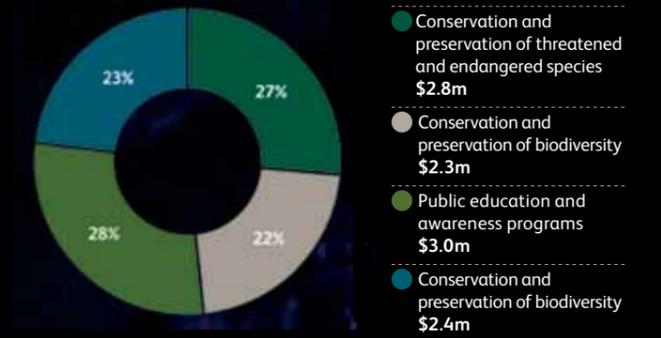


*FTE - Full time equivalents.

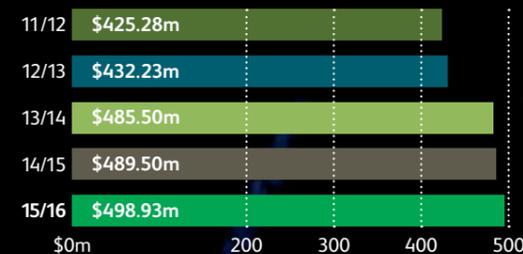
Expenditure on capital development and maintenance (\$m)



Total cost of Social Program Policy activities



Total assets (\$m)



LEADING *for* THE WILD

Plastic pollution in Australia's marine environment has become so prevalent that a tiny wild Green Turtle hatchling only three weeks old had already eaten it, mistaking it as jellyfish. Weighing only 56 grams when he arrived at the Taronga Wildlife Hospital, 'Andrew' the turtle spent 16 months in care, eventually growing to over 9 kgs before being released off Sydney Heads.

**AUSTRALIANS USE 10 MILLION
PLASTIC BAGS EVERY DAY AND
MANY END UP IN THE OCEAN**

CONSERVATION OUTCOMES



Black Rhinoceros calf Dafari.
PHOTO: RICK STEVENS



Bilby habitat in NSW was protected.
PHOTO: ROB DOCKERILL



Taronga supported Belling River Turtles.
PHOTO: PAUL FAHY

Less than 200 Plains Wanderers are thought to be left in the wild. In 2016, Taronga bred the first ever chicks in human care. PHOTO: PAUL FAHY

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

Key achievements

- Taronga has pioneered a conservation and research program for the critically endangered Plains Wanderer in partnership with the NSW Office of Environment and Heritage. Three pairs of these quail-like birds were collected in 2016 and Taronga keepers developed new and innovative husbandry techniques resulting in five successfully bred offspring.
- The first birth in Australasia of a Greater One Horned Rhino calf occurred in October 2015; the calf was named 'Rajah'. He was one of three Rhinoceros species successfully bred in 2015 at TWPZ, including a Black Rhino Calf named 'Dafari'.
- Taronga supports many Australian and international field conservation programs. Outcomes of these include a 70% reduction in elephant-human conflict on trial farms in Mozambique using bee hive fences; preventing over 4 million tonnes of wood from being harvested from the Kibale National Park (Uganda); removing over 1,000 snares, confiscating 24 firearms and apprehending 78 suspected wildlife traders in South Luangwa National Park (Zambia).
- Taronga also supported programs where 35 chimps were released on islands at Kouilou River (Republic of Congo); 50 feral exotic predators were removed from bilby habitat at Scotia Sanctuary (NSW); and enhanced security patrols reduced poaching of Elephants in Kenya to zero.
- The 'Lend your eyes to the wild' campaign was launched to stop the illegal trade of wildlife. Taronga was joined by San Diego Zoo Global (USA) and Chester Zoo (UK) to build a global community to become the eyes and the ears for wildlife. The seven million annual visitors of these zoos are encouraged to download the Wildlife Witness app and report any illegal activities they see.
- The Taronga Foundation raised an incredible \$13.69M to support Taronga's conservation efforts – the most successful year-to-date in the Foundation's 16 year history.
- For the first time, eight participants took part in the 'Trek For the Wild' in Sumatra led by a Taronga Zoo Keeper. As a group they raised over \$30,000 and returned as true ambassadors for Taronga's conservation work in Sumatra.
- Taronga and the Office of Environment and Heritage formed a joint project to build a purpose-built facility to accommodate 16 Belling River Turtles as part of an insurance population for this species. This facility has nine large dedicated pools with individual filtration systems to support the insurance colony.
- A White Rhino calf was born into the conservation breeding program at Taronga Western Plains Zoo. The calf called 'Kamari' was born on 19 December 2015 to mother Mopani.

Performance Indicators

	2015/16
Species which are classified as threatened ⁽¹⁾	
Taronga Zoo	32%
Taronga Western Plains Zoo	49%
Threatened species in conservation programs ⁽²⁾	
Taronga Zoo	35%
Taronga Western Plains Zoo	74%

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

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

Conservation Science Programs

Taronga maintains a strong commitment to conservation science across a range of disciplines, including wildlife health, conservation biology, population viability, ecology, nutrition and behaviour. Through active collaborations with university and government partners and Taronga's diverse expertise, a key goal is to make relevant and informed wildlife and habitat management decisions based on scientific data.

With the generous support of donors and strategic vision shown by Ms Gretel Packer (founding Patron of the Taronga Conservation Science Initiative) Taronga's contribution to conservation science is expanding each year. Since its inception in 2011, Taronga has leveraged approximately \$1.1 million donor funds to garner over \$7 million in scientific grants.

Fundamental to Taronga's vision of securing a shared future for wildlife and people is finding a path that we as humans can tread as the species that has prevailing influence on all habitats. Taronga's scientists are focussed on informing that path; assessing the impacts of the choices we make and bringing innovation to building new paths that meet the needs of all species.

In the Water

In Australia a primary area of conflict between humans and wildlife is incidence of shark attacks. Given that they can have devastating physical and emotional consequences for victims, they also create a disproportionate level of fear in the community.

Increasing numbers of people swimming in the ocean means that there is a proportional rise in numbers of shark attacks (Australian Shark Attack File, 2016) and in some areas, this has led to culling of large numbers of sharks for want of a better solution.

Protecting those species that have an important role to play in maintaining the health of marine environments highlights the need to reduce the risks for people. Taronga's marine biology unit is part of a team working with Macquarie University aiming to develop a new shark deterrent technology. The project plans to build on a recent discovery that white sharks do not attack light emitting seal-shaped decoys. New information about shark vision will assist in promoting a better understanding of why this 'camouflage' is so successful. The project will also help to protect threatened shark species by reducing human reliance on culling to keep people safe in the water.

On the Land

In terrestrial habitats, particularly near farmland, the threat posed by Dingos to livestock is a primary area of human-wildlife conflict. Management of Dingoes and other wild dogs is primarily driven by assumptions of impacts on the livestock industry and typically utilises physical barriers and lethal control.

By better understanding actual livestock losses that can be verified as Dingo kills, specific hotspots of human –Dingo conflict can be determined. In addition, Taronga will work with government and non-government agencies to add innovative strategies to mitigate conflict including the development of non-lethal Dingo management tools, modified husbandry guidelines, and broadening the debate by balancing the costs to the livestock industry with the benefits to ecosystems and communities.

The conservation biology and remote population assessment skills of Eco-Logical Solutions Laboratory will be employed to see if the successes in controlling African Wild Dog populations in Botswana by using the animals' own scents can be used to similar effect in Dingoes. If such an approach is adopted in future, there could be considerable benefits to maintaining the niche that the Dingo fills in Australian ecosystems.

A Thousand Cuts

The Australian Registry of Wildlife Health has a unique ability to investigate wildlife population crashes. Many of these events are the result of diseases, such as a newly discovered virus that caused the decline of the George's Turtle.

Increasingly, population die-offs that are being investigated by specialist Registry staff appear to be a result of deliberate poisoning or at the very least neglect. For example, many parrot species are important for the spread and germination of seeds in ecosystems. However, in a freshly sown paddock they can remove much needed seeds for future crops. Investigations continue to track the level of threat to native birds from conflict with humans. The Registry also compiles data on persistent impacts of persecution, oil spills, predation by pests, release of invasive species (particularly freshwater species) and the run-off of waste from domestic species.

Hand in Hand

Taronga's Behavioural Biologists are working to find ways to improve human-wildlife interactions and relationships. Small changes in human perception and actions can have wide-ranging impacts on people and wildlife. For example, a positive interaction increases the chance of creating positive perception, which in turn increases the likelihood of the next interaction being positive. Ultimately, these interactions result in the formation of positive relationships that inform attitudes, behaviours and decisions. The goal of this team is to find meaningful ways of increasing the number of human-wildlife interactions that are positive for both people and the animals and build a cadre of people committed to living their lives 'For the Wild'.

Australian Shark Attack File (ASAF)

The Australian Shark Attack File (ASAF) has been supported by Taronga since 1984. For over 30 years John West, Manager of Life Sciences Operations was the file's coordinator. During 2015/16 John retired from his role at the Zoo and handed over responsibility for the management of the ASAF to his replacement Rodd Stapley. Rodd has a history in Aquarium and Zoo management prior to joining the Taronga team. The ASAF continues to compile shark attack statistics and advise State and Federal authorities and the general public about shark attack risks.

There was a total of 27 unprovoked shark attack cases recorded for the year (July 1 2015 – June 26 2016) of which three unprovoked fatalities occurred.

Summary information and educational material is accessible to the public on the Zoo's web site: taronga.org.au/ASAF

Field Based Conservation

Taronga continues to bring about significant conservation outcomes for species, habitats and communities.

Conservation through Community Innovation

Taronga staff have been delighted with the success of a program in Mozambique where bee hives have been integrated into fences to deter elephants from accessing crops. Using these learnings, a similar project is being trialled with Asian Elephants in Sri Lanka, which could offer genuine hope for mitigating human-elephant conflict in that region.

Taronga-sponsored Wildlife Protection Units (WPU's) across Sumatra have been very successful, with zero Sumatran or Javan Rhinos being poached from Way Kambas or Bukit Berisan Selatan National Parks in the last year. Further, these teams have successfully confiscated illegal timber and firearms, disrupted logging camps and gathered solid evidence for prosecution of illegal poaching and logging.

With Taronga's support the Cheetah Outreach project has shown a 98% reduction in stock losses through the use of livestock guard dogs, and the program is expected to expand.

Through education, capacity-building and technology-sharing, the New Nature Foundation in Uganda's Kibale National Park has brought sustainable fuel alternatives for local communities – preventing the logging of 4 million tonnes of wood.

Communities in Borneo applied training they received during participation in the Orang-utan Tropical Peatland Project to protect the Sabangau Forest from the devastating fires that raged across Borneo during the 2014 drought. The team are now replanting, and re-establishing natural irrigation channels to avoid another disastrous fire season.

Building on previous work on the endangered Fishing Cat at Nepal's Koshi Tappu Reserve, Taronga has supported Charles Sturt University and the National Trust for Nature Conservation to develop strong awareness and capacity-building programs for local communities to pre-empt conflict between farmers and Fishing Cats.

Keeping the Wild Wild

Taronga supports the Biliqo-Bulesa Conservancy in Kenya, which has reduced the number of elephants poached within its area to zero by increasing ranger patrols and making improvements in land use that support both wildlife and livestock.

Wildlife Asia has purchased and protected 50 hectares of rainforest that is gateway to the Supayang Reserve in Sumatra.

Taronga is supporting a trial eradication of invasive Asian toads in Madagascar, the results of which will inform conservation decision-making in Madagascar and possibly also in Australia.

Sadly, wildlife under the watch of the South Luangwa Conservation Society has had a tough year due to ongoing high levels of poaching and snaring, but Taronga's support over the last four years has been essential to some notable successes of this anti-poaching program. In 2016 alone, the combined efforts of aerial surveys, a canine unit and patrol scouts has confiscated and removed 170 snares from the park, apprehended 93 suspected poachers as well as confiscated both ivory and firearms.

Species Specific Protection

In Western Australia, Taronga has supported the engagement of farmers to better protect nesting sites of Carnaby's Black Cockatoos on their property.

Recently, Taronga also partnered with the Girringun Aboriginal Corporation to support Cassowary conservation in Queensland. By engaging schools and community groups together with junior rangers, the project aims to maintain and improve existing corridors and known habitat for Cassowaries.

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

In the 1990s Taronga released Przewalski's horses into Mongolia. In partnership with the Smithsonian Institute, Taronga is now supporting the long-term monitoring and management of released horses and the assessment of the impact of current habitat improvements to inform future management strategies.

Globally, the illegal wildlife trade is the second greatest threat to species survival. With the strategic support of the Zoo and Aquarium Association Australasia (ZAA), Taronga, and seven other institutions, the trade monitoring agency TRAFFIC South-East Asia has collated information tracking the alarming increase in the use of social media to conduct illegal wildlife trade. They are now working with Facebook Asia Pacific to help tackle online illegal wildlife trade in Malaysia.

More specifically, Pangolins are the most trafficked animal in the world and Taronga is bringing experts from all over Asia to develop a set of priorities and timely targets for conserving this species.

Vultures have 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, with many species now classed as critically endangered. Taronga is supporting a field program to monitor vultures' movements and develop strategies to ensure the survival of these species.

Working in the Republic of Congo with the Jane Goodall Institute, Taronga has helped release 55 Chimpanzees to islands in the Kouilou River, with more to come in late 2016.

Taronga's Ten Centenary Species

As part of Taronga's Centenary celebration, a long term commitment was announced to conserve ten critical species. Five are native to Australia and five are on the brink of extinction in Sumatra, an island of Indonesia and a biodiversity hot spot. Significant achievements during the year include;

Bilby. Digital recording of Aboriginal people's knowledge of Bilbies was undertaken at the Bilby Indigenous Knowledge festival at Kiwirrkurra WA.

Corroboree Frog. April 2016 marked 10 years since Taronga commenced its work with Corroboree Frogs, and was the month in which 2,000 eggs were released to the wild as part of the Zoo's ongoing reintroduction program, in partnership with NSW Office of Environment and Heritage and other zoos.

Marine Turtles. Ten endangered marine turtles have been released with satellite trackers since Taronga's Marine Conservation Project to Satellite Track Marine Turtles project commenced in 2014. Two Green turtles and an Olive Ridley turtle have been released in the last 12 months. An Olive Ridley turtle was flown to Cairns for release into this species' natural range. She has been tracked travelling north toward the tip of Cape York. Marine turtle conservation was highlighted throughout the year with a particular focus on the impacts of marine debris.

Regent Honeyeaters. This flagship species for woodland biodiversity has been bred at Taronga for over a decade and it is estimated that there are approximately only 400 that remain in the wild. This year Taronga bred enough birds to ensure that more than 50 regent honeyeaters filled the Blue Mountains Bush Walk exhibit during May to celebrate the Zoo's commitment to this beautiful bird as part of the Taronga 100th birthday celebrations. These birds are scheduled for release in autumn 2017 when it is estimated that up to 100 Zoo-bred birds from Taronga will be released into the wild.

Sumatran Rhino. Working through the International Rhinoceros Foundation (IRF), intellectual and operational support has been provided for Sumatran Rhinoceros conservation including support in birth of one animal, and post mortem examination of another animal.

Pangolin. Operational and financial support was provided for Save Vietnam's Wildlife to develop the country's first cross-jurisdictional Pangolin Conservation Action Plan. A Zoo Keeper worked in Vietnam and assisted staff with the rescue and rehabilitation of pangolins which were being illegally trafficked.

WILDLIFE in OUR CARE



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

Key achievements

- Successful outcomes for wildlife programs at Taronga Western Plains Zoo included three female and one male Giraffe calves born in 2016, nine African Wild Dogs pups born in December 2015, five otter pups in September 2015 and a Prezwalski horse foal in January 2016.
- The first chimpanzee import to Taronga in over twenty years saw the arrival of three females from Europe. The sisters from Denmark and a single female from Poland are to be introduced to the Taronga chimp community in the coming year.
- In April 2016, the entire insurance colony of critically endangered Bellingher River Turtles was transferred to a newly-built, quarantined facility at Taronga Zoo. This species suffered rapid population declines in 2015 when a virus was discovered, causing widespread mortality throughout its limited distribution.
- Taronga's Australian Registry of Wildlife Health led investigations and managed stakeholders to diagnose and manage 12 wildlife disease incidents including the Bellingher River Turtle die-off.
- The female elephant Thong Dee at Taronga Western Plains Zoo was confirmed as pregnant with a calf expected in November 2016, and at Taronga Zoo, Pak Boon is also expecting a calf in April/May.
- In early 2016 there were as few as 50 critically endangered Corroboree Frogs remaining in the wild. In June Taronga released around 800 zoo-bred eggs to support the remaining wild population. Without this program, which is run in partnership with NSW National Parks and Wildlife, it's predicted that Southern Corroboree Frogs would have gone extinct either this year or next.
- Many zoo animals live beyond the average age of their wild counterparts. This has increased the number of animals in Taronga's care presenting with health conditions associated with ageing. Taronga Wildlife Hospital developed a database to identify animals that are approaching or have reached expected longevity for their species. An animal assessment tool has been developed for objective recognition of age-related changes before they impact quality of life. To date, this Animal Assessment Process has been applied to over 20 individuals from various species with positive welfare outcomes.
- A project to build a Sun Bear climbing structure was developed to provide a more complex environment for the Sun Bears. This involved the construction of a large climbing structure using natural logs and materials to provide a challenging three-dimensional environment. The project used in-house resources to achieve improved facilities for the Sun Bears.



Corroboree Frog populations were boosted.
PHOTO: TARONGA ZOO



The Sun Bears enjoyed their new climbing structure.
PHOTO: TARONGA ZOO



Rehabilitated marine turtles were released to the wild.
PHOTO: TOBY ZERNA, THE DAILY TELEGRAPH

Nine African Wild Dog pups were born at Taronga Western Plains Zoo in December.
PHOTO: RICK STEVENS

Performance Indicators

	2015/16
Species in conservation programs ⁽¹⁾	
Taronga Zoo	11%
Taronga Western Plains Zoo	37%
Wildlife rehabilitation	
Number of Cases	1,156

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

Wildlife Conservation and Science Taronga Zoo

The Animal Presentation Precinct was presented with a unique opportunity to showcase one of Taronga's research partnerships with Macquarie University this year. A group of Port Jackson Sharks were collected from the wild to facilitate a research project to better understand how sharks navigate and use memory for foraging. It also provided the opportunity for an engaging display at Taronga's Great Southern Oceans exhibit in August.

An Echidna Breeding Facility was completed at Backyard to Bush (B2B) this year. The facility is integral to ensuring Taronga can effectively support the highly specialised breeding of the Short-beaked Echidna which is key to supporting a sustainable population. The facility provides an important opportunity for researchers to study the interactions and specialised breeding behaviours of this unique Australian native species.

Backyard to Bush also successfully bred an endangered Southern Hairy-nosed Wombat which is the third successful breeding between the adult pair to date. This continued success with breeding will assist with ongoing learning and conservation efforts for this species.

An Andean Condor was transferred from Taronga to White Oak Conservation in Yulee, Florida to become part of their breeding program. White Oak Conservation Centre is involved in a project to release young condors back into the wild. Condors are threatened in their northern range and have become rare in Venezuela and Colombia.

Taronga Zoo had a successful breeding season with both species of critically endangered Corroboree Frogs. This resulted in the release of 600 Southern Corroboree Frog eggs and 141 Northern Corroboree Frog eggs as part of the Zoo's ongoing reintroduction program in partnership with the NSW Office of Environment and Heritage and others zoos. Taronga's amphibian specialists continue to undertake experimental reintroductions, monitoring of reintroduced populations and vital reproductive research.

Taronga has confirmed the pregnancy of Asian Elephant cow Pak Boon. The official announcement was made by NSW Environment Minister Mark Speakman during celebrations for the Thai festival of Songkran at Taronga in April 2016. Pak Boon is an experienced mother as she delivered Taronga's first female calf, Tukta in November 2010. The new calf is due in April / May 2017, and will be the first elephant birth at Taronga since Tukta was born more than six years ago. The new calf was sired by Taronga's resident bull elephant, Gung, and will be his third offspring after Luk Chai and Tukta.

Another key achievement has been the establishment of a husbandry program for the critically endangered Plains Wanderer. This unique bird from south-eastern Australia was identified as requiring urgent conservation intervention to prevent its extinction.

Taronga Zoo, working closely with NSW Office of Environment and Heritage, was requested to gather six birds from the wild in order to establish husbandry protocols for this species. The program has been successful to date, with five chicks hatching.

In April 2016, Taronga Zoo hosted a multi-institutional workshop to plan and implement the long-term zoo-based management of this species.

Taronga Animal Nutrition Centre (TANC) grew to become a distinct unit in 2015. A new daily roster and increased feed deliveries improved quality and reduced food waste across the site. TANC is also working towards certification in Hazard Analysis Critical Control Points (HACCP); the ultimate in food safety programs.

New products were developed for the zoo feed market. These are made sustainably and locally, reducing carbon costs of transport. Taronga's Echidna Mix reduced keeper preparation time from 30 to 2 minutes daily.

Taronga's 'Rodent Breeder Cubes' save \$13,000 annually and reduce waste by 54%. 'Rodent Wormout Cubes' are so effective, breeder rodents are de-wormed annually versus quarterly and they are also successfully treating exhibit animals, such as the Spinifex Hopping Mice.

Taronga's 'Browser Diet', 'Glider Mix' and 'Primate Biscuits' are in development stages with more products scheduled for next year.

The introduction of guidelines to score body condition and faecal consistency improved communication between departments and are being used to assess diets and weight control programs. Diet changes have allowed for effective weight control, management of diseases such as diabetes, and reproductive success.

Special in-house dietary mixes were formulated to improve skin/coat condition, supplement geriatric and individuals with dental issues and provide balanced rations for finicky species.

Research studies and investigation of gut morphology increased knowledge of nutrient requirements for zoo animals and this expertise has been shared through co-authoring of nutrition chapters, participation in conferences/workshops and consulting.

Taronga Western Plains Zoo

The Life Sciences team at Taronga Western Plains Zoo is responsible for planning and managing up to 63 species ranging from highly endangered to more common species.

In October 2015 a Greater One-horned Rhino was born – the first ever to be born in Australia. The calf was born to a first-time mother and is now able to be seen on display. Plans are underway to commence future introductions of the breeding pair with the hopes of another successful pregnancy. The birth is a very significant milestone and the calf will play an important role in the preservation of this vulnerable species.

In November 2015 the African Wild Dog alpha female gave birth to 9 pups. African Wild Dogs are a complex species and the successful raising of the cubs is testament to the efforts of Zoo Keepers who closely monitored the progression of the maturing pups. This species is classified as endangered and the birth reinforces the commitment of the Taronga Conservation Society Australia to the preservation of endangered species.

In early December 2015 a new Meerkat exhibit was opened after extensive planning and development. The new exhibit is located on the main Zoo circuit between the African Wild Dog and Black Rhino exhibits, and the old exhibit is being used as a Meerkat breeding facility. The Meerkats have settled into their new home very well, with Keeper talks and encounters proving to be a great success with guests to the Zoo.

After meticulous planning and consultation Taronga Western Plains Zoo announced in May 2016 that an Asian Elephant was expecting a calf in November 2016. The announcement to the public coincided with the 12 month anniversary of the Asian Elephants arriving at Taronga Western Plains Zoo from Taronga Zoo. The pregnancy is the result of the natural mating of the breeding pair.

In June 2016 Taronga Western Plains Zoo was visited by large animal dental expert Gerhard Steenkamp. Gerhard originates from South Africa and applied his valuable expertise to dental procedures for Elephants and Black Rhinoceros. Zoo team members were able to learn a great deal from him.

Successes in breeding Black Rhinoceros continue at Taronga Western Plains Zoo. Ten births have occurred at the Zoo since the arrival of Black Rhinoceros in 1991. Regular testing and ultrasounds have now confirmed the pregnancy of the youngest female within the group. This is a great milestone for the zoo being the first 'second generation' animal to be born at TWPZ. Born in 2010 she has been carefully managed to maximise the opportunity to have her placed in a breeding situation.

Conservation Program and Population Management Program

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

The female rhinoceros will continue to be monitored closely via daily observations and regular sample testing. The success of this ongoing work significantly enhances the prospect of future husbandry and breeding of Black Rhinoceros at Taronga Western Plains Zoo

Taronga Wildlife Hospitals Taronga Zoo and Taronga Western Plains Zoo

It's been a busy year for the Taronga Western Plains Wildlife Hospital (TWPH). Animal populations have been undergoing a period of change as the zoo works towards implementation of its Centenary Capital Plan.

Intrinsic to this has been the movement of many resident animals into new facilities within the zoo and the acquisition of numerous new animals from other zoos.

Animal transfers often require chemical capture and dynamic management of animals through transient facilities which can pose an element of risk for these animals. Taronga Veterinarians have particular expertise in the anaesthesia and transport of wild animals and their subsequent quarantine management. Of particular note this year was the management of a pair of Giraffe for transportation by air from Dubbo to Indonesia.

Veterinary staff at the Wildlife Hospital have a significant role in the reproductive management of the Zoo's animals. Some circumstances require the use of contraception to ensure group sustainability and stability, which was the case for the Zoo's Oriental Short-Clawed Otter and Meerkat groups, whereas others require interventions aimed at enhancing fertility. The Black Rhinoceros and Asian Elephant groups have been the beneficiary of Veterinary Reproductive Interventions this year with the application of reproductive ultrasonography for enhanced breeding outcomes.

Early detection and prevention of health issues is fundamental to Taronga Western Plains Zoo's Vet Program. The expansion of the Zoo's elephant group has engendered expansion of their preventative health program including a sophisticated tuberculosis screening component and radiography of the digits for early detection of potential foot problems.

Dental health management is a fundamental part of a zoo preventative health program and the wildlife hospital has invested significant resources this year in increasing capacity to detect and manage orodental health issues, particularly in mega-vertebrates.

The Taronga Western Plains Zoo team sees a unique caseload in its day-to-day work. These cases provide opportunity for workplace education of veterinary students. The Wildlife Hospital is a partner in Veterinary Education with Sydney University and has hosted numerous veterinary students from Sydney University and elsewhere during training placements at the Zoo this year.

At Taronga Zoo, with advances in veterinary care, husbandry, nutrition and a lack of predators, trauma and disease, zoo animals are living beyond the average age of their wild counterparts. This has resulted in an increase in the number of animals with health conditions associated with ageing.

Taronga is committed to lifelong care of its animals to ensure their ongoing health and welfare. To this end, the Zoo has developed tools for the identification and assessment of aged animals. The first is a methodology and database to identify animals which are approaching or have reached expected longevity for the species. The second is an assessment tool that allows objective recognition and monitoring of age-related changes before they impact quality of life, and facilitates individualised end of life planning. To date, this process has been applied to over 20 individuals, resulting in positive welfare outcomes.

Taronga Wildlife Hospital is committed to Taronga's science and education objectives and outcomes. The Hospital practices evidence-based medicine, using the most current, research-proven assessments and treatments in patient care. To this end the team maintains a high level of continuing professional development and involvement in research and education. This has been achieved this year through the publication of one textbook, two book chapters, eight peer-reviewed journal articles and five proceedings abstracts.

Taronga's veterinary team provides education and training opportunities to a wide range of audiences, regularly participating in research projects as investigators or facilitators.

Wildlife Rehabilitation

Taronga Wildlife Hospital (TWH) received 637 sick, injured and orphaned native animals for treatment and rehabilitation. These were 354 birds, 200 mammals, 78 reptiles, and 5 amphibians. They were brought to the hospital by government wildlife authorities, wildlife rescue groups, and local community members.

Of the birds released, 16 were banded with Australian Bird and Bat Banding metal bands to enable post release monitoring. Six animals that were unable to be released, due to injuries, entered the Taronga population.

Some interesting and unusual animals admitted to the hospital, treated and released include: Pied Oystercatcher, Red-tailed Tropicbird, Arctic Jaeger, Gould's Petrel, Red Footed Booby, White Tern, Sugar Glider, and an Echidna puggle. These and other wildlife cases received extensive media coverage on television, radio, newspaper, and the Taronga Facebook page.

After storms in June 2016, the Wildlife Hospital received numerous calls regarding stranded and injured seals. Six young Long-nosed Fur seals were brought to the Hospital; one animal was released by TWH staff, liaising closely with officers from the Office of Environment and Heritage (OEH) and ORRCA volunteers.

Thirty endangered marine turtles were admitted, most due to plastics ingestion, fishing line and shark net entanglement

Two Green Turtles and an Olive Ridley Turtle were released with satellite trackers as part of Taronga's Marine Conservation Project. Tracking data maps habitat use and post-release survival. The Olive Ridley turtle was flown to Cairns for release into this species' natural range.

One of the Green Turtles admitted with a severely damaged fore flipper that required amputation, was released following five months of treatment. She travelled from Sydney Heads to Port Stephens in six weeks.

Marine turtles featured as the first Centenary Species in Taronga's Centenary Celebrations for 2016, providing educational and media coverage, highlighting the threat of marine debris to our ocean wildlife.

The Taronga Western Plains Wildlife Hospital Wildlife Service is a fully funded service which was established to meet a need in Central Western NSW for high level veterinary expertise to assess, treat, rehabilitate and release sick, injured and orphaned Australian native animals.

The Wildlife Service saw over 500 patients this year, with the caseload reflecting the animal species that occur in the area, particularly macropods, echidna, various reptile species and birds of prey.

Intrinsic to the service is the provision of support to local wildlife care groups, including WIRES. Wildlife Hospital staff participate in WIRES training days, playing a role in educating carers in best practice wildlife management techniques.

At Taronga Western Plains Zoo, the Wildlife Hospital Wildlife Service provides an interface between the zoo and populations of free ranging wildlife. Accordingly, the Wildlife Hospital is ideally 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.

Free ranging Koala populations in NSW are under considerable pressure. In particular, Koala numbers on the Liverpool Plains have contracted sharply over the last couple of years and the prevalence of infectious Chlamydia has risen sharply. The Taronga Western Plains Wildlife Hospital continued to provide support to carer groups, researchers and government staff that are working with this endangered koala population this year.



Zebra foal frolics at Taronga Western Plains Zoo.
PHOTO: BELINDA SOOLE

TRANSFORMATIONAL GUEST EXPERIENCES



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

Key achievements



A very popular visit was made by the Cookie Monster.
PHOTO: MADELEINE SMITHAM



Multi award-winning accommodation at Taronga Western Plains Zoo.
PHOTO: TARONGA WESTERN PLAINS ZOO



Taronga's new Seal Show had strong conservation messages.
PHOTO: RICK STEVENS

A new exhibit at Taronga Western Plains Zoo gives visitors the opportunity to meet a Meerkat.
PHOTO: RICK STEVENS

- Vivid at Taronga was an overwhelming success, with more than 85,000 people attending the event over 23 nights. This was the first of Taronga's major Centenary celebrations and introduced guests to the conservation commitment of the 10 critical Centenary species and inspired children and adults to 'be the light for the wild'. Each night up to 23 Guest Experience staff, 30 volunteers and 15 members of Youth at the Zoo (YATZ) delivered the guest experience from car park operations and ticketing to wayfinding, first aid and interpretation.
- A Guest Experience Charter was developed to enable Taronga to deliver an outstanding experience that compels guests to change their behaviour to be more 'For the Wild'. This initiative identified and highlighted the key principles, goals, and messaging required, as well as the activities and projects to be delivered. The Charter and checklist ensure that all activities and experiences specifically support the Taronga vision.
- Taronga's Centenary presented many opportunities to connect to the hearts of guest; increase their understanding of wildlife and empower them to take action - all while celebrating and showcasing Taronga's work for the wild. A dedicated 'Taronga 100' team of staff and volunteers were specifically recruited to bring the year to life and to engage with guests through monthly Centenary species installations, trails, talks, maps and activities, a heritage signage package that included a 100 year timeline, and special events like the Buddhist Songkran festival and Vivid Sydney.
- Taronga's community engagement during the Centenary was well received, with over 51,000 people registered to visit Taronga Zoo for \$1 on their birthday during 2016.
- Taronga Western Plains Zoo won a Gold award for Unique Accommodation at the Qantas Australian Tourism Awards for 2015, and at the NSW Tourism Awards, a further Gold for Unique Accommodation and Silver for Tourist Attraction, whilst Taronga Zoo won Best Major Attraction for the third consecutive year at the NSW Tourism Awards and was recognized into the hall of Fame.
- A project to re-imagine the Seal Show ensured the conservation messages and call-to-action could be seamlessly delivered in an engaging and emotive story. A pre show component greatly enhanced guest engagement and participation. Improvements in keepers' skills in stage performance produced strong audience engagement and reaction.
- The Taronga Experience Development Program was created and delivered to 127 employees to enhance their customer service skills. Program participants undertook activities which developed their understanding of how to best communicate and interact with guests; tailor the experience to a variety of social and cultural groups, and increase knowledge about Taronga's offerings.
- A new Meerkat exhibit and children's play area was opened in Taronga Western Plains Zoo.
- Taronga Western Plains Zoo and the Zoofari Lodge won a TripAdvisor Award for Excellence and Travellers' Choice Award for 2015 and 2016. Zoofari Lodge won a LUX Magazine 2016 Award for Best Contemporary Zoofari Retreat (Australia) and Best Experience Accommodation (New South Wales) for 2016.

Performance indicators

	2014/15	2015/16
Satisfied guests as measured through satisfaction surveys		
Taronga Zoo	92%	91%
Taronga Western Plains Zoo	88%	91% ⁽¹⁾
Complaints per 1,000 guests⁽²⁾		
Taronga Zoo	0.19	0.14
Taronga Western Plains Zoo	0.49	0.62

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

Guest services

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

Taronga Zoo received a total of 323 complaints in 2015/2016, the equivalent of 0.2 complaints per 1,000 guests. At the start of the reporting period, a review of the feedback procedure was undertaken to make it easier for our guests to provide feedback. Feedback reporting training occurred to increase reporting consistency.

One of the main complaint areas stemmed from the commencement of the Centenary Capital Development construction. The relocation of favourite species including Lions and Tigers during the initial building phase led to an increase in feedback relating to guests expectations and the variety of species cared for at Taronga Zoo. Managing these expectations during a dynamic period has been mitigated by a continuous focus on maximising the experiences that Taronga can offer guests and supplementing with additional keeper talks, animal enrichment, trails and holiday activities.

Taronga Western Plains Zoo received 103 complaints in 2015/16, equating to 0.4 complaints per 1,000 guests.

Complaints were received in relation to lack of wayfinding signage, speed of guests driving around the circuit, cafe service times and certain animals being off display.

Guest satisfaction surveys

Self-completion Customer Satisfaction Surveys are implemented year round across both Zoos, via the use of iPads at Taronga Zoo and digital kiosks at Taronga Western Plains Zoo. Data captured is reported monthly and provides a robust and timely reflection of customer satisfaction levels. Overall visitor satisfaction levels at each Zoo across the 2015/16 year are outlined below.

Note that the Taronga Western Plains Zoo data collection method changed in 2014/15 and therefore results cannot be directly compared year on year.

Visitor customer satisfaction levels; 12 month average	TZ			TWPZ		
	13/14	14/15	15/16	13/14	14/15	15/16
Overall satisfaction with value for money	4.6	4.6	4.6	4.4	4	4.1
Educational value	4.4	4.6	4.5	4.5	4	4.1
Seats/rest areas	4.4	4.4	4.4	4.5	3.9	4.1
Ease of moving around	4.3	4.4	4.3	4.6	4.1	4.3
Visibility of animals	4.3	4.4	4.2	4.2	3.7	4.1
Welfare of animals	4.4	4.5	4.4	4.6	4.4	4.5
Variety of animals	4.6	4.7	4.5	4.3	4	4.4
Helpfulness of staff	4.6	4.6	4.7	4.5	3.9	3.8
Shows and keeper talks	4.3	4.4	4.4	4.6	3.9	4.1
Cleanliness of grounds/facilities	4.8	4.7	4.7	4.8	4.3	4.5

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

Staff actively monitor visitor satisfaction via reviews posted on TripAdvisor, on which the Zoo is rated highly (4.5 stars) and is a consistent award recipient.

Guest Experience and Interpretation

2016 marked the beginning of Taronga's Centenary Celebrations and an ambitious Guest Experience Plan was developed focusing on celebration, emotional engagement and inspiring action, with an opportunity to also communicate and engage with guests about Taronga's Centenary commitment to the conservation of 10 species and how they can contribute.

One initiative included guests being able to enter the Zoo for \$1 on their birthday. These guests were given a birthday badge and special preferences in opportunities for interaction in shows and talks to really make their day memorable.

Each month focused on a specific species and the activation for guests included everything from extra Keeper Talks, themed Kids Maps, trails, tours, targeted kids' activities and spot guiding. These were all led by the dedicated team of 'Taronga 100' volunteers helping to showcase the celebrations and engage with guests.

The year also saw the installation of updated and new interpretive media featuring Taronga's heritage, the ten Centenary species and other Zoo projects like Bird Festival and Port Jackson Shark Research Project.

These customer-focused conservation rich experiences were maintained at a high level and helped to ameliorate significant construction impacts for new developments including the Centenary Theatre and Sumatran Tiger Adventure.

Zoo Friends

The Zoo Friends annual pass continued to attract families, offering excellent value for money for guests that visit Taronga's Zoos regularly. Over the year Taronga recorded over 75,000 members and membership revenue grew to a record \$4.8 million, providing vital funds for the operation of both Zoos and investment in science and conservation programs.

The local membership option for residents of Dubbo and surrounding postcodes continued to be very successful with Taronga Western Plains Zoo recording almost 10,000 memberships at 30 June 2016.

Zoo Friends engagement with Taronga remained strong with over 240,000 visits across the year and over 4,000 members attended exclusive member events including the Zoo Friends Christmas night and the Taronga Froggy fun day held in June, where members took part in engaging activities including leap frog and face painting in honour of the Corroboree Frog, one of Taronga's Centenary species.

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

Dreamnight

Dreamnight is a special program where Zoo staff volunteer their time one night a year to open the Zoo for children who are disabled or chronically ill to enjoy a variety of experiences with their families. At Taronga, 160 staff, 40 volunteers and 40 YATZ volunteered their time, working with 16 charities to provide 1,000 children and their families with a very special evening at the Zoo.

A similar experience was offered at Taronga Western Plains Zoo with 53 Zoo representatives volunteering their time alongside 20 charities so that 355 children and their families could have a night to remember.

Capital Works and Project Planning

Taronga Zoo and Taronga Western Plains Zoo – Master Plan and Visitor Experience Program

The earlier Taronga Master Plan (December 2013) was a key platform for the development of an exciting range of new immersive exhibits for guests under the Visitor Experience Program at both Taronga Zoo and Taronga Western Plains Zoo. The state budget in June committed to support capital development at both Zoos over the next 10 years. The program will also highlight Taronga's commitment to education, research and conservation facilities.

Taronga Zoo Theatre Development

In early 2016, construction of the new 'Welcome to the Wild' Theatre commenced. The project is scheduled for completion in late 2016. Production of the 'Welcome to the Wild' film has commenced, and will showcase Taronga's work as a world leader in conservation, research and sustainability.

Sumatran Tiger Adventure

In late 2015, Taronga received approval of its State Significant Development application for the new Sumatran Tiger Adventure precinct and commenced construction in early 2016. The project is scheduled to be open in the

first half of 2017. This facility will deliver a choreographed experience that will provide a strong conservation message on Taronga's role in helping the critically endangered Sumatran Tiger population.

Taronga Institute of Science and Learning

The Taronga Institute of Science and Learning will be a global centre of excellence for conservation science and learning and will enable Taronga to build on existing strengths in these areas. The project will transform Taronga's capability to undertake leading research and inspire individuals and communities to achieve positive outcomes for wildlife.

The new purpose-built facilities will enable Taronga to broaden its partnerships with leading universities and scientific organisations.

The State Significant Development application was being assessed by NSW Department of Planning and Environment. Detailed designs have been developed and will be ready for tender later in 2016. Demolition and excavation works are scheduled pending the approval of Development Applications for the project.

Taronga Wildlife Retreat and Australia Habitat

In early 2016, a State Significant Development Application was submitted to the NSW Department of Planning and Environment for assessment. The Taronga Wildlife Retreat Phase One of the Australian Habitat redevelopment will revitalise the existing Australia Habitat precinct and deliver visitors

a new immersive experience that showcases Australia's native fauna, flora and the local Indigenous culture. The Taronga Wildlife Retreat accommodation will wrap around a native wildlife sanctuary and nestle within the new Australia Habitat.

African Savannah and Congo

A lead design consultancy firm has been appointed to develop the African Savannah and Congo precinct designs. The first phase of construction is scheduled to commence in 2017 pending authority approvals, and will involve the construction of a multi-species habitats including a lion breeding facility, expanded savannah for giraffes, zebras and fennec foxes, and a specialised meerkat exhibit space. The second phase of the project will involve the construction of a lush forest exhibit for the growing gorilla family.

Taronga Western Plains Zoo Meerkat Encounters

The new meerkat encounter exhibit was opened to guests in December 2015. The new developments have delivered an interactive precinct node that has enhanced the visitor experience and also tied into the adjacent Black Rhino precinct.

Savannah Safari

Design of the Savannah Safari project was completed in late 2015, and construction of the new exhibit commenced in early 2016. The Savannah Safari exhibit is the first project of the visitor experience program at Taronga Western Plains Zoo and is scheduled for

completion in October 2016. The project will deliver an improved customer experience that will enable patrons to participate in an interactive safari vehicle tour of the savannah exhibit, amongst majestic Giraffe, as well as Zebras and rhinos.

Pride of Lions

This exciting new lion exhibit is currently in the design development phase, with tender documentation scheduled for completion towards the end of 2016. The new precinct will deliver a unique customer experience that will inspire visitors, including a Maasai Village, a novel range of viewing and encounters, and an exciting ranger-led tour that will take people into the Lion exhibit in a purpose-built encounter vehicle. The new precinct and exhibit is expected to open in late 2017.

Visitor Circulation

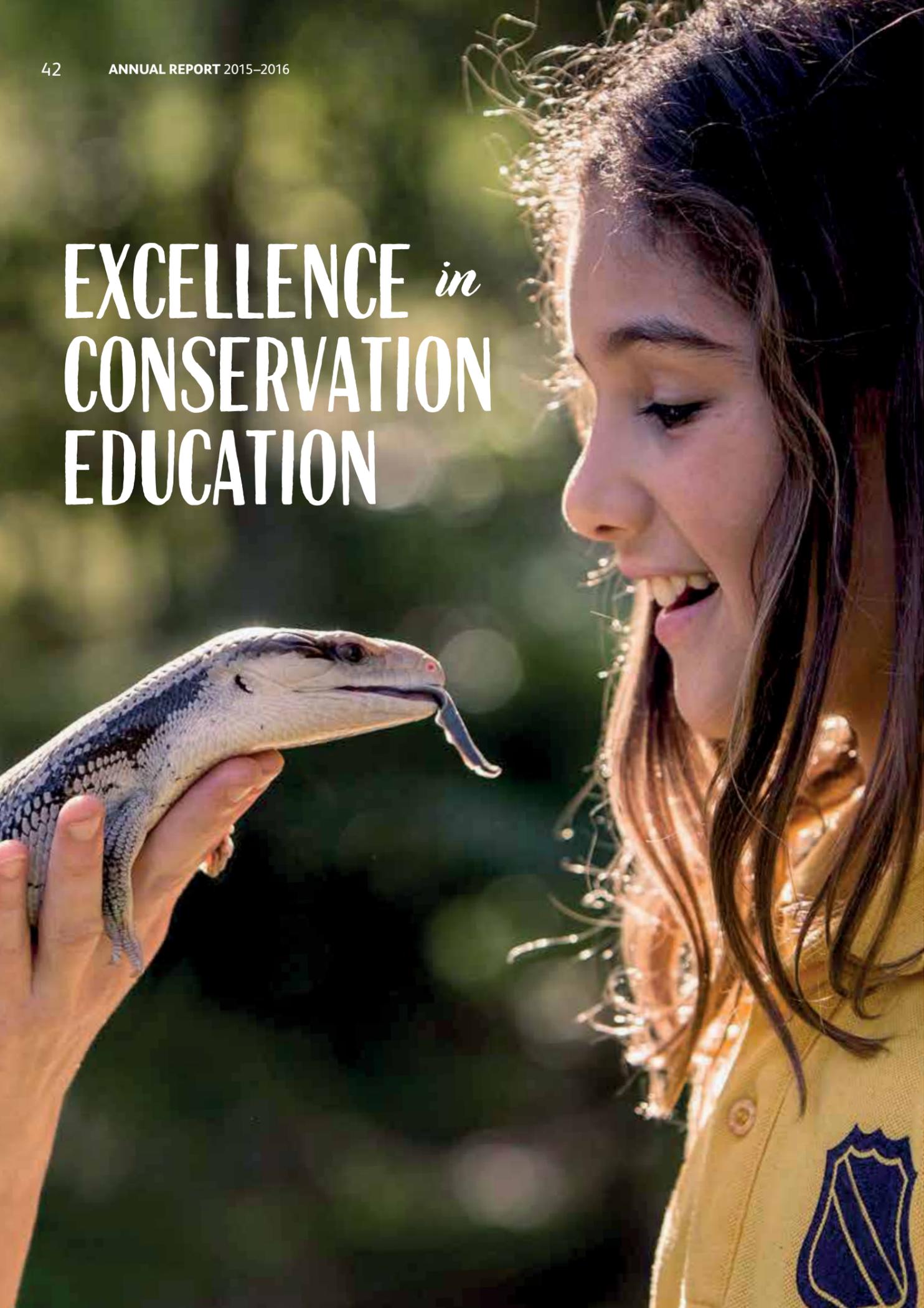
The development and delivery of a new way-finding and visitor engagement signage package has commenced and will continue to be progressively implemented over the coming years.

Improvements and refreshing of the existing Zoo circuit for cars, bicycles, walking and tour routes is also being progressively implemented across the Zoo.

Site-Wide Infrastructure

During 2015/16, infrastructure across the site was upgraded including roads, new irrigation pumps and the communication network infrastructure. This is part of an annual schedule of works to maintain and improve visitor and guest amenities and Zoo operations.

EXCELLENCE *in* CONSERVATION EDUCATION



INSPIRE ACTION FOR THE WILD THROUGH INNOVATIVE AND AUTHENTIC EDUCATION PROGRAMS.

Key achievements

- The special volunteering program, Youth at the Zoo (YATZ) has grown to over 500 members across both sites, with the largest intake to date at Taronga Western Plains Zoo of 100 members. The YATZ cohort has been excellent in assisting with campaign activation, holiday programs, Vivid and leadership programs back at their schools. Taronga was extremely proud of YATZ winning the 2016 Zoo and Aquarium Association's Outstanding Education Award.
- The outstanding indigenous programs Burbangana and Walanmarra continue to deliver amazing outcomes for NSW's most at-risk teenagers and children. Delivered in partnership with the Department of Family and Community Services (FACs), the impact on the lives of the participants is profound. An external program evaluation confirmed these impacts and supported the program goals of empowering participants to build their self-esteem and confidence; develop interpersonal relationships and communication skills; and learn cultural practices whilst connecting to culture, animals and their environments.
- Taronga Zoo celebrated 10 consecutive years of running Project Penguin in the Manly community, involving 819 students from 10 schools in the Northern Beaches. The program was conducted over 10 weeks with primary students encouraged by their high school mentors. Students devised special stands and information presentations to raise public awareness about threats faced by the remaining mainland penguin colony at Manly. The program culminated with the Project Penguin Expo Day at Taronga Zoo in June.
- Other successful student projects included Project Habitat, Project Spotted Quoll and Project Yellow-bellied Glider.
- Through the operations of the Zoomobile and Boeing Outreach, over 26,000 students were visited, enabling Taronga to deliver significant outcomes for conservation education. The Boeing Australia initiative enables schools and communities to be actively involved in projects such as tree planting, habitat creation and conservation campaigns that support locally threatened species. This year over 400 trees and shrubs were planted.
- The ZoonsnooZ Sleepover Tour reached an all time high of over 7,500 students from over 170 schools experiencing this popular educational program.
- The Taronga Training Institute (TTI) commenced interstate delivery of the Certificate III course in Captive Animals at Zoos Victoria and Perth Zoo. This new program takes TTI's services across Australia and improves the opportunities for potential students in Victoria and Western Australia.



Project Penguin celebrated 10 years of success.
PHOTO: FELICIA ECCLES



YATZ grew to over 500 members across both Zoos.
PHOTO: RICK STEVENS



Project Yellow-bellied Glider.
PHOTO: PAUL FAHY

Performance indicators

	2014/15	2015/16
Total visitation	1,715,992	1,838,992
Students visiting on a school excursion		
Taronga Zoo	95,099	99,964
Taronga Western Plains Zoo	11,278	10,646
People participating in Public / Outreach education programs		
Taronga Zoo	42,655	44,733

Students and Visitors were enthralled with wildlife they encountered at the Zoos.
PHOTO: RICK STEVENS

Education and Community Programs

This year over 175,000 students, teachers, carers and supervisors from all over NSW and interstate have experienced Taronga formal education and community programs at Taronga and Taronga Western Plains Zoos and offsite.

Formal Learning Programs

With 2016 marking the Centenary year for Taronga Zoo, it's a time for both celebration and nostalgia. Also anticipation because in 2018, the traditional 'classrooms' will re-emerge as immersive learning 'habitats' with live animal interactions – an exemplar 'Futures Learning' innovation.

NSW Schools have excitedly joined in on the Centenary Celebrations, commencing with 3,689 students from 36 schools making 1,700 animal lanterns for the inaugural Vivid Sydney at Taronga Zoo.

Taronga's Education team's mission is to "Inspire action For the Wild through innovative and authentic education programs". All programs are delivered by the qualified Education Advisors from the NSW Department of Education, the Metropolitan Catholic Education System and Taronga Conservation Society Australia with a focus on delivering the new Science and Science and Technology syllabus and the Geography syllabus that becomes mandatory in 2017 through the National Curriculum. A strong focus is also placed on Aboriginal and Torres Strait Islander Histories and Cultures delivered with strong Sustainability themes.

Taronga Western Plains Zoo's Education Centre with rainforest and outback themed classrooms enjoyed a successful year. A total of 9,650 students and over 900 teachers, carers and supervisors visited the Zoo on excursion including over 4,000 students who participated in a formal education workshop.

Taronga Zoo Sydney welcomed 97,518 students and over 10,000 teachers, carers and supervisors from more than 1,000 schools this year attending a Zoo excursion. Of these students, over 33,000 participated in a formal learning workshop with live animals.

ZoosnooZ

Popularity for the ZoosnooZ schools' sleepover or 'Twilight Safari' night tour reached an all-time high this year with 7,627 students from over 170 schools experiencing a full sleepover or the abridged BBQ and night tour-only program.

This action-packed program included curriculum workshops with animals, a guided tour of the Zoo by night and BBQ dinner. The next morning participants enjoy a continental breakfast, behind-the-scenes experiences with the Zoo Keepers and the rest of the day to enjoy the zoo.

Taronga Western Plains Zoo's Billabong Camp has proven to be a popular education experience for students. This year 2,779 students took part, which was a significant increase from last year. The permanent safari-style tents overlooking the tranquil billabong provide the perfect backdrop whilst students are connecting with nature.

Zoomobile

The Schools Zoomobile was established over 25 years ago with the purpose of providing quality Zoo Education experiences to students who do not have the opportunity to visit Taronga. Hospital schools and schools in 'Rural and Remote' areas are prioritised, and this year 145 were visited by the Zoomobile, in 'Partnership with Environmental Education Centres' such as Warrumbungle's, Dorrroughby, Bournda, and Lake Cowell. The total number of students visited by the TWPZ Zoomobile reached 5,740.

The Taronga Zoo Sydney Zoomobile program is already close to fully subscribed for the year ahead and with extra funding secured by the NSW Department of Education for 'Country Trips in Rural and Remote areas', plus the continuation of the 'Australian Biota' series delivered in partnership with Botanic Gardens and Australian Museum, it's hoped to exceed this year's total 18,621 students.

Project In-situ

Project In-situ is an excellent example of Project Based Learning in practice. Students met local experts such as scientists, volunteers, Park Rangers, horticulturalists and Zoo Keeping and Veterinary staff to learn all that is being done to protect a locally threatened species. After this, high school mentors act as facilitators, as the primary aged students design their own solutions to the issues by developing a community awareness message or media that will persuade people to help protect the threatened wildlife.

Taronga Zoo celebrated 10 consecutive years of running Project Penguin in the Manly community, involving 819 students from 10 schools in the Northern Beaches.

This year Taronga also ran Project Spotted Quoll with 111 students in Crookwell, Project Shark with 200 students in Jervis Bay, plus Project Yellow-bellied Glider with 125 students in Kincumber – which became a finalist in the Keep NSW Beautiful 'Blue Star Sustainability Awards'. In partnership with John Holland, Taronga also ran a Project In-situ modelled 2 day program with 172 students in Merewether involving biodiversity education, native animal encounters and over 300 trees planted.

Work Experience

This Vocational and Education Training (VET) program reached capacity three months before the start of this year's program. Across both sites, 289 students took part and feedback from students was extremely positive, demonstrating the time and care Taronga's Keepers dedicate to each student.

Meet a Keeper

Originally developed to cater for the hundreds of students who missed out on a place in the Work Experience Program, Meet a Keeper has remained a highly popular one-day 'Careers at the Zoo' program that focuses on the Zoo Keeping industry, as well as other perhaps lesser known careers at the Zoo. Taronga Zoo catered for 625 students and Taronga Western Plains Zoo saw 108 in this program.

Teacher Professional Learning

A growing focus on Professional Learning has seen the Formal Education team develop and deliver accredited courses for classroom teachers such as Project Based Learning, Aboriginal Education, New Geography syllabus support and Project In-situ collaborative writing days to 110 teachers this year.

Community and Aboriginal Programs

Taronga recognises the power of informal learning experiences as a means to transform behaviours, attitudes and wellbeing. The Zoos' Community programs cater for all aspects of the community, from early learning to aged care programs. The team is also very focused on delivering an aspirational Reconciliation Action Plan (RAP).

Community Zoomobile

From childcare centres to nursing homes and community and charity events around Sydney and all over NSW, the Community Zoomobile has been incredibly popular. This year a total of 25,112 people experienced the hands-on animal encounters and backyard biodiversity-themed workshops delivered by this wonderful program.

Wildlife Workshops

International Students, mainly from Japan and China have yet again shown great interest in learning about Australian Wildlife at Taronga Zoo. This year 966 teenaged students experienced the program. This was 385 up on last year.

Keeper for a Day

This popular gift to family members, young and old, has grown this year, with 1,100 people experiencing what it is like to be a 'Keeper for a Day'. Such first-hand experiences are aimed at helping people of all ages to increase their understanding and appreciation wildlife and the role of modern Zoos.

Project Habitat

'Project Habitat' was a new outreach program that commenced in 2015 with support from Boeing Australia. The program targets NSW communities to drive behaviour change for habitat restoration and wildlife protection. In its first year, the following was achieved:

- Over 100 local residents in Kincumber on the NSW Central Coast planted nearly 500 trees and shrubs aiding the Vulnerable Yellow-bellied Glider.
- A remote community near Tumut, helped the critically endangered Booroolong Frog with the removal of 0.8 hectares of exotic weeds and over 250 native trees planted.
- In the Kanangra Boyd and Wyangala region, the Taronga Zoomobile participated in a number of awareness events with more than 300 attendees and over 300 native trees planted in the ground.
- The Zoomobile travelled throughout the Greater Sydney region and visited a total of 47 venues reaching of up to 43,000 people. Over 80% of these schools and organisations had never experienced a Zoomobile visit before.

This partnership has been renewed and is now in its second year with more exciting events and activities being planned.

Zoo Adventures

This high engagement Zoo-based school holiday program enjoyed a very successful year, with 1,575 students participating. New themes and formats were introduced that allowed Zoo Adventurers more exploration and group work time to solve challenges within the Zoo grounds.

Numbers at Taronga Western Plains Zoo's Zoo Adventures program were slightly less than the previous year, with 346 participants. Local offerings from the Police Citizen's Youth Club (PCYC) holiday program were a contributing factor.

Boral YATZ (Youth at the Zoo)

Taronga's youth members aged 13 – 19 years continued to enthuse all with their awareness and devotion to conservation. YATZ members provided important help with a range of activities from animal husbandry, community conservation campaigns, holiday programs, overnight programs and fundraising events.

Significant events in the YATZ calendar included the 200 participant GoMAD and GoMad West Challenges. The introduction of new software to manage the 410 active YATZ members at Taronga Zoo in Sydney assisted coordination greatly this year and we celebrated 100 YATZ members at Taronga Western Plains Zoo.

Burbangana and Walanmarra

This year the focus of Burbangana and Walanmarra, the two Indigenous Youth Mentoring programs at both Zoos has been on building and extending relationships with Family and Community Services (FACs) caseworkers and mentoring external organisations to provide more opportunities for young people at risk to be engaged in the program. One of the key strategies is to secure ongoing meaningful activities for graduates to ensure they stay connected.

In 2016 a more targeted approach was implemented to get more male role models engaged in the program as mentors to increase the impact and support.

A formal report of Burbangana impacts collecting evidence from both participants

and caseworkers was tabled this year that reaffirmed the positive impacts and outcomes delivered by the program. One hundred percent of all participants scored the program had positively impacted their self esteem and confidence. This report confirms and validates the anecdotal and less formal evidence that has been collected over the years.

For a significant period of the year planning has been undertaken for the inaugural Shoulder to Shoulder Walk where past and present participants in both programs will be invited to walk from Dubbo to Sydney as part of Taronga Zoo's Centenary celebration.

Vocational Training

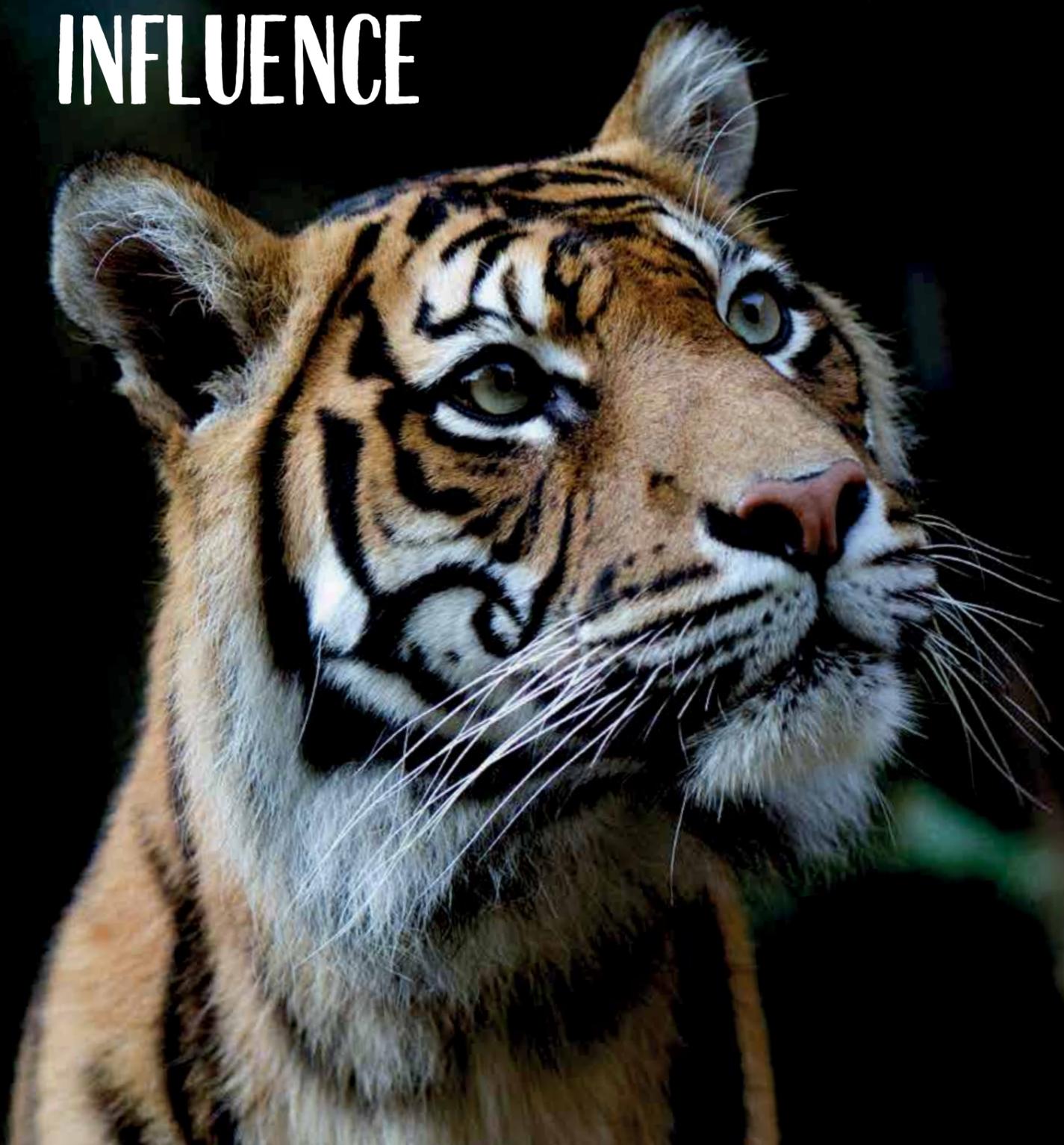
The Taronga Training Institute (TTI) achieved significant growth in 2015/16. This was supported by the development and implementation of new courses, and enhanced delivery options including:

- Interstate delivery of Certificate III in Captive Animals at Zoos Victoria and Perth Zoo;
- Online/blended delivery of Certificate III in Tourism; and
- Delivery of Certificate II in Tourism to HSC students.

The accredited Certificate II in Animal Studies and Certificate III in Captive Animal courses consistently attracted many more applications than places, with 116 students commencing Animal Studies and 125 students commencing Captive Animals this year.

TTI continues to focus on the delivery of quality training and assessment. The appointment of new positions including Manager, Learning and Development and Course Coordinator – Animal Care and Management increases capability to support TTI growth, compliance with the VET Quality Framework and enhancement of the student experience.

ENGAGE *and* INFLUENCE



STRATEGIC ENGAGEMENT WITH STAKEHOLDERS TO MAKE A DIFFERENCE LOCALLY, NATIONALLY AND GLOBALLY.

Key achievements

- Taronga has led the formation of the Australasian Responsible Palm Oil Network, uniting seventeen leading community and Zoo-based conservation and wildlife organisations across Australia and New Zealand to drive the urgent transition to Certified Sustainable Palm Oil (CSPO). This network launched a Joint Position Statement with a vision to see 100% of all products in Australian and New Zealand with no links to deforestation.
- Taronga's Centenary Ambassador program commenced in 2016, with different community leaders and celebrities aligning with one of the 10 Centenary species, supporting Taronga's events and helping spread Taronga's conservation messages to their extensive audiences.
- Along with colleagues from Macquarie University, Taronga's marine scientists developed technology to monitor Little Penguin behaviour in the wild and discovered that the capture of prey is negatively impacted by warm waters. These results will provide an early warning for the future of Little Penguins in a climate change scenario.
- Taronga's pathology department embarked on an exciting new venture this year – bones! Taronga is already a world leader in the collection, storage, and management of Wildlife Health data and material and bones are a new addition to this repository. In preserving, examining and cataloguing bones, Taronga will have a permanent and ever growing record of skeletal disease and comparative skeletal anatomy. This unique collection will be very significant in informing future understanding of wildlife orthopaedic disease and helping to ensure the welfare and comfort of older animals.
- As part of the Reconciliation Action Plan a training package was successfully rolled out delivering Cultural Awareness across both sites. In total 284 of staff attended this training which delivered on the 'Respect' focus area of the RAP by increasing cultural awareness and participation. The training was extremely well received. An e-learning resource is being developed to continue this training and support ongoing engagement of staff, and also enabling them to deliver powerful Aboriginal perspectives to Zoo guests.
- A total of 28 staff members represented the Zoos on 85 external committees, functioning across diverse endeavours including conservation, biodiversity, disease management, Recovery programs, biosecurity, veterinary investigation, academic programs and philanthropy. Key positions were held on the Jane Goodall Institute and the International Rhinoceros Foundation.



Indigenous awareness training programs.
PHOTO: RICK STEVENS



Centenary Ambassador Rove McManus supported Taronga.
PHOTO: TARONGA ZOO



The Wildlife Witness app went global.
PHOTO: TARONGA ZOO

Taronga's work to drive a transition to Certified Sustainable Palm Oil (CSPO) will help to preserve vital habitat for Sumatran Tigers.
PHOTO: RICK STEVENS

Performance indicators

	2015/16
Number of community campaign actions for the wild	15,406
Total Facebook followers	212,728
Total Media stories generated ⁽¹⁾	4,393

(1) Across TV, print, radio and online

Community Conservation Campaigns

Taronga's campaigns are aimed at motivating individuals and businesses to choose, champion and change their simple positive everyday behaviours to support conservation and environmental sustainability. Through transformational guest experiences that engage and influence knowledge, values and behaviours across both Zoos, Taronga empowers and facilitates community action for the wild.

Highlights from the 2015/16 year include:

Wildlife Witness

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

Taronga launched 'Lend your eyes to the wild', a global campaign bringing together some of the world's leading zoos including San Diego Zoo Global (USA) and Chester Zoo (UK) to build a global community to become the eyes and the ears for wildlife.

The 7 million visitors to these zoos each year will be encouraged to download the Wildlife Witness smartphone app, a tool for community action in the fight against illegal wildlife trade.

Taronga's partnership with TRAFFIC Southeast Asia continued through support of their enforcement program and the Wildlife Crime Analyst. Wildlife Witness has contributed to 1,200 intelligence reports, with over 250 reports passed onto enforcement agents for further action.



For the Oceans

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

Taronga's marine conservation campaign is focused on encouraging shoppers to choose seafood products displaying the blue Marine Stewardship Council's eco-label, showcased through the Seal Show.

In 2016, Taronga launched 'Plastic-free Oceans' to raise awareness of the impact of plastic pollution on the marine animals like the turtle. Over 1,000 re-usable shopping bags were sold to encourage consumers to move away from single use plastics.



They're Calling on You

Recycling mobile phones to reduce landfill and support primate conservation.

The recycling of more than 4,700 phones diverted from landfill this year raised over \$5,500. The total number of phones now exceeds 60,000 and has raised 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.



Beads for Wildlife

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

Beads for Wildlife promotes the sale of beadwork within the Zoos' retail outlets on behalf of communities in Northern Kenya in an effort to provide them with an alternative income, which in turn eases the competitive pressure on wildlife. In 2015/16 the Taronga retail teams sold over 5,600 beadwork items 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 educating and empowering consumers to promote the shift in the Australian supply and demand of palm oil towards 100% segregated certified sustainable palm oil.

The Responsible Palm Oil network was formed with Taronga leading seventeen leading Zoo-based conservation and wildlife organisations across Australasia with the launch of a Joint Position Statement.

Taronga became an Ordinary member of the Roundtable on Sustainable Palm Oil (RSPO), positioning us alongside leading global organisations engaged in the sustainability of palm oil.



Corporate Communications and Media Relations

Taronga's Media team continued to utilise the full mix of traditional, digital and social media to expand the reach of both Zoos.

The birth of 'Nangua', a male Francois Langur was one of the biggest stories of the year reach diverse audiences across multiple mediums, both locally and internationally. The story was strongly present online and across mainstream TV, radio news outlets and their syndicates. It also featured heavily in metropolitan, local and regional print. Overall, the story reached an audience of 210 million.

Images of the first Meerkat pups born at Taronga Zoo in almost seven years dominated social media platforms with broad reach and engagement across Facebook, Twitter and Instagram. Footage of the two youngsters also proved popular on YouTube and currently features in Taronga's top 10 most viewed videos.

For Taronga Western Plains Zoo, the biggest story was Nyah, the first Giraffe calf born in 2016. The media call was one of the biggest in recent history at the Zoo with coverage generating across all platforms, including online and traditional media, both regionally and in metros areas. The story also performed well on social media with strong and broad engagement across both Taronga and Taronga Western Plains Zoos.

Other highlights for Dubbo included the birth announcements of Australia's first Greater One-horned Rhino calf and a White Rhino calf with the stories gaining traction across international, metropolitan and regional media and even larger reach on social media.

Media support for Vivid at Taronga was carried across all platforms with the majority of coverage featuring online and on social media.

Other highlights include stories produced for Channel 9 and News Ltd following the development of media partnerships for the Centenary. The news features have focused around the Centenary species and other Taronga conservation program successes.

The Media team continue to commit to high-quality pieces with a focus on conservation messaging to highlight the Zoos' campaigns and activities.

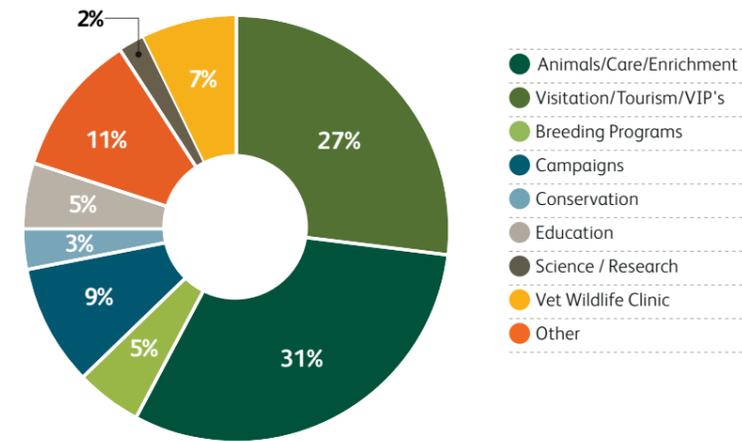
Media value summary	Number of Stories	Reach ⁽¹⁾	Impressions ⁽²⁾
Total	4,393	293,465,790	5,785,761,769

⁽¹⁾ Circulation and audience figures are drawn from industry monitoring agencies including Oztam, Neilsen etc.

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

TCSA Digital Snapshot	June 2016	YoY Growth
TZ Facebook	161,110	30%
TWPZ Facebook	51,618	79%
Instagram	103,000	58%
Twitter	16,900	17%
YouTube	3,573	24%

Content by type



- Animals/Care/Enrichment
- Visitation/Tourism/VIP's
- Breeding Programs
- Campaigns
- Conservation
- Education
- Science / Research
- Vet Wildlife Clinic
- Other

FINANCIAL *and* ENVIRONMENTAL SUSTAINABILITY



THE ONGOING MANAGEMENT OF TARONGA'S ENTERPRISE TO FUND AND SUSTAIN SUCCESSFUL CONSERVATION AND EDUCATION OUTCOMES.

Key achievements

- Continuing the strong growth of prior years, Taronga has attracted increased numbers of international guests. More than 41% of guests at Taronga Zoo visited from overseas.
- The overnight Roar and Snore program at Taronga Zoo operated for a record number of nights throughout the year, providing almost 12,000 guests with unique experiences with Taronga's wildlife, and continues to be 'Sydney's Ultimate Sleepover'.
- A new 5 ha browse site has been leased at the Richmond campus of the University of Western Sydney with 9,000 trees. The site will supply additional browse for the Zoo's animals for many years to come and sustain the increasing future needs.
- The 21st season of Twilight at Taronga delivered record breaking results with 14 of 17 shows sold out and more than 28,000 guests enjoying this iconic experience.
- Taronga's Sustainability Strategy 2016 - 2020 includes a Carbon Reduction target which will become the primary driver for improved resource efficiency, waste reduction and better purchasing choices. The Strategy also includes objectives to integrate sustainability into systems and processes while mitigating and controlling environmental risk.
- ANZ continued its enduring support of Taronga with a substantial contribution to become the Presenting Partner of Taronga's Centenary year. This collaboration enabled many of the key events across the Centenary celebrations.
- Attendance records were excellent for both Taronga Zoo and Taronga Western Plains Zoos with a total of 1.84M visitors, making it the highest year ever for total attendances.
- Energy Efficiency Audits were completed for TZ and TWPZ to identify new opportunities to reduce electricity consumption, increase efficiency of current operations and generate cost savings. Both audits will provide a framework to ensure Taronga Carbon Reduction target will be met by 2020.
- Taronga's gift shops surpassed many records including the highest ever annual income and the highest ever daily taking.
- A waste audit was completed for Taronga Zoo and operational waste assessment completed for Taronga Western Plains Zoo which identified a number of opportunities to reduce waste across both sites. The focus across both zoos has been on food waste as it has contributed up to 20% of the total waste stream.
- Financial management and oversight of increased revenue lines and cost budgets in 2015/16 arising from expanded activities across both sites, and implementation of the Centenary Capital Plan ensured improved financial performance and high quality reporting.



Roar and Snore at Taronga Zoo .
PHOTO: TARONGA ZOO



Design of new Tiger Exhibit at Taronga Zoo.
IMAGE: TARONGA ZOO



The most successful Twilight at Taronga season ever.
PHOTO: TARONGA ZOO

Taronga's celebration of the Vivid Sydney Festival was popular with nighttime visitors.
PHOTO: PAUL FAHY

Performance Indicators

	2014/15	2015/16
Direct Government support per visitor (including contribution for capital development) ⁽¹⁾		
Taronga Zoo	\$8.92	\$10.31
Taronga Western Plains Zoo	\$9.43	\$18.59
Operating expenses per visitor (Excluding Taronga Foundation)		
Taronga Zoo	\$47.35	\$53.66
Taronga Western Plains Zoo	\$70.27	\$72.71
Capital expenditure per visitor		
Taronga Zoo	\$4.60	\$9.56
Taronga Western Plains Zoo	\$18.92	\$18.92
Taronga Foundation fundraising revenue	\$12.85m	\$12.96m

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

**Environmental Sustainability
Sustainability Strategy 2016-2020**

Taronga's Sustainability Strategy 2016-2020 has been developed and implemented to provide a pathway to achieving the objectives of Taronga's Strategic Plan. This Strategy includes a Carbon Reduction Target which will become the primary driver for improved resource efficiency, waste reduction and better purchasing. The Strategy also includes objectives to integrate sustainability into systems and processes while mitigating and controlling environmental risk.

Energy Efficiency

Level 2 energy efficiency audits were completed for Taronga and Taronga Western Plains Zoos to identify new opportunities to reduce electricity consumption, increase efficiency of current operations while generating cost savings. Both energy efficiency audits will inform the Carbon Reduction Plan which is the framework to ensure Taronga's Carbon Reduction target will be met by 2020.

Waste Audit & Organics Waste Assessment

A waste audit was completed for TZ and an operational waste assessment completed for TWPZ, which identified a number of opportunities to reduce waste across both sites. The focus across both zoos has been centred on food waste as it contributes up to 20% of total waste stream. A more detailed organics waste assessment was completed at TWPZ to focus on the opportunity to divert and process food waste on site from commercial outlets.

Waste Performance

With the commencement of the Capital Program, Taronga has seen an increase in demolition and construction on site, resulting in increased construction waste at TZ by up to 25%. Total waste diversion from landfill is still performing well at 78% of total waste streams diverted. Over 500 tonnes of fill excavated from the site was retained at Taronga Zoo this year for the purposes of reuse on site in a number of key capital projects. This was a positive initiative taken on by the development team to increase the quantity of material being reused on the site.

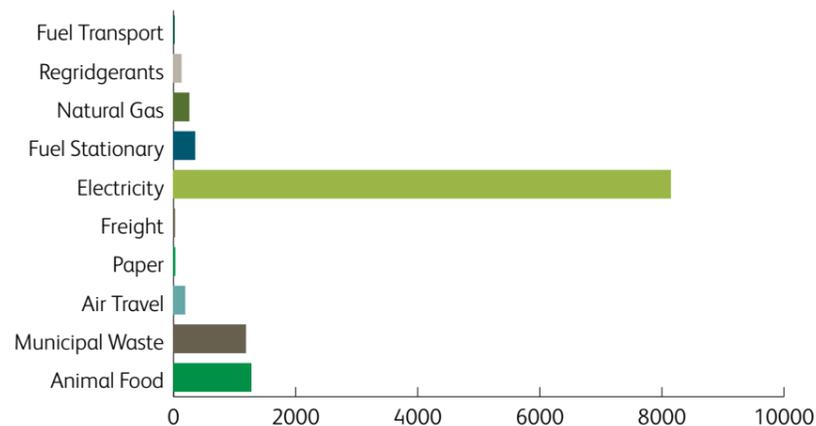
Environmental Performance – Consolidated Report

Resource	2011-12	2012-13	2013-14	2014-15	2015-16	Performance
Total Electricity (kWhrs)	9,232,833	9,494,894	9,356,336	9,835,067	8,302,281	-16%
Natural Gas (MJ)	5,803,347	6,562,397	4,893,303	5,519,451	6,995,602	30%
LPG (L)	33,978	35,872	47,287	42,897	43,719	2%
Potable Water (KL)	152,879	168,608	171,567,455	145,731	133,242	-7%
Recycled Water Used (KL)	77,678	58,120	53,586	67,277	68,950	3%
River Water (KL)	290,000	476,000	411,000	528,000	424,727	-25%
General Waste to Landfill (t)	158	168.38	170	181	162	-11%
Bulk Waste to Landfill (t)	211	227	214	123	216	43%
Green Waste Recycled (t)	NA	NA	30	37	24	-43%
Co-mingled Waste Recycled (t)	367	343	341	334	330	-1%
Paper and Cardboard Recycled (t)	255	188	181,6025	203	160	-24%
Unleaded petrol (L)	51,622	39,220.84	33,212.29	24,509	23,710	-2%
Diesel petrol (L)	67,931	66,014.85	73,547	74,630	68,547	-8%

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

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

Taronga Emissions breakdown by source



Sustainable Purchasing

Taronga continues to improve performance in sustainable procurement of office products through the targeted purchase of products that align with Taronga's updated Sustainable Procurement Policy. Over 97% of purchased office paper contained recycled content and approximately 65% of Taronga's publications were printed on recycled content or FSC certified stock. This is a slight decrease compared to previous year and was the focus of a review this year. As a result a new target has been set requiring 100% of publications to be printed on FSC certified stock, with a minimum of 60% recycled content

**Financial Sustainability
Admissions – Taronga Zoo**

Taronga Zoo achieved the highest paid visitation and total visitation ever recorded in the 2015/16 financial year. With almost 1.58 million visitors to Taronga Zoo, an increase of 7.2% on last year was achieved. Very strong general admissions, particularly an increase in international guests across several key markets, and the uplift in visitation thanks to the Vivid Sydney at Taronga Zoo event all contributed to this outstanding result. Further, 2016 saw the most successful Twilight Concert series to date and a record number of guests at Roar and Snore also contributed to the significant increase in attendance.

Admissions revenue also performed well with strong admissions yields, a high proportion of international visitors and the record Paid Admissions attendance all contributing to a very positive performance for the year.

The weather conditions were more favourable compared to last year, with 12% less weather-affected days. Significant weather events are an increasingly prevalent challenge for Taronga's operations with a major weather event in Sydney in June resulting in the total closure of Taronga Zoo Sydney for 1.5 days and the Vivid event closing for 2 nights.

* 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. Note, 2015/16 figures also for the first time includes Wild Ropes Climbers and attendees at Vivid at Taronga.

Admissions – Taronga Western Plains Zoo

Paid visitation to Taronga Western Plains Zoo totalled 136,343 visitors across the year; a 5% increase on the previous year. Total visitation reached 252,010 people, an 8% increase year on year. Total admission revenue of \$4.5M, an increase of 8% year on year was achieved.

A targeted effort throughout the year ensured that all three of the Zoo's overnight experiences were effectively marketed and promoted. As a direct result of this, along with winning Best Unique Accommodation at the Australian Tourism Awards, a record level of overnight visitation was achieved during

the year with 37,241 overnight visitors. This represents an increase of 26% of overnight guests year on year.

A continued focus on maintaining and increasing the Zoo Friends membership base and promotion of the benefits of membership saw 25,933 Zoo Friends members visit the Zoo this year.

**Marketing and Promotional Activities
Taronga Zoo**

January 2016 marked the start of Taronga's Centenary year and several new Centenary-themed marketing campaigns were launched in addition to the traditional holiday campaigns and promotions. These included a memory-sharing nostalgia campaign #IGrewUpWithTaronga that encourages the upload of photos of Taronga visits across the decades, "Visit for \$1 On Your Birthday" where people register to receive a voucher for a \$1 visit on their birthday, and the "Birthday Ballot" to enter a competition to attend Taronga's 100th Birthday celebration. All campaigns were promoted through owned and paid social media and to date have attracted over 80,000 responses.

This year also saw the launch of Vivid Sydney at Taronga Zoo, with 85,000 people purchasing tickets to visit over the 23 night festival. The event was promoted with the help of Destination NSW's together with Taronga's owned and paid social media. Vivid at Taronga Zoo allowed for the conservation messaging to be shared with a broader audience thanks to the promotion of the ten Centenary species as the light installations and projection show content. The overall event was widely acclaimed and considered a great success.

International visitation continues to grow, up 16% on last year and representing 41% of total visitation at Taronga Zoo. China remains the largest market with the greatest opportunity and a continued strategy in this area has delivered 33% growth on last year. A new focus on the USA including attending trade missions and developing trade relationships in market has seen impressive movement with visitation up 27% on last year, shifting the USA to the second largest international market for Taronga.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's marketing activities assisted the zoo to exceed budgeted admissions and achieve record overnight visitation, with over 37,000 people experiencing overnight programs.

Key marketing activity across the year included digital and print advertising. This year the Zoo moved away from television advertising; however results from a stronger digital approach were very positive, with online video performing extremely well, remaining a strong visual medium for conveying the Taronga

Western Plains Zoo experience.

Creatively, overnight experiences were again the lead across all marketing activities, with the 'Wake up in the Wild' campaign material featuring Zoofari Lodge engaging audiences across paid and non paid media, and having a halo effect across all zoo products. In appropriate channels such as paid social media, new Zoo arrivals were also promoted as were discounted online tickets following the implementation of a discount in Autumn. Initial results saw online ticket sales jump from 5% of total General Admissions (GA) to 31% of total.

Exceptional photography was captured across the year and used across traditional and social media to assist in achieving admissions and accommodation results. Most of the media and public relations activity generated this year focussed on new arrivals, particularly the three rhino calves in 2015 and four Giraffe calves in early 2016.

Paid media and public relations activity around these new arrivals also continued to drive local (Dubbo and surrounds) admissions and engagement, with 'Mates Rates' visitation up 3% and Zoo Friends memberships continuing to be strong. Overall visitation from the Dubbo region is up year on year. Additionally advertising conducted in the wider Central West NSW around new arrivals has seen strong visitation from within a two hour radius of Dubbo.

Digital Marketing

During 2016 Taronga implemented a renewed digital marketing strategy which focuses on attracting zoo guests through performance digital media channels. This approach, together with a revised pricing structure for online tickets, achieved significant growth in the pre-purchase of tickets, with redemption rates moving from less than 10% to an average of greater than 20% of general admission tickets daily.

There has also been growth in the social media audiences with 210,000 fans on Facebook across both Zoos, 100,000 followers on Instagram and 17,000 Twitter followers. The website remains an important asset for communicating both Zoos to the digital audience with just on 4 million unique visits, 26% growth on last year.

Thanks to the Centenary marketing campaigns and events such as Vivid, the database has reached almost 200,000 email addresses with additional data captured for future marketing and fundraising opportunities.

Retail

Taronga Zoo

This year saw the retail department achieve record sales of over \$5.5 million, growth of 9% on the prior year.

The focus this year was on staff development, empowering all members of the retail team

with in-depth product knowledge and ensuring a commitment to high customer service standards. Coupled with strategic buying and strong visual merchandising, this ensured the very positive retail sales growth for the year.

Highlights of the year included achieving the highest ever daily trading figure and the very successful retail activities during the Vivid Light Festival

Taronga Western Plains Zoo

Taronga Western Plains Zoo retail department has seen great results throughout the year, with overall retail sales achieving a 3.4% increase on the previous year. It is clear that the increase in both paid and overnight guest attendance, particularly in non school holiday periods, have influenced the overall result.

The team worked hard to deliver improvements again this year in stock control, with the annual stocktake realising its best ever results. Improvements were also made to merchandising and introducing new product lines throughout the year. The cooler/wet weather also assisted retail performance with visitors spending more time at the zoo in general, and more likely to visit the Savannah Visitor Plaza area.

Catering and Functions

Taronga Zoo

Catering at Taronga Zoo achieved strong returns over the year with both in-ground catering and the functions business delivering solid growth.

Maximising peak visitation periods through the placement of additional temporary outlets supported a 4.2% growth in the spend-per-head over the previous year. The addition of a new role of Assistant Retail Manger also supported this result.

The functions business saw several highlights throughout the year. An additional 17 weddings were hosted. Supporting this segment was a Wedding Open Day held in January which directly generated many of these bookings. The appointment of an Assistant Event Operations Manager ensured consistency of event delivery and assisted in business growth.

Innovation within the catering offering for the Twilight at Taronga concert series also continued in 2016. The introduction of a 'premium' hamper for the concert series kept the catering offering fresh. This was also the first concert series sponsored by a beverage supplier giving the outlets a new look and providing a wider choice of offering for concert goers.

The opportunity of providing additional catering during Vivid at Taronga was not missed with a high volume of sales achieved over the 23-night event. Overall functions revenue grew by more than 17% on the previous year.

Taronga Western Plains Zoo

Taronga Western Plains Zoo Functions has seen a marginal decline in the number of guests attending weddings in the 2015/2016 Financial Year. While the number of conference guests increased, the overall guest spend is higher for weddings than conferences.

The consolidated profit was consistent with the 2014/15 result. The Zoo's Functions and Events Coordinator was proactive in attending numerous wedding expos and conferences throughout the year to promote and advertise the Zoo's products and services.

This, along with the opportunity for more restaurant-style dinners in the Savannah Functions Centre, such as the "Flavours of the World" events currently scheduled for every few months, have been a great way to supplement the slight decline in traditional function guests. These events, along with improved packages and offerings, represent the prospect of good growth in functions and events.

Positively, Taronga Western Plains Zoo's Catering income for the year was 4% up against last year. The Catering department continued catering for Billabong Camp, along with regularly running promotions for daily specials and a number of special events offered during the year including Mother's Day breakfast and lunch, Valentine's Day dinner, Father's Day lunch, and catering for the Dubbo Stampede event. Catering spend per visitor this year was \$6.68 compared to \$6.79 last year, a decrease of 4%.

Inground commercial operations

Taronga Zoo

Roar and Snore

Roar and Snore experienced another record year, hosting almost 12,000 guests and achieving revenue growth of 7.7% on the previous year. 2015/16 saw Roar and Snore operate across a record number of nights throughout the year, boosted by attracting group business in the off-peak periods and running continuously for the duration of Vivid at Taronga.

Twilight at Taronga

The 2016 series of Twilight at Taronga achieved record ticket sales with 14 of 17 shows sold out. The diverse line-up featured Courtney Barnett, John Butler Trio, Birds of Tokyo, Missy Higgins, Violent Femmes and South African a cappella group Ladysmith Black Mambazo. This was the second series that Taronga has promoted and produced internally, with the net contribution increased 19% on the prior year.

Wild Ropes

Wild Ropes completed its first full year of operation with great success. Over 23,000 climbers experienced the on-course challenges and were immersed in a new perspective on Taronga's flora and fauna.

Across the year net-returns exceeded budget expectations and set a solid foundation for the ongoing operation of Wild Ropes. Group interest continues to grow with weekend birthday parties gaining momentum and school bookings and corporate team building activities proving popular mid-week.

Taronga Western Plains Zoo Overnight Programs

Overall Taronga Western Plains Zoo overnight programs achieved record results this year, along with being awarded as Australia's best Unique Accommodation at the 2015 Qantas Australian Tourism Awards.

The TWPZ accommodation properties achieved revenue in excess of \$5.8M, with a total of 37,241 guests staying overnight at the Zoo, a 26% increase on last year.

Zoofari Lodge has a record year with a total of 12,680 visitors experienced the multi-award winning product, an 8% increase on 2014/15. Trading revenue was up 12% on the previous year and Zoofari Lodge was awarded Best Contemporary Zoofari Retreat – Australia, and Best Experience Accommodation - New South Wales, by the LUX Travel Magazine UK.

Billabong Camp showed some great results for this unique Australian experience. A total of 8,528 visitors participated in this program during 2015/16, which was a 13% increase from the previous year.

The Savannah Cabins outperformed the 2015/16 forecasts, accommodating 16,033 guests, representing a 49% increase on 2014/15. It should be noted that the Savannah Cabins traded for 9.5 months in 2014/15.

Guest Services

Bikes and Carts revenue grew 7% on the previous year's result, influenced by the increase in overall visitation. Looking forward, the acquisition of 20 new electric carts will assist in generating continued growth.

The new jumping castle, infant's jumping castle and binocular hire have continued to be popular add-ons for visitors and have been received extremely well.

Taronga Foundation

The Taronga Foundation achieved its most successful year to date, raising a record level of funds from trusts and foundations, individuals and corporate partners all supporting our commitment to a shared future for wildlife and people. Funds raised through the Foundation over the past 16 years have enabled the expansion of the support of 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.

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 Executive Patrons

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

Philanthropy

Taronga Foundation Events

The Foundations fundraising events raised almost \$900K. Two fundraising dinners were held, Zoofari 'Spirit of the Sun' ball in November - raised funds for Taronga's Sun Bear breeding and conservation programs in Sumatra. The evening was a huge success and included a raffle, silent and live auctions along with the lucky key and generous pledging.

June 2016 saw the Vanishing species Masquerade Ball, held at Town hall raising funds for Taronga's Centenary Sumatran species. Rove McManus was the MC for the evening. Guests wore colourful and impressive animals mask and were treated to displays from aerialists.

A number of new community fundraising initiatives were implemented. In August 21 runners representing Taronga took part in City to Surf raising over \$17,398. In September 8 participants took part in Taronga Sumatra Trek for the Wild, accompanied by a Taronga keeper the group raised over \$30,000.

New Years Eve at Taronga was once again a resounding success, with over 2,500 guests enjoying the entertainment and incredible views of the harbour. Tickets for the event sold out well before the event.

Major Gifts and Bequests

Thanks to a number of supporters leaving gifts in their Wills bequest income reached over \$3 million.

Gifts from donors raised over \$1.8M providing support for a range of projects both here in Australia and for in-situ projects overseas. This includes support for Taronga Conservation Science Initiatives which funds projects such as preventing marine mammal entanglements, helping frogs fight deadly fungus and understanding wild shark social networks.

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

Beswick Family Fund
Caledonia Foundation
The Denton Family
Ms Koko Dowe
Mrs Susan Doyle
Emily's Wish Foundation
Girl Guides Association (NSW)
Mr James Fairfax
The E J Hart Family
Hill Family Conservation Foundation
Dr Irvine Hunter
Mr Andy and Mrs Prue Kennard
Maple-Brown Family Foundation Ltd
Metlife Foundation
The Sir James McNeill Trust
Ottomin Foundation

Ms Gretel Packer
Mrs Roslyn Packer AO
The Paradise Family Foundation
Mrs Rebel Penfold-Russell OAM
Mr Alan and Mrs Lynne Rydge
Skipper-Jacobs Charitable Trust
Mr Dick and Mrs Pip Smith
The Late Mrs Joyce Sproat
Mr Lawrie and Mrs Anne Turnbull
Anthony Suters and Assoc Pty Ltd
Vonwiller Foundation
Mr Anthony Whitehouse
Ms Sarah Whyte

Friends of the Future Income (Funds received from estates 2015-2016)

The Estate of The Late Mrs Shirley Margaret Corder
The Estate of The Late Ms Melinda Knipers
The Estate of The Late Mr Jacobus Neelemaat
The Estate of The Late Mr Wallace Newlyn
The Estate of the Late Mrs Marlene Verbeek
The Estate of The Late Mr Paul Willoughby
The Estate of The Late Mr Nicolai Zissoff

Direct Marketing

The Taronga Wildlife Defender regular giving program has grown by 53% within the year, attracting new supporters through face to face, telemarketing and direct mail programs, with supporters generously donating almost \$700K this year.

The Christmas appeal focused on Taronga's rhino breeding and conservation programs in Sumatra. The end of year tax appeal focused on the Sumatran Tiger, the breeding and conservation program. This year's appeals have raised over \$770,000.

Zoo Parent

Zoo Parents have generously contributed an income of \$400,000 during the year, with a new-look web presence for the program.

Corporate Partnerships

The Foundation has achieved a great level of corporate support with revenue of nearly \$5.4 million received in cash and contra support.

Taronga secured over \$4 million in cash sponsorships this year. In addition, essential contra and project support reached a total of \$1.34 million in equivalent value of contributions towards operations of Taronga and the Foundation.

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

ANZ further committed their partnership to Taronga by supporting the Taronga Centenary as the Presenting Partner for 2016.

The Taronga Foundation Chairman's Report

This financial year the Foundation raised a net total income of \$13.7 million bringing the total raised over the last 16 years to an impressive \$89 million.

The Foundation's 2015/16 program of fundraising activity in the Centenary year included the annual events, Zoofari, Taronga dinner and New Year's Eve at Taronga, collectively raising nearly \$900,000.

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

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



Maurice Newman AC
Chairman
Taronga Foundation

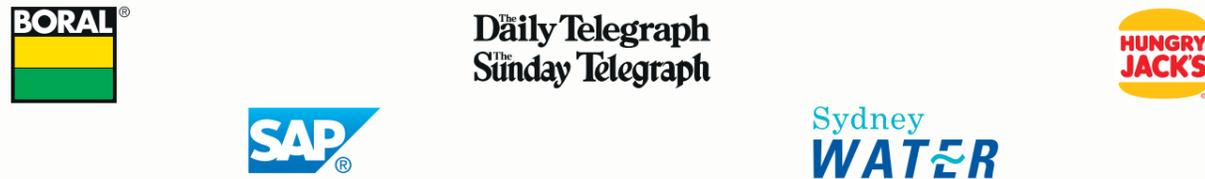
TARONGA ZOO AND TARONGA WESTERN PLAINS ZOOS' PARTNERS IN CONSERVATION

Sponsorship supports The Taronga Foundation's contribution to conservation

Principal Sponsors



Crown Sponsors



Presidential Sponsors



Primary Sponsors

APA Group	Carlton United Brewers	NRMA	Treasury Wine Estates Australia
arcserve	Centaman Systems	SC Johnson	WHYBIN\TBWA
Brookfield	ELO Digital		

Champion Sponsors

ARA Group	CBeebies BBC	FUJIFILM	Pace Farm
ASX	Compass Group	Hulsbosch	SUEZ environnement
Baby Jogger	Ernst & Young	Lavazza	Troy Laboratories
BAYER		Minter Ellison	

Supporters

Another Colour	Cerrone	Kelato Animal Health	Signwave Newtown
Anthony Suters & Associates	Clearwater Fliter Systems	Lindblad Expeditions	Tourism and Transport Forum
Aspen Pharmacare	Eclipse Travel	Merivale	Virbac
BPAY Group	Elam Communications	NSW Fire Brigades Relief & Welfare	Visy Beverage
Buds & Bowers	Harris & Co Solicitors	Pest Control Technologies Int.	Wet & Forget
Burwood Press	Henry Davis York	REM Systems	Zoetis
CA (Pacific)	Insight Ortho Agency	SC Johnson	

Taronga Zoo Facilities and Infrastructure Asset Maintenance

Taronga Zoo

Asset Management

Development of asset management strategies continued, with ongoing implementation of period service contracts for key systems, and completion of works to enhance the reliability and resilience of critical infrastructure. Maintenance and repurposing of existing facilities continued to support the needs of wildlife in the Zoo's care.

Critical Infrastructure

Significant upgrades to critical site infrastructure were completed with resulting improved system resilience and capabilities for expansion. These included connection of a second water supply for the potable water and fire systems, completion of a site wide upgrade for fire detection and alarm systems, and renewal of aged high-voltage cabling.

Sky Safari

The scheduled replacement of the main cable for the Sky Safari cableway was carried out in conjunction with planned major maintenance works to ensure continuing reliability of the Sky Safari experience. The works were completed sooner than scheduled allowing an early return to normal operation for guests.

Life Support Systems

A detailed evaluation commenced for enhancement of the hydraulic systems and aquarium life support systems within the Great Southern Ocean Marine Precinct to meet proposed new Environmental Protection compliance requirements and provide flexibility for future animal welfare requirements.

Waste Water Treatment Plant

The two UV filtration systems within the Waste Water Treatment Plant were replaced to ensure compliance with the Zoo's EPA licence. These systems were both of an age which made their reliability difficult to maintain. These units are an essential part of maintaining compliance and our commitment to protecting the environment.

Bellinger River Turtle Facility

In conjunction with the Office of Environment and Heritage a project was developed to construct a purpose-built facility to accommodate 16 (9 male, 7 female) turtles as part of creating a Bellinger River insurance

population. This work was carried out using both in-house and contract resources to complete the project. The facility has nine large dedicated pools with individual filtration systems that will be utilised to maintain the insurance colony.

Sun Bear Climbing Structure

This project was developed to provide a more complex environment for our Sun Bears. This involved the construction of a large climbing structure using natural logs and materials to provide an aesthetically pleasing environment. The work was carried out using our in-house resources to achieve Life Science's requirements.

Taronga Western Plains Zoo Asset Maintenance

With the continued roll out of major infrastructure maintenance, linked to capital works improvements and general maintenance it has been a busy year. Reviews and mapping of the Zoo's electrical layouts, potable and non potable water systems, fencing and security gates, roadways and emergency control areas has been ongoing with the development of an overlay mapping system being developed.

General building and amenity maintenance has been prioritised along with painting for the accommodation facilities, main amenities and office areas. The cycle ways and visitor access to exhibit precincts has also been a focus with improvements to presentation, amenity, horticulture and visitor flow movements. Pavement resealing is ongoing as are extensions to public parking to help reduce the impact on high visitation days.

Animal exhibit maintenance continues to occur across the site to ensure positive outcomes for our wildlife.

Taronga Zoo Heritage and Asset Management

Heritage Asset Maintenance

The management of the heritage values of the Zoos as cultural landscapes has assisted in informing the current capital works program in planning and construction. The Zoos' design teams have been engaged in enhancing heritage values and providing creative solutions across the two sites.

Research has found that Taronga's existing 'Finch Aviary' to be the original 1916 Python Enclosure. A proposal to preserve it with a new public use is in development.

The registered Aboriginal site at Taronga has been protected during the construction of the Sumatran Tiger exhibit and monitoring will continue.

General maintenance has continued in line with legislative requirements with various repair works continuing across the site.

Design works at Taronga Zoo are underway for repair and stabilisation of sections of the stone boundary wall, a Depression era structure. Planning has commenced for maintenance works to the Elephant Temple, which is subject to ongoing concrete cancer and facade spalling.

The Zoos' heritage items continue to be managed in line with the Heritage and Conservation Register and the suite of conservation management documents. Strategies are in preparation for review and update of the heritage management documents.

Horticulture

After 22 years of operation, Taronga's horticulture browse team decommissioned the smaller 1.8 ha Koala plantation at the Richmond campus of the University of Western Sydney (UWS) and moved to the new 5 ha site with 9,000 trees at a nearby site at UWS. The new site will supply additional animal browse for The Zoo's animals for many years to come and sustain increasing future animal food needs.

Landscaping works in the zoo grounds covered areas such as Backyard to Bush, Great Southern Oceans, Roar and Snore and Moore Park Aviary with new plantings.

The heritage floral clock had its seasonal annual planting with some minor upgrades. Significant horticulture activities for the 100 year celebrations involved landscaping areas for the Vivid festival.

Horticulture staff have collaborated with the Education Centre on to major habitat programs, including Project Yellow Belly Glider and Project Penguin. These programs provide an opportunity for horticulture staff to educate students on the importance of habitat and the part it plays in conservation.

Volunteer groups continue to support the team's bush regeneration work of restoring the zoo's natural areas. 'Bushcare' involved 15 volunteers working across the year, while corporate sponsors dedicated 47 volunteers for community work clearing and weeding the Zoo grounds.

PEOPLE & ORGANISATIONAL STRENGTH



Tarongas Volunteer program.
PHOTO: LORINDA TAYLOR



Successful indigenous programs.
PHOTO: RICK STEVENS



Embracing a positive safety culture.
PHOTO: TARONGA ZOO

Keeper Steve Dalleywater with Bondi the New Zealand Fur-seal which was rescued after being attacked by a shark.
PHOTO: PAUL FAHY

THE ALIGNMENT OF PEOPLE AND PROCESSES WITH STRATEGY AND VALUES.

Key achievements

- The Human Resources and Life Sciences team worked together to introduce the first Indigenous Traineeship at Taronga, in the Australian Fauna Precinct. The Traineeship provides an Indigenous person with the opportunity to work as a Keeper and study the industry-recognised qualification Certificate III Captive Animals via a scholarship at the Taronga Training Institute. The program has been highly successful to date and a second Indigenous Traineeship is about to commence.
- The Taronga Life Science Volunteer program continues to go from strength to strength, receiving 978 applications this year. A thorough selection process led to 200 candidates being offered volunteer roles. These volunteers were inducted during National Volunteer week in May 2016.
- The wellbeing of workers remained a top priority for Taronga. The rate of lost time injury frequency rate (LTIFR) continues to improve with an 11% reduction across the organisation in 2015/16. All divisions delivered improved performances resulting in a 27% reduction on recordable medical claims. The success of the injury management program was reflected by a 16% reduction in our worker's compensation premium.
- Taronga is committed to promoting a positive safety culture through increasing educational programs for all levels of leadership from executives through to supervisors and leading hands. Special learning modules and workshops were delivered to underline the need to identify, assess, monitor and control risk. The results are an improved safety culture across all divisions which has been measured by the increased risk assessments and safety initiatives.
- A wellbeing expo was organised to provide staff with access to mental health services, allied health strategies for physical improvement to their wellbeing, and other means of ensuring a health work-to-life balance. The opportunity was well received with 120 workers participating.
- A project to migrate the main website taronga.org.au to cloud infrastructure provided scalability, redundancy and security for this key piece of digital real estate.
- Taronga Zoo's radio equipment was upgraded this year, with new licensing arrangements that significantly increased the reach of regular and emergency communications across the site and reduced risk of radio failure.
- A major review of Taronga's network infrastructure was undertaken to determine the scope of an upgrade that will ensure a robust IT platform suitable for a twenty-first century zoo. Additionally, the project to upgrade the outdated PABX telephone system with a new VOIP system got underway.
- A specialised procurement department was established, with an updated framework to; deliver value for money; operate at the highest ethical standards, and actively pursue and demonstrate fair and open competition. A toolkit was developed as a guide to procurement based on the NSW Government Procurement Policy Framework and Taronga's financial delegations.
- Significant upgrades to critical site infrastructure were undertaken, including a new connection to water mains and fire systems, and the scheduled replacement of the main cable of the Sky Safari.

Performance Indicators

	2014/15	2015/16
Severity Rate		
Lost time injury frequency / workplace accidents for both zoos	7.04%	5.99%
Staff Turnover		
Taronga Zoo	7.99%	10.70%
Taronga Western Plains Zoo	3.49%	10.90%

Volunteer programs

It was a busy and productive year for the volunteer program at Taronga. The original volunteer program at Taronga Zoo started in 1975 and expanded into Taronga Western Plains Zoo in 1986. Over this time Taronga's volunteer programs have grown from just 25 tour guides to over 1,000 dedicated volunteers across all aspects of the organisation.

National Volunteer Week Celebrations

National Volunteer Week was celebrated with a lunch and awards ceremony that was attended by 109 volunteers and 60 staff from across all divisions. The lunch event was held in the Taronga Centre and included an award ceremony to recognise the dedication and contribution of volunteers at Taronga. A large number of nominations were received and the winners in each of the categories of the staff awards were provided a certificate and gift.

The Taronga Aboriginal Programs team did a wonderful acknowledgement of county and discussed the quality of 'giving' in Aboriginal culture and recognised this quality in the volunteer group.

The Zoo participated in a reciprocal complementary access arrangement with other Sydney Volunteer network organisations such as the Maritime Museum, the MCA and the Powerhouse Museum. 77 volunteers from these organisations attended Taronga during the week.

Life Science recruitment

The Taronga Life Science Volunteer program recruits keeper volunteers for a 12 month experience volunteering on one of 9 divisions, including Marine Mammals, Bird show and the Taronga Wildlife Hospital. This year we received 978 applications from 364 individuals (each candidate could apply for up to 3 divisions). An interview day was held where candidates met with divisional representatives who recruited, selected and coordinated the new volunteers. At the conclusion of interviews 94 candidates were offered volunteer roles. These candidates are now active on divisions.

New keeper volunteer recruits by division:

Australian Mammals	15
Backyard to Bush	13
Bird Show	6
Birds	6
Carnivores	10
Herpetofauna	8
Marine Mammals	9
Primates & Ungulates	12
Taronga Wildlife Hospital	15
Total new recruits	94

Vivid at Taronga

Volunteers from across the Zoo came out in force to help during Taronga's Vivid celebrations, with an average of 20 volunteers assisting each night. The volunteers assisted with wrist banding, way finding, lantern interpretation and crowd control. The Vivid volunteer group also included ANZ staff who volunteered for the project.

Volunteer Online Induction

Taronga volunteers are now required to undertake an online induction program. This ensures our volunteers are provided with key information regarding Taronga's vision and relevant policies and procedures prior to commencement.

Volunteer statistics

Taronga Zoo	
Guest Experience Volunteers	211
Taronga 100	38
Life Sciences volunteers	223
People & Learning Administration	26
Bush Care Volunteers	11
Administrative	14
Total TZ Adult Volunteers	523
TZ Youth Volunteers	388
Total TZ active volunteers	911

Taronga Western Plains Zoo

Guest Experience & Life Sciences Volunteers	89
TWPZ Youth Volunteers	50
Total TWPZ Volunteers	139

Total Adult Volunteers	612
Total Youth Volunteers	438
Total active volunteers	1050

Human Resources

2015/16 saw the implementation of the Government Sector Employment Act 2013 (GSE Act) across the public sector. The Taronga Human Resources team continued to work to ensure compliance with the new legislative framework, including the review and finalization of the Taronga senior executive structure. The Human Resources team finalised the senior executive reforms in line with the GSE Act.

The newly formed Executive team replaces the Senior Management Team and ensures not only compliance to the legislation but also provides a structure that better supports Taronga's ability to meet strategic objectives.

The HR team also worked towards the redevelopment of all Taronga role descriptions. This process has been undertaken to ensure Taronga's compliance with the templates developed by the Public Service Commission. To date approximately 70% of all role descriptions have been updated with the outstanding role descriptions to be completed by the deadline of August 2016.

Learning and Development

Organisational capability development continues to be a key focus with the expansion of the Learning and Development team to include the Manager Learning and Development, Learning and Development Officer and Instructional Designer and Developer. The increased investment in this space has already facilitated the development and delivery of a number of programs, including:

- The Taronga Leader Development Program which commenced in 2014/15 and concluded in 2015/16. The program was delivered to over 100 participants at Taronga Zoo and Taronga Western Plains Zoo to support growth in leadership capability and performance across the organisation.
- The Safeguard Against Card Skimming e-Learning Module which was delivered at Taronga Zoo and Taronga Western Plains Zoo to educate our people on how to safeguard payment terminals.
- The Risk Management e-Learning Module developed for Taronga managers and supervisors to reinforce the requirement to identify, assess, control and monitor risk across the organisation.
- The Taronga Experience Development Program (2 e-Learning modules) which was delivered to 127 employees from the Taronga Zoo Guest Experience Team to further enhance their customer service skills.
- The scoping and development of variety of programs for delivery in 2016/17 including the new Taronga Induction and On-boarding program, Mental Health Development Program, Animal Welfare eLearning Module, Performance Development Program, TWPZ Emergency Awareness eLearning Module and the Sustainable Work Practices eLearning Module.

During 2015/16 Learning and Development continued to develop and embed processes, systems and frameworks to support the sustainable development of our people. This included:

- The Taronga eLearning Standards Framework to support the effective and consistent development of eLearning across the organisation.
- The upgrade of the eLearning authoring tool which enhanced internal capability and reduced costs for the development of eLearning modules.
- The upgrade of the Learning Management System to enhance user functionality including the establishment of the training profile which allows Taronga to centrally record and report on training completed by staff.
- The inclusion of individual development planning in performance agreements.

In 2015/16, 15 employees were supported in their professional development by the Zoo Friends and Conservation Fellowship Program, enabling them to participate in diverse local and international work experience and research programs.

Staff Recognition

The annual 'Silver Shovels' awards were held in September 2015 to recognise outstanding staff achievements in categories including animal management, breeding, exhibit design, innovation and conservation and environment initiatives. A diverse range of achievements and staff were acknowledged on the night. Sara Brice won the Individual Director's Award for Taronga Zoo in recognition of her work ensuing Taronga's animal transactions take place smoothly, professionally and that the highest standards of animal welfare are ensured. The Taronga Finance Team were awarded the Director's Award for Team Effort at Taronga Zoo, as a result of their careful management of the 2014/15 financial year. From Taronga Western Plains Zoo David Parish received the Director's Award for Individual Effort for his innovative approaches to problem solving at Taronga Western Plains Zoo. The Director's Award for Team Effort was given to the Black Rhino Team, who had exceptional breeding successes for this critically endangered species during the year.

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

In November, long serving employees were honoured at ceremonies held at Taronga and Taronga Western Plains Zoos, including 8 inductees who were welcomed into the prestigious '20 Year Club'.

Equal Employment Opportunity

Taronga remains committed to the promotion of Equal Employment Opportunity with the following initiatives in place in 2015/2016:

- Indigenous Keeper Traineeship in the Australian Fauna Precinct in keeping with Taronga's commitments through its Reconciliation Action Plan (RAP)
- The delivery of Aboriginal Cultural Awareness Training to all full and part time employees across both sites
- The continued investment in Indigenous guest experiences
- Increased representation of women on Taronga's Board and in Senior Executive classification, and Leadership Team positions

- Communication and consultation with employees prior to their return from parental leave and due consideration to any request for flexible work arrangements outside of the parental leave period

- Further promotion of the Employee Assistance Program (EAP)
- Continued support and promotion of Reconciliation Week and NAIDOC amongst both Zoo staff and guests including NAIDOC themed Bird Shows highlighting Indigenous Culture to guests and employees alike.
- Support and promotion of R U OK? Day and World Mental Health Day

Taronga's Reconciliation Action Plan (RAP) is soon to be re-launched with 'stretch' targets designed that will give Taronga the opportunity to focus on existing strategies and programs and set clear and measurable targets to deepen their impact.

Taronga Disability Action Plan

Taronga is committed to creating and maintaining an environment that ensures people with disabilities are afforded the same opportunities as the rest of the community. This means the development of services and facilities that are accessible and inclusive and the provision of meaningful employment opportunities to Taronga's current and future employees.

During 2015/2016 Taronga has partnered with the Office of Environment and Heritage to develop a disability inclusion plan covering, attitudes and behaviour, livable communities, employment and systems and processes.

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.

Provisions made include:

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

A review of Taronga's emergency procedures also had significant consideration of staff and visitors with disabilities and warden training is to be delivered appropriately.

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

Legal Changes

During the 2015/16 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.

Work Health and Safety

Taronga's commitment to the safety of its people continues to be supported through a risk based systematic and comprehensive safety management system. A positive shift was observed in safety culture with WHS respected as a fundamental norm in the Zoo's daily operations and processes, which is again reflected in the improved performance over the financial year. Staff are taking an active role in ensuring the safety of themselves and their colleagues. The consultation process focuses on the wellbeing of workers to remain safe at work. This shift in culture was led by the Chief Executive and is permeating to the grass roots of the organisation.

Workers Compensation and Injury Management

Taronga's Worker's Compensation Premium reduced 16% from last financial year with a strong injury management process being a contributing factor to this reduction. As at 31st June 2016 Taronga has 1 open worker's compensation claim.

Key Initiatives

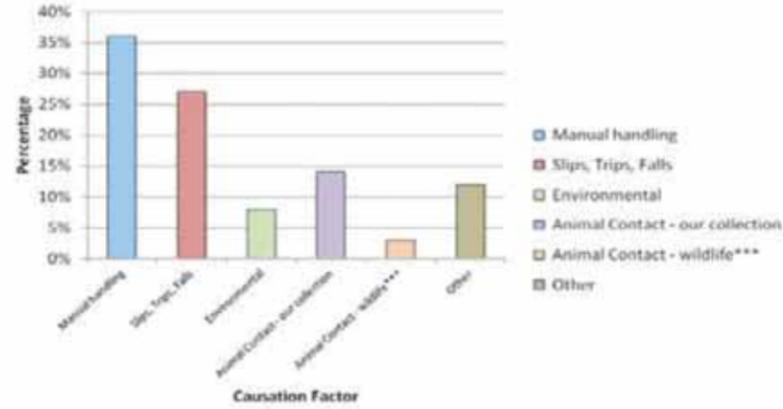
Training was a key performance indicator with a focus on training supervisors and managers on effective risk management. At Taronga, everyone is accountable for safety with middle management influencing workers leading by good practice based on technical skills acquired through training. All required compliance training was completed and workplace learning development continued to increase to maintain a safe working environment.

Consultation remained an integral focus for Taronga to ensure a collaborative approach to safety. Health and safety consultation occurs both internally with Zoo staff and externally with other mid-sized government agencies and like minded industries. The consultation process is well embedded with various methods of communication. This is implemented predominantly through established WHS committees, toolbox talks, surveys, stop4safety with teams and group workshops.

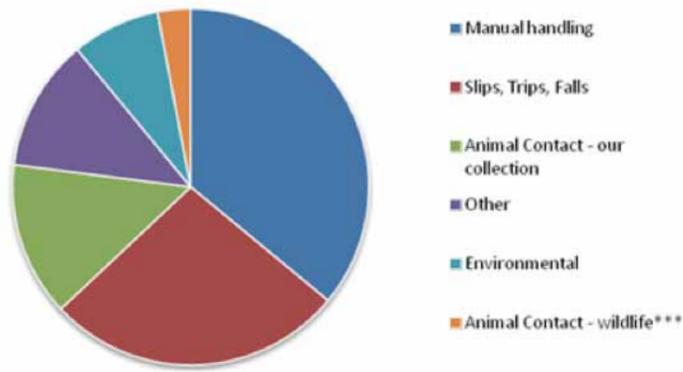
Notifiable Incidents

No improvement notices were issued by SafeWork NSW.
 Incident reports decreased by 10% compared to last year, with a 16% decrease in the need for first aid. This may be attributed to a more positive safety culture and staff members taking a risk-based approach to their daily activities. Although Taronga strives for zero harm, there were six employee accidents that resulted in minimal lost time, with 100% of injured workers rehabilitated back to work within a week.

Causation Factor 2015/16



Mechanism of Injury 2015/16



***Animal Contact – wildlife: injury/illness to visitors caused by native birds, ants, and ticks



Keeper Lindsay Wright records Mr Munro the Fiordland Penguin as part of the Zoo census. PHOTO: PAUL FAHY



APRIL 2016 MARKED 10 YEARS
SINCE TARONGA STARTED ITS WORK
WITH CORROBOREE FROGS

ACTING *for* THE WILD

In early 2016 there were as few as 50 critically endangered Corroboree Frogs remaining in the wild. In June Taronga released around 800 zoo-bred eggs to support the remaining wild population. Without this program, which is run in partnership with NSW National Parks and Wildlife, it's predicted that Southern Corroboree Frogs would have become extinct either this year or next.

GLOSSARY

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

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**TARONGA CONSERVATION SOCIETY AUSTRALIA (TARONGA)
FINANCIAL STATEMENTS AND NOTES
FOR THE YEAR ENDED 30 JUNE 2016**

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 2016;
- 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.

Chairman of the Board

Member of the Board

Sydney
26 September 2016

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 2016, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of Taronga as at 30 June 2016, 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 those standards are further 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 auditor independence requirements of:

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

I have also fulfilled my other ethical responsibilities in accordance with the Code.

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

In preparing the financial statements, the members of the Board must assess Taronga's ability to continue as a going concern unless Taronga will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must include, disclosing, as applicable, matters related to going concern and 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 further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. 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 effectiveness of the internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.



Karen Taylor
Director, Financial Audit Services

26 September 2016
SYDNEY

INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2016

	Notes	2016 \$'000	2015 \$'000
Revenue			
Admissions		40,555	41,307
Trading and Franchise Revenue	2	12,966	12,010
Corporate Sponsorship		4,057	3,261
Government Grants	3	19,102	14,662
Investment Revenue	4	2,135	1,970
Donations and Bequests		6,377	5,531
Other Income	5	22,347	20,002
Gain/(Loss) on Sale of Assets	6	(1,423)	(74)
Total Revenue		106,116	98,669
Expenses			
Personnel Services	7(a)	49,412	44,092
Trading Cost of Sales	2	3,547	3,331
Marketing Expenses	7(b)	3,101	3,374
Depreciation and Amortisation	7(c)	20,222	19,702
Maintenance	7(d)	6,224	5,904
Finance Costs	7(e)	929	939
Other Expenses	8	23,036	17,341
Total Expenditure		106,471	94,683
SURPLUS/(DEFICIT) FOR THE YEAR		(355)	3,986

The accompanying notes form part of these Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016

	Notes	2016 \$'000	2015 \$'000
Surplus/(Deficit) for the year		(355)	3,986
Other comprehensive income:			
<i>Items that will not be reclassified to net result</i>			
Net increase/(decrease) in property, plant and equipment revaluation surplus	24	-	-
<i>Items that may be reclassified subsequently to net result</i>			
Available for sale financial assets			
-Valuation gains/(losses)	24	-	(429)
-Transferred to net result on disposal	24	913	-
Other comprehensive income for the year		913	(429)
Total comprehensive income for the year	24	558	3,557

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016

	Notes	2016 \$'000	2015 \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	23(a)	36,295	31,368
Trade and Other Receivables	9	3,576	3,197
Inventories	10	1,273	1,233
Available-for-sale financial assets	11	-	1,747
Other financial assets	11(a)	43,000	32,000
Total Current Assets		84,144	69,545
Non-Current Assets			
Property, Plant and Equipment	12	414,583	419,724
Intangible Assets	13	205	235
Total Non-Current Assets		414,788	419,959
Total Assets		498,932	489,504
LIABILITIES			
Current Liabilities			
Trade and Other Payables	15	27,909	19,517
Other Liabilities	16	2,918	2,444
Borrowings	17	5,907	-
Total Current Liabilities		36,734	21,961
Non-Current Liabilities			
Borrowings	17	10,044	15,947
Total Non-Current Liabilities		10,044	15,947
Total Liabilities		46,778	37,908
Net Assets		452,154	451,596
Equity			
Reserves	24	249,143	248,230
Accumulated Funds	24	203,011	203,366
Total Equity		452,154	451,596

The accompanying notes form part of these Financial Statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2016

	Accumulated Funds \$'000	Reserves \$'000	Total \$'000
Balance at 1 July 2015	203,366	248,230	451,596
Surplus/(Deficit) for the year	(355)	-	(355)
Other comprehensive income:			
Gain/(Loss) on revaluation of land, buildings and infrastructure	-	-	-
Gain/(Loss) on revaluation of available-for-sale financial assets	-	-	-
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
Balance at 1 July 2014	199,380	248,660	448,039
Surplus/(Deficit) for the year	3,986	-	3,986
Other comprehensive income:			
Gain/(Loss) on revaluation of land, buildings and infrastructure	-	-	-
Gain/(Loss) on revaluation of available-for-sale financial assets	-	(429)	(429)
Transfers on disposal of available-for-sale financial assets	-	-	-
Total other comprehensive income	-	(429)	(429)
Total comprehensive income for the year	3,986	(429)	3,557
Balance at 30 June 2015	203,366	248,230	451,596

The accompanying notes form part of these Financial Statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2016

	Notes	2016 \$'000	2015 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Customers and Sponsors (inclusive of GST)		91,283	86,803
Interest Received		2,111	1,710
Dividends Received		74	86
Government Capital Grant		4,700	-
Government Recurrent Grant		14,402	14,662
		<u>112,570</u>	<u>103,261</u>
Payments to Suppliers and Personnel Services (inclusive of GST)		(83,236)	(77,149)
Interest and Finance Costs Paid		(924)	(1,007)
		<u>(84,160)</u>	<u>(78,156)</u>
Net Cash (outflow)/inflow from Operating Activities	23(c)	28,410	25,105
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for Property, Plant and Equipment		(13,720)	(13,067)
Purchases of Other Financial Assets		(11,000)	(32,000)
Proceeds from Sale of Property, Plant and Equipment		-	45
Proceeds from Sale of Available-for-sale financial assets		1,237	-
		<u>(23,483)</u>	<u>(45,022)</u>
Net Cash (outflow)/inflow from Investing Activities		(23,483)	(45,022)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of Borrowings		-	(680)
		<u>-</u>	<u>(680)</u>
Net Cash (outflow)/inflow from Financing Activities		-	(680)
Net increase/(decrease) in cash and cash equivalents		4,927	(20,597)
Cash and cash equivalents at beginning of the year		31,368	51,965
		<u>36,295</u>	<u>31,368</u>
Cash and cash equivalents at end of year	23(a)	36,295	31,368

The accompanying notes form part of these Financial Statements.

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016

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 2016 have been authorised for issue by Taronga on 26 September 2016.

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

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 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 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 the Land and Property Information (LPI) a division of The Office of Finance and Services for an indexation advice to determine if the carrying value of its assets differs materially from the fair value. In the event if the carrying value of assets differs materially from fair value Taronga performs a revaluation based on the advice of LPI and updates its asset values.

The most recent full revaluation for all classes of assets was performed in March 2014. Details of the valuations are as follows:

i. Land

The value of the Taronga's land holdings is based on a full revaluation conducted by LPI in March 2014. The land has been valued at fair value having regard to current use as indicated by the zoning, heritage restrictions and other controls over the property. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2016. The next comprehensive revaluation for land is due to be performed during FY 2016-17.

ii. Infrastructure

Valuation of the infrastructure includes all site works which are considered to add value to the site as used and not already valued as individual fixed assets (such as buildings). This includes all services, roads and landscaping, etc. The value for infrastructure was split between the major categories of roads, services and landscaping and its value to the site expressed at Written down Replacement Value. The valuation was conducted by LPI in March 2014 and the value in the Taronga's accounts for this class of asset has been adjusted accordingly. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2016. The next comprehensive revaluation for infrastructure is due to be performed during FY 2018-19.

iii. Buildings, Enclosures and Improvements

The value of Taronga's buildings, enclosures and improvements is based on a comprehensive valuation conducted by the LPI in March 2014. The carrying value of these assets has been adjusted accordingly to reflect these updated valuations. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2016. The next comprehensive revaluation for buildings, enclosures and improvements is due to be performed during FY 2018-19.

i) Revaluation Increments/Decrements

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

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

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise. 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%
Computer Equipment	33.3%
Other Items	20.0%
Infrastructure	The rate being determined by the estimated life of the asset (3-40 years as appropriate)
Building, Enclosures and Improvements	The rate being determined by the estimated life of the asset (1-50 years as appropriate)

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

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

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

l) Maintenance

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

m) Leased Assets

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

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

n) Intangible Assets

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

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

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

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

o) 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.

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

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

iii. Consequential on-costs

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

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

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

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

i. Credit Risk

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

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

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

Cash

Cash comprises cash on hand and bank balances at call with ANZ Banking Corporation, Westpac Banking Corporation, National Australia Bank and TCorp which have been rated "AA-", "AA-", "AA-" and "AAA" by Standard and Poor's respectively. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 2.74% (2014/2015 2.94%), the weighted average interest rate for the period was 3.01% (2014/2015 3.48%). 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 2016.

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

The accounting policies applied in reporting period are consistent with those of the previous financial year. All new or revised Australian Accounting Standards mandatory for 2016 Financial Statements are not relevant to the operations of Taronga and do not have any impact on Taronga's results or disclosures.

Australian Accounting Standards amended but not yet effective

- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle – mandatory for 2017 Financial Statements
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiative – mandatory for 2017 Financial Statements
- AASB 9 and AASB 2010-7, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 regarding financial instruments – mandatory for 2018 Financial Statements
- AASB15, AASB 2014-5 and AASB 2015-8 regarding Revenue from Contracts with Customers –mandatory for 2019 Financial Statements
- AASB 2014-4 – Amendments to AASB 116 and AASB 138 regarding acceptable methods of depreciation and amortisation – mandatory for 2017 Financial Statements
- AASB 2014-9 regarding equity method in separate financial statements – mandatory for 2017 Financial Statements
- AASB 16 regarding accounting of Leases – mandatory for 2019 Financial Statements

- AASB 2015-6 Amendments to Australian Accounting Standards AASB 10, AASB 124 and AASB 1049 – Extending Related Party Disclosures of Not-for-Profit Public Sector Entities – mandatory for 2017 Financial Statements
- AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities – AASB 13 – mandatory for 2017 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

	2016 \$'000	2015 \$'000
i) Catering Sales	2,249	2,205
Less: Cost of Sales	(878)	(891)
Gross Profit	1,371	1,314
ii) Souvenir Sales	6,956	6,416
Less: Cost of Sales	(2,669)	(2,440)
Gross Profit	4,287	3,976
iii) Catering Franchise Commissions	3,761	3,389
Total Sales	12,966	12,010
Less total Cost of Sales	(3,547)	(3,331)
Total Gross Profit	9,419	8,679

3. Government Grants

	2016 \$'000	2015 \$'000
Capital grant	4,700	-
Recurrent grant	14,402	14,662
Total Government Grants	19,102	14,662

4. Investment Revenue

	2016 \$'000	2015 \$'000
Dividend Income	70	86
Term Deposits and Bank Interest	2,065	1,884
Total Investment Revenue	2,135	1,970

5. Other Income

	2016 \$'000	2015 \$'000
Accommodation	8,874	7,563
Animal Sponsorship	431	449
Animal Encounters	968	758
Bike and Cart Hire	863	804
Car Parking	1,828	1,736
Consultancy Fees	150	63
Educational and Recreation Activities	2,128	1,620
Event Income	987	812
Provision of Services	29	102
Research Project Income	93	79
Sponsorship of Goods and Services	1,252	1,485
Taronga Training Institute	1,116	618
Twilight Concert Ticket Sales	2,045	1,766
Zoo Friends Joining and Event Fees	194	199
Sundry Income	1,389	1,948
Total Other Income	22,347	20,002

6. Gain/(Loss) on Sale of Assets

	2016 \$'000	2015 \$'000
Gain/(Loss) on Sale of Plant & Equipment	-	(74)
Gain/(Loss) on Sale of Financial Assets	(1,423)	-
Total Gain/(Loss) on Sales of Assets	(1,423)	(74)

7. Expenses

a) Personnel Services

	2016 \$'000	2015 \$'000
Salaries and Wages (including annual leave)	39,042	36,271
Long Service Leave	990	820
Payroll Tax	2,431	2,247
Workers Compensation Insurance	381	340
Superannuation*	6,536	4,398
Fringe Benefits Tax	31	16
Total Personnel Services	49,412	44,092

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 2016 a defined benefit superannuation actuarial

loss of \$2,410,812 is included in superannuation (\$239,651 loss in 2014/2015). This is due to a significant decrease in the discount rate. 1.99%pa June 2016 (3.03%pa June 2015)

Employee related costs amounting to \$1,158,127 have been capitalised during the year (\$991,063 in 2014/2015) and \$168,668 (\$208,304 in 2014/2015) have been transferred to maintenance expenses. These employee related costs are excluded from the above.

b) Marketing Expenses

	2016 \$'000	2015 \$'000
Advertising	1,969	2,067
Promotions	414	700
Other Marketing	718	607
Total Marketing Expenses	3,101	3,374

c) Depreciation and Amortisation Expenses

	2016 \$'000	2015 \$'000
Depreciation		
Land and Buildings	15,716	15,153
Plant and Equipment	973	1,024
Infrastructure	3,488	3,452
Amortisation		
Intangible Assets	45	73
Total Depreciation and Amortisation Expenses	20,222	19,702

d) Maintenance

	2016 \$'000	2015 \$'000
Contracted labour and other (non employee related)	6,055	5,696
Employee related maintenance expenses (Asset Maintenance Grant)	169	208
Total Maintenance Expenses	6,224	5,904

e) Finance Costs

	2016 \$'000	2015 \$'000
Interest on Borrowings	925	958
Amortisation of premiums relating to borrowings	-	(19)
Amortisation of discounts relating to borrowings	4	-
Total Finance Costs	929	939

8. Other Expenses

	2016	2015
	\$'000	\$'000
Accommodation Expenses	1,689	1,440
Animal Husbandry & Research Support	2,820	2,199
Animal Transport	250	145
Audit Fees – Audit of Financial Statements	98	99
Bank Charges & Fees	405	357
Board Honoraria	198	206
Cash Collection	34	38
Catering	486	401
Communication Costs	491	496
Concert Artist Fees	634	559
Consultancy	51	60
Contract Services	4,874	3,252
Contractors	769	821
Energy Costs	1,177	1,479
Information Technology Costs	383	333
Insurance	498	449
Internal Audit Fees	58	57
Legal Fees	131	102
Minor Equipment & Stores	758	650
Postage & Couriers	329	259
Printing & Stationery	630	577
Protective Clothing	249	233
Staff Development & Training	150	225
Travelling Expenses	400	331
Vehicle Costs	312	348
Vehicle Leasing Expenses	88	185
Water & Sewerage	444	432
Work in Progress Written Off	2,162	-
Sundry Expenses	2,468	1,608
Total Other Expenses	23,036	17,341

9. Trade and Other Receivables

	2016	2015
	\$'000	\$'000
Debtors	2,848	2,828
Less: Allowance for impairment	-	-
	2,848	2,828
Prepayments	728	369
Total Trade and Other Receivables	3,576	3,197

10. Inventories

	2016	2015
	\$'000	\$'000
Held for Distribution		
Food for Animals	182	210
Stores and Spare Parts	188	188
	370	398
Held for Resale		
Catering	68	67
Souvenirs	835	768
	903	835
Total Inventories	1,273	1,233

11. Available for Sale Financial Assets

	2016	2015
	\$'000	\$'000
Bequested Shares	-	1,747

11(a). Other Financial Assets

	2016	2015
	\$'000	\$'000
Term deposits due to mature within:		
91 - 180 Days	37,000	11,000
181 - 270 Days	-	12,000
Over 270 Days	6,000	9,000
Total Other Financial Assets	43,000	32,000

12. Property, Plant and Equipment

	Work in Progress	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'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 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 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	3,412	57,393	414,583

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2014 - fair value					
Gross carrying amount	8,325	473,750	8,796	81,356	572,227
Accumulated Depreciation	-	(120,489)	(5,972)	(18,867)	(145,328)
Net carrying amount	8,325	353,260	2,824	62,490	426,900

At 30 June 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

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 2015					
Net carrying amount at 1 July 2014	8,325	353,260	2,824	62,490	426,900
Additions	10,838	-	1,882	-	12,720
Transfers	(13,292)	11,306	114	1,725	(147)
Disposals	-	(2,247)	(673)	-	(2,920)
Revaluation increment	-	-	-	-	-
Depreciation expense	-	(15,153)	(1,024)	(3,452)	(19,630)
Depreciation on disposals	-	2,247	554	-	2,801
Net carrying amount at 30 June 2015	5,871	349,413	3,677	60,763	419,724

Land

Mosman – Taronga Zoo (28.1 hectares)

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

As per LPI valuation in March 2014, based on comparable values for open recreation land, \$62,000,000. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2016.

Dubbo – Taronga Western Plains Zoo (758.3 hectares)

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

As per LPI valuation in March 2014, based on comparable zoning values \$2,750,000. Taronga has formed the opinion that there was no change to the valuation for the period to 30 June 2016.

13. Intangible Assets

	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

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

14. Fair Value Measurement of Non-Financial Assets

(a) Fair Value Hierarchy

	Level 1	Level 2	Level 3	Total Fair Value
	\$'000	\$'000	\$'000	\$'000
2016				
Property Plant and Equipment				
Land and Buildings	-	64,750	270,018	334,768
Infrastructure	-	-	57,393	57,393
	-	64,750	327,411	392,161
2015				
Property Plant and Equipment				
Land and Buildings	-	64,750	284,662	349,412
Infrastructure	-	-	60,763	60,763
	-	64,750	345,425	410,175

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

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

(c) Reconciliation of Recurring Level 3 Fair Value Measurements

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	-
Transfers from Level 2	-
Transfers to Level 2	-
Disposals	-
Depreciation	(19,204)
Fair Value as at 30 June 2016	327,411
2015	
Fair Value as at 1 July 2014	
Buildings and Infrastructure	351,000
Additions	13,030
Revaluation increments/(decrements) recognised in Net result	-
Revaluation increments/(decrements) recognised in other	-
Transfers from Level 2	-
Transfers to Level 2	-
Disposals	-
Depreciation	(18,605)
Fair Value as at 30 June 2015	345,425

15. Trade and Other Payables

	2016	2015
	\$'000	\$'000
Operating Expense Creditors	2,838	2,421
Capital Creditors	3,981	487
Accruals and Other Creditors	2,099	1,334
Personnel Services	18,991	15,275
Total Trade and Other Payables	27,909	19,517

(a) Personnel Services

	2016	2015
	\$'000	\$'000
Current Liabilities		
Salaries and Wages Payable	1,107	432
Annual Leave Provision	2,813	2,439
Long Service Leave Provision	6,214	6,245
Defined Benefit Superannuation	8,857	6,159
Total Personnel Services	18,991	15,275

16. Other Liabilities

	2016	2015
	\$'000	\$'000
Unearned Income	2,918	2,444
Total Other Liabilities	2,918	2,444

17. Borrowings

	2016	2015
	\$'000	\$'000
NSW Treasury Corporation	15,951	15,947
These loans are due to mature as follows:		
Not later than one year	5,907	-
Later than one year but not later than two years	1,905	5,867
Later than two years but not later than five years	8,139	10,080
Later than five years	-	-
	15,951	15,947

Face Value and Capital Value of Loans

	2016	2015
	\$'000	\$'000
Face Value of Loans	15,899	15,899
Add Unamortised Premium	53	48
Less Discount	-	-
Capital Value of Loans	15,951	15,947

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 Pillar Administration.

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

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

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

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

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

ii. Description of the regulatory framework

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

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

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

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

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

An actuarial investigation of the Pooled Fund is performed every three years. The last actuarial investigation was performed as at 30 June 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 Financial Year to 30 June 2016 A\$'000	SANCS Financial Year to 30 June 2016 A\$'000	SSS Financial Year to 30 June 2016 A\$'000	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000
Net Defined Benefit Liability/(Asset) at start of year	223	288	5,648	315	304	5,042
Current service cost	215	38	39	210	38	38
Net Interest on the net defined benefit liability/(asset)	5	8	171	8	10	179
Past service cost	-	-	-	-	-	-
(Gains)/losses arising from settlements	-	-	-	-	-	-
Actual return on Fund assets less Interest income	17	6	(15)	(389)	(49)	(545)
Actuarial (gains)/losses arising from changes in demographic assumptions	27	-	381	(3)	-	1
Actuarial (gains)/losses arising from changes in financial assumptions	283	70	1,805	140	40	1,028
Actuarial (gains)/losses arising from liability experience	(37)	-	(126)	105	(22)	(67)
Adjustment for effect of asset ceiling	-	-	-	-	-	-
Employer contributions	(145)	(28)	(17)	(163)	(33)	(30)
Net Defined Benefit Liability/(Asset) at end of year	588	383	7,886	223	288	5,648

Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 2016 A\$'000	SANCS Financial Year to 30 June 2016 A\$'000	SSS Financial Year to 30 June 2016 A\$'000	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000
Fair value of Fund assets at beginning of the year	5,197	662	7,329	4,770	589	6,882
Interest income	155	20	215	167	20	238
Actual return on Fund assets less Interest income	(17)	(6)	15	389	49	545
Employer contributions	145	28	17	163	33	30
Contributions by participants	84	-	20	87	-	19
Benefits paid	(1,829)	(364)	(523)	(346)	(37)	(436)
Taxes, premiums & expenses paid	(29)	(7)	21	(33)	8	52
Transfers in	-	-	-	-	-	-
Contributions to accumulation section	-	-	-	-	-	-
Settlements	-	-	-	-	-	-
Exchange rate changes	-	-	-	-	-	-
Fair value of Fund assets at end of the year	3,707	332	7,094	5,197	662	7,329

Reconciliation of the Defined Benefit Obligation

	SASS Financial Year to 30 June 2016 A\$'000	SANCS Financial Year to 30 June 2016 A\$'000	SSS Financial Year to 30 June 2016 A\$'000	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000
Present value of defined benefit obligations at beginning of the year	5,421	950	12,977	5,085	893	11,923
Current service cost	215	38	39	210	38	38
Interest cost	160	28	386	175	31	417
Contributions by participants	84	-	20	87	-	19
Actuarial (gains)/losses arising from changes in demographic assumptions	27	-	381	(3)	-	1
Actuarial (gains)/losses arising from changes in financial assumptions	283	70	1,805	140	40	1,028
Actuarial (gains)/losses arising from liability experience	(37)	-	(126)	105	(22)	(67)
Benefits paid	(1,829)	(364)	(523)	(346)	(37)	(436)
Taxes, premiums & expenses paid	(29)	(7)	21	(33)	8	52
Transfers in	-	-	-	-	-	-
Contributions to accumulation section	-	-	-	-	-	-
Past service cost	-	-	-	-	-	-
Settlements	-	-	-	-	-	-
Exchange rate changes	-	-	-	-	-	-
Present value of defined benefit obligations at end of the year	4,296	715	14,980	5,421	950	12,977

Reconciliation of the effect of the Asset Ceiling

	SASS Financial Year to 30 June 2016 A\$'000	SANCS Financial Year to 30 June 2016 A\$'000	SSS Financial Year to 30 June 2016 A\$'000	SASS Financial Year to 30 June 2015 A\$'000	SANCS Financial Year to 30 June 2015 A\$'000	SSS Financial Year to 30 June 2015 A\$'000
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 2016

Asset category	Total (A\$'000)	Quoted prices in active markets for identical assets		
		Level 1 (A\$'000)	Significant observable inputs Level 2 (A\$'000)	Unobservable inputs Level 3 (A\$'000)
Short Term Securities	2,050,414	2,044,454	5,960	-
Australian Fixed Interest	2,720,590	2,724	2,717,865	-
International Fixed Interest	834,374	(1,358)	835,731	-
Australian Equities	9,720,877	9,171,767	549,087	24
International Equities	12,093,667	9,026,207	2,078,766	988,694
Property	3,650,267	1,113,253	618,946	1,918,068
Alternatives	7,115,949	470,130	3,122,185	3,523,634
Total*	38,186,138	21,827,178	9,928,540	6,430,420

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

As at	30-Jun-16	30-Jun-15
Short Term Securities	5.4%	6.5%
Australian Fixed Interest	7.1%	6.6%
International Fixed Interest	2.2%	2.5%
Australian Equities	25.5%	25.7%
International Equities	31.7%	32.4%
Property	9.6%	8.6%
Alternatives	18.6%	17.7%
Total	100.0%	100.0%

*Additional to the assets disclosed above, at 30 June 2016 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 2016 of \$189.6 million in NSW government bonds.

Significant Actuarial Assumptions at the Reporting Date

As at	30-Jun-16	30-Jun-15
Discount rate	1.99% pa	3.03% pa
Salary increase rate (excluding promotional increases)	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	2.50% 2015/2016 to 2018/2019; 3.50% 2019/2020; 3.00% pa 2021/2022 to 2024/2025; 3.50% pa thereafter
Rate of CPI increase	1.5% 2015/2016; 1.75% 2016/2017; 2.25% 2017/2018; 2.50% pa thereafter	2.50% 2015/2016; 2.75% 2016/2017 & 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 2012 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.

Sensitivity Analysis

The entity's total defined benefit obligation as at 30 June 2016 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	1.99%	0.99%	2.99%
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$'000)	19,991	22,921	17,596

	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\$'000)	19,991	21,202	18,891

	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\$'000)	19,991	20,173	19,819

	Base Case	Scenario G Higher Mortality*	Scenario H Lower Mortality**
Defined benefit obligation (A\$'000)	19,991	19,774	20,318

*Assumes the long term pensioner mortality improvement factors for years post 2021 also apply for years 2016 to 2021

**Assumes the short term pensioner mortality improvement factors for years 2016-2021 also apply for years after 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 2016 financial position of the Fund calculated in accordance with AAS 25 "Financial Reporting by Superannuation Plans":

	SASS 30-Jun-16 A\$'000	SANCS 30-Jun-16 A\$'000	SSS 30-Jun-16 A\$'000	SASS 30-Jun-15 A\$'000	SANCS 30-Jun-15 A\$'000	SSS 30-Jun-15 A\$'000
Accrued benefits*	3,378	456	7,213	4,700	709	6,735
Net market value of Fund assets	(3,707)	(332)	(7,094)	(5,197)	(662)	(7,329)
Net (surplus)/deficit	(329)	123	119	(497)	47	(594)

Contribution recommendations

Recommended contribution rates for the entity are:

	2016	2016	2016	2015	2015	2015
	SASS	SANCS	SSS	SASS	SANCS	SSS
	multiple of	% member	multiple of	multiple of	% member	multiple of
	member	salary	member	member	salary	member
	contributions		contributions	contributions		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 liabilities	7.8% pa
Expected rate of return on Fund assets backing other liabilities	6.8% pa
Expected salary increase rate (excluding promotional salary increases)	3.0% to 30 June 2019 then 3.5% pa thereafter
Expected rate of CPI increase	2.5% pa

Expected contributions

	SASS Financial Year to 30 June 2017 A\$'000	SANCS Financial Year to 30 June 2017 A\$'000	SSS Financial Year to 30 June 2017 A\$'000	SASS Financial Year to 30 June 2016 A\$'000	SANCS Financial Year to 30 June 2016 A\$'000	SSS Financial Year to 30 June 2016 A\$'000
Expected employer contributions	159	32	32	166	33	30

Maturity profile of defined benefit obligation

The weighted average duration of the defined benefit obligation is 13.4 years.

Contribution Tax Provision

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

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, cash deposited at the bank and in TCorp Hour-Glass facility, payables and borrowings and available for sale shares.

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

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

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

Financial Instrument Categories

Financial Assets	Notes	Category	2016 \$'000	2015 \$'000
Class:				
Cash and Cash Equivalents	23	N/A	36,295	31,368
Receivables (1)	11	Loans and receivables at amortised cost	2,106	2,564
Other Financial Assets	11(a)	Term deposits (3-12 months)	43,000	32,000
Financial assets at fair value	13	Available-for-sale financial assets (at fair value)	-	1,747
Financial Liabilities				
Class:				
Payables (2)	15	Financial liabilities measured at amortised cost	27,909	19,517
Borrowings	17	Financial liabilities measured at amortised cost	15,951	15,947

(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 has sold its bequeathed shares, 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:

Fixed Rate Instruments	2016 \$'000	2015 \$'000
Financial Liabilities - Borrowings	15,951	15,947
Variable Rate Instruments		
Financial Assets - Cash and Cash Equivalents	36,295	31,368

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				Other Price Risk			
		-1%		+1%		-10%		+10%	
		Profit	Equity	Profit	Equity	Profit	Equity	Profit	Equity
2016	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets									
Cash and cash equivalents	27,185	(272)	(272)	272	272	-	-	-	-
Receivables	2,106	-	-	-	-	-	-	-	-
Other Financial Assets	43,000	(430)	(430)	430	430	-	-	-	-
Available-for-sale financial assets	-	-	-	-	-	-	-	-	-
Financial liabilities									
Payables	27,909	-	-	-	-	-	-	-	-

	Carrying Amount	Interest Rate Risk				Other Price Risk			
		-1%		+1%		-10%		+10%	
		Profit	Equity	Profit	Equity	Profit	Equity	Profit	Equity
2015	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets									
Cash and cash equivalents	21,713	(217)	(217)	217	217	-	-	-	-
Receivables	2,564	-	-	-	-	-	-	-	-
Other Financial Assets	32,000	(320)	(320)	320	320	-	-	-	-
Available-for-sale financial assets	1,747	-	-	-	-	-	(175)	-	175
Financial liabilities									
Payables	19,517	-	-	-	-	-	-	-	-

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	
			2016 \$'000	2015 \$'000
Hour-Glass Investment – Cash Facility	Cash and money market instruments	Up to 1.5 years	9,110	9,655

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 2016	\$'000 2015
Hour-Glass Investment – Cash facility	+/-1%	91	97

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 \$2,106,000 (\$2,564,000 in 2015)

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

	2016 \$'000	2015 \$'000
Trade Receivables Owing from NSW Government Entities	18	493
Trade Receivables Owing from Non-Government Educational Bodies	22	15
Trade Receivables Owing from Tourism Operators	775	851
Trade Receivables Owing from Other Entities	856	913
Trade Receivables Owing from Sponsors	128	62
Trade Receivables Owing from Catering Franchise Operator	307	230
Less: Allowance for Impairment	-	-
	<u>2,106</u>	<u>2,564</u>

Taronga does not hold any collateral as security over receivables.

Impairment as at 30 June 2016

	Gross 2016 \$'000	Impairment 2016 \$'000	Gross 2015 \$'000	Impairment 2015 \$'000
Not Past Due	2,089	-	2,497	-
Past due 0-30 Days	17	-	67	-
Past due 31-90 days	-	-	-	-
Past due > 90 Days	-	-	-	-
	<u>2,106</u>	<u>-</u>	<u>2,564</u>	<u>-</u>

Receivables are not considered to be impaired at 30 June 2016 (nil at 30 June 2015)

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-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)	-
30-Jun-2015							
Non-derivative Financial liabilities							
Trade and Other Payables	4,242	(4,242)	(4,242)	-	-	-	-
Borrowings - Fixed Interest Rate	15,947	(18,954)	(462)	(462)	(6,860)	(11,170)	-

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

Fair Value

Fair Value Compared to Carrying Amount

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

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

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

	Carrying Value		Fair Value	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial Assets				
Cash and Cash Equivalents	36,295	31,368	36,295	31,368
Receivables	2,106	2,564	2,106	2,564
Other Financial Assets	43,000	32,000	43,000	32,000
Financial assets at fair value	-	1,747	-	1,747
	81,401	67,678	81,401	67,678
Financial Liabilities				
Payables	27,909	19,517	27,909	19,517
Borrowings	15,951	15,947	17,436	17,751
	43,861	35,464	45,345	37,268

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	-	9,110	-	9,110
	-	9,110	-	9,110

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 \$12,960,000 (\$11,033,000 in 2014/2015) have been included in Accumulated Funds as at

30 June 2016. The unexpended restricted funds are held separately from Taronga's unrestricted funds.

	Unexpended Amount	
	2016 \$'000	2015 \$'000
Taronga Foundation Program		
Capital Redevelopment Fundraising	11,797	9,526
Taronga Foundation Recurrent Projects	1,163	1,507
Total	12,960	11,033

21. Remuneration of Auditors

The Audit Office fees for auditing Taronga's financial statements were \$98,000 (\$99,000 in 2014/2015). The auditors received no other benefits.

22. Board Remuneration

Members of Taronga received reimbursement of expenses incurred in carrying out their duties as members of the Board. In addition, Board remuneration (including superannuation and payroll tax) of \$197,853 (\$206,241 in 2014/2015) was paid. This amount included Honoraria of \$33,228 (\$33,228 in 2014/2015) paid to the Chairman of the Board and \$137,593 (\$145,456 in 2014/2015) paid to the other members of the Board. The rates of remuneration were fixed and approved by the Premier's Department.

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

	2016	2015
\$10,000 - \$19,999	8	8
\$20,000 - \$29,999	1	1
\$30,000 - \$39,999	1	1
Board Members	10	10

23. Notes to the Cash Flow Statement

(a) Reconciliation of Cash and Cash Equivalents

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

	2016 \$'000	2015 \$'000
Cash and Cash Equivalents	36,295	31,368
Total Cash	36,295	31,368

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

(b) Cash and Cash Equivalents

	2016	2015
	\$'000	\$'000
Cash at bank and on hand	2,683	4,211
TCorp Hour-Glass cash facility	9,110	9,655
Short-term deposits	24,502	17,502
Total	36,295	31,368

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

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

	2016	2015
	\$'000	\$'000
Operating Surplus/(Deficit)	(355)	3,986
Depreciation and Amortisation	20,222	19,703
Non Cash Contribution (Capital)	-	-
(Gain)/Loss on Sale of Assets	1,423	74
Amounts capitalised in prior years transferred to profit and loss	2,162	-
Change in Assets and Liabilities:		
(Increase)/Decrease in GST Receivable	(590)	1
(Increase)/Decrease in Accounts Receivable	570	(13)
(Increase)/Decrease in Inventories	(40)	53
Increase/(Decrease) in Creditors and Accruals	1,182	377
(Increase)/Decrease in Prepayments	(359)	(175)
Increase/(Decrease) in Unearned Income	474	848
Increase/(Decrease) in Employee Entitlements	1,019	(228)
Increase/(Decrease) in Unfunded Superannuation	2,698	498
Movement in Unamortised (Premium)/Discount on Loans	4	(19)
Net Cash Provided From Operating Activities	28,410	25,105

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

(d) Financing Facilities

A Direct Payments facility of \$1.4m was available to Taronga and unused at 30 June 2016.

24. Reserves and Retained Surplus

	Accumulated Funds		Asset Revaluation Reserve		Available for Sale Investments Reserve		Total Equity	
	2016	2015	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the financial year	203,366	199,380	249,143	249,143	(913)	(483)	451,596	448,039
Surplus/(Deficit) for the period	(355)	3,986	-	-	-	-	(355)	3,986
Net increase in asset revaluation reserve for:								
• land and buildings	-	-	-	-	-	-	-	-
• infrastructure	-	-	-	-	-	-	-	-
Available for sale investments revaluation gains/(losses)	-	-	-	-	-	(429)	-	(429)
Transfers on disposal	-	-	-	-	913	-	913	-
Total	(355)	3,986	-	-	913	(429)	558	3,556
Balance at the end of the financial period	203,011	203,366	249,143	249,143	-	(913)	452,154	451,596

25. Commitments for Expenditure

a) Capital Expenditure Commitments

The estimated aggregate amount of contracts for capital expenditure not provided for in the accounts is \$22,259,623 (\$3,719,886 in 2014/2015) inclusive of GST of \$2,023,602. 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:

	2016	2015
	\$'000	\$'000
Not later than one year	251	287
Later than one year and not later than five years	111	298
Total including GST	362	585

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

GST Input Tax Credit Claimable on Commitments Amounts to \$2,056,537 (\$391,388 in 2014/2015).

26. Contingent Assets and Liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2016 (nil in 2014/2015).

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

	2016 Taronga Foundation	2016 Taronga & Corporate Services	2016 Taronga Western Plains	2016 Total	2015 Taronga Foundation	2015 Taronga & Corporate Services	2015 Taronga Western Plains	2015 Total
	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual	\$'000 Actual
Revenue								
Admissions*	533	35,165	4,858	40,555	531	36,229	4,547	41,307
Trading and Franchise Revenue	-	9,328	3,638	12,966	-	8,500	3,510	12,010
Corporate Sponsorship	4,043	13	-	4,057	3,181	80	-	3,261
Government Grants	-	14,416	4,686	19,102	-	12,463	2,199	14,662
Investment Revenue	130	2,005	-	2,135	146	1,824	-	1,970
Donations and Bequests	6,377	-	-	6,377	5,531	-	-	5,531
Other Income	3,296	11,587	7,464	22,347	3,463	10,164	6,375	20,002
Gain/(Loss) on Sale of Assets	(1,423)	-	-	(1,423)	-	(72)	(2)	(74)
Total Revenue**	12,956	72,514	20,646	106,116	12,853	69,188	16,628	98,669
Expenditure								
Personnel Services	1,765	36,428	11,219	49,412	1,420	32,551	10,121	44,092
Trading Cost of Sales	-	2,140	1,407	3,547	-	1,944	1,387	3,331
Marketing Expenses	863	1,792	447	3,101	1,102	1,822	450	3,374
Depreciation	-	17,169	3,052	20,222	-	16,804	2,898	19,702
Maintenance	356	4,868	1,000	6,224	282	4,662	960	5,904
Finance Costs	-	864	64	929	-	850	89	939
Other Expenses	3,203	15,614	4,219	23,036	2,309	12,191	2,840	17,341
Total Expenditure	6,186	78,875	21,408	106,471	5,114	70,825	18,744	94,683
Surplus/(Deficit) for the Year	6,770	(6,361)	(762)	(355)	7,739	(1,637)	(2,116)	3,986
Total Assets	12,960	427,952	58,020	498,932	11,033	421,869	56,602	489,504
Total Liabilities	-	(40,834)	(5,944)	(46,778)	-	(33,951)	(3,957)	(37,908)

*2015 income includes a one off admissions adjustment of \$3.6m (nil in 2016).

**The funds raised by the Foundation for the year ended 30 June 2016 amounted to \$12,956,000 (\$12,853,000 in 2014/2015). Total Foundation expenditure includes expenditure on conservation research and education projects of \$343,500 as of 30 June 2016 (\$748,000 in 2014/2015).

End of Audited Financial Statements

Operating budget performance

	Actual 15/16 \$'000	Budget 15/16 \$'000	Budget 16/17 \$'000
Admissions	40,555	38,402	41,149
Trading and franchise revenue	12,966	11,922	12,940
Corporate sponsorship	4,057	4,447	4,287
Government grants	19,102	19,102	29,823
Investment revenue	2,135	1,535	1,610
Donations and bequests	6,377	4,057	9,806
Other income	22,347	18,246	21,795
Profit on sale of assets	(1,423)	0	0
Total Revenue	106,116	97,711	121,411
Employee Benefits expense	49,412	47,364	49,560
Trading cost of sales	3,547	3,359	3,540
Marketing expenses	3,101	2,811	3,929
Depreciation and amortisation	20,222	20,078	21,781
Maintenance	6,224	6,369	7,432
Finance costs	929	1,140	1,140
Other expenses	23,036	18,076	20,725
Total Operating Expenditure	106,471	99,196	108,108
OPERATING SURPLUS/(DEFICIT)	(355)	(1,485)	13,303

Payable analysis data

Aged payables analysis by quarter	Current	31-60	61-90	91+	Total
September quarter	1,481,364	149,690	83,376	1,306	1,715,736.40
December quarter	2,208,782	49,318	3,451	2,850	2,264,400.72
March quarter	1,945,825	51,464	30,487	10,670	2,038,446.17
June quarter	6,090,058	68,366	2,675	18,719	6,179,818.51

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

Average days taken to process accounts in September quarter	26
Average days taken to process accounts in December quarter	27
Average days taken to process accounts in March quarter	29
Average days taken to process accounts in June quarter	26
Average days taken to process accounts in 2016	27

No interest has been paid on overdue accounts in the 2015/16 year.

Reasons for accounts not been paid on time

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

Asset and capital

2015/16 Capital Expenditure	Taronga	TWPZ	Total
Capital expenditure	\$13,384,315	\$3,135,321	\$16,519,636
	\$13,384,315	\$3,135,321	\$16,519,636

Major Capital Projects 2015/16	Expenditure 2015/16	Costs to complete	Expected Completion date
Taronga			
Taronga Zoo Theatre Development	\$3,199,286	\$4,340,000	2016-17
Sumatran Tiger Experience	\$4,215,476	\$11,855,000	2016-17
Taronga Institute of Science & Learning	\$2,326,497	\$26,078,000	2017-18
Taronga Western Plains			
TWPZ Meerkat Exhibit	\$38,866	\$0	Complete
TWPZ Savannah Safari	\$904,480	\$550,000	2016-17

2015/16 Maintenance Grant Expenditure	Taronga	TWPZ	Total
Total expenditure	\$2,816,220	\$708,095	\$3,524,315

Major Maintenance Projects 2015/16	Expenditure 2015/16	Costs to complete	Expected Completion date
Taronga			
Sky Safari Maintenance	\$217,978	\$0	Ongoing
Life Support Systems	\$190,084	\$0	Ongoing
Salt Water Pumping Systems	\$167,368	\$0	Ongoing
Taronga Western Plains			
Carpark and Roadworks	\$52,470	\$0	Ongoing
Black Rhino Exhibit	\$49,000	\$0	Complete
Zoofari Maintenance	\$48,939	\$0	Complete

APPENDICES

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APPENDIX 1

Functions of the Taronga Conservation Society Australia

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

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

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

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

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

15(3) The Board:

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

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

b) may investigate and carry out research into:

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

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

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

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

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

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

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

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

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

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

APPENDIX 3

Conservation Programs and Population Management Programs

Species	Held at TZ	Held at TWPZ	Coordinator
Addax		X	J Gillespie*
African Lion	X	X	L Ginman*
African Wild Dog		X	D Noble
Asian Elephant	X	X	A Embury
Australian Little Penguin	X		N Boyle*
Black-and-white Ruffed Lemur		X	S Barlow
Black-handed Spider Monkey		X	L Grossfeldt
Black-winged Stilt	X		V Wilson
Bongo	X	X	N Dunn*
Broad-headed Snake	X		D Gilbert
Brolga	X		C Srb
Brush-tailed Bettong	X		V Wilson
Brush-tailed Rock Wallaby	X		P Andrew*
Cheetah		X	S Eyre
Chimpanzee	X		M Finnigan
Cook Strait Tuatara	X		S Eyre
Cotton-Top Tamarin	X		A Embury
Eastern Whipbird	X		M Tantini*
Eland		X	J Gillespie*
Fijian Crested Iguana	X		P Harlow*
Ghost Bat	X		J Hollamby
Giraffe	X	X	L Jolly
Goodfellow's Tree-kangaroo	X		M Richardson
Greater Bilby	X		J Buchecker
Helmeted Honeyeater	X		K Cartwright
Hippopotamus		X	Y Pauligk
Meerkat	X	X	S Eyre
Noisy Pitta	X		E Schmeltshchek*
Orange-bellied Parrot	X		A Everaardt
Plains Zebra	X	X	L Jolly
Przewalski's Horse		X	N Boyle*
Pygmy Hippopotamus	X		R Moss*
Quokka	X	X	B Turner
Red Panda	X		C Hibbard
Regent Bowerbird	X		M Shiels*
Regent Honeyeater	X		J Gillespie*
Ring-tailed Lemur	X	X	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 Cassowary	X		Vacant
Squirrel Monkey	X		L Grossfeldt
Sumatran Orang-utan	X		A Embury

Species	Held at TZ	Held at TWPZ	Coordinator
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	C Goldstone-Henry
White-browed Woodswallow	X		V Wilson
White-cheeked Gibbon	X		H Thompson

*TCSA Staff

APPENDIX 4

Animal transactions relating to Conservation Programs and Population Management Programs

Animals transferred from Taronga Conservation Society Australia

Gender convention	Species type	Name of place transferred to
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
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

Gender convention	Species type	Name of place transferred to
1.2.0	African Lion	Hunter Valley Zoo NSW
1.2.0	Sumatran Tiger	TWPZ
1.0.0	Bongo	Altina Wildlife Park NSW
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

Animals transferred to Taronga Conservation Society Australia

Gender convention	Species type	Name of place transferred from
1.0.0	Plains Zebra	National Zoo and Aquarium ACT
1.0.0	Eland	Monarto Zoo SA
1.0.0	Addax	Werribee 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

APPENDIX 5

Research projects and conservation programs

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Guineafowl social dynamics	Dr A Burns Dr J Meade	Taronga	Taronga
	Crowd - funding experiment for lion conservation project	Dr N Jordan	Taronga Applied Eco-Logic Group (Collaborators: Botswana Predator Conservation Trust)	Safari Club International and National Geographic Big Cats Initiative
	Marine predators, marine parks and marine hotspots	Dr D Slip Prof R Harcourt	Taronga (Collaborators: Macquarie University, NSW Marine Parks Authority)	ARC linkage grant and TCSI
	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	Taronga Applied Eco-Logic Group (Collaborators: UNSW, Department of Primary Industries NSW)	UNSW Faculty Research Grant
	Sensing the seascape: Marine predator foraging and response to molecules of keystone significance	Dr D Slip	Taronga	
4a/12/14	Sensory cues emitted by aquatic mammals and humans	Dr N Hart Dr D Slip	University of Western Australia	WA Government
	Bio-inspired camouflage to prevent shark attacks on surfers	Dr D Slip Assoc Prof N Hart Prof S Collin Dr C Huvneers Dr E Gennari Dr V Peddemors	Australian Marine Mammal Research Centre (Collaborators: Macquarie University, University of Western Australia, Flinders University, Oceans Research, shark Mitigation Systems Pty Ltd, and NSW DPI Fisheries)	ARC linkage grant (2016 Round)
	Platypus stress: evaluation of the effects of river flow regimes on Platypus gluco-corticoids	Dr G Bino Dr Neil Jordan Dr R Hobbs	Taronga Applied Eco-Logic Group (Collaborators: UNSW)	
	Effect of Wild Ropes on Macropod behaviour and welfare	Dr A Burns Dr J Meade Dr V Melfi	Taronga	Taronga
	Evaluating the effectiveness of wildlife corridors in the Gosford region	Ms L Ford Mr W Brown Dr J Day Mr L Melican	Taronga, Gosford City Council	Taronga, Gosford City Council
4c/12/12	Learning to sing: ensuring the survival of the endangered Regent Honeyeater by studying the communication	Dr K-L Smith	Macquarie Univeristy	
	Satellite telemetry of Australian juvenile Loggerhead Turtles (Caretta caretta) in the South Pacific Ocean	Dr G Balasz	Taronga (Collaborators: Marine Turtle Research Program, National Marine Fisheries Service, National Oceanic and Atmospheric Administration, Hawaii)	
101025/05	Experimental reintroduction of Northern Corroboree Frogs (Pseudophryne pengilleyi)	Mr M McFadden Dr D Hunter Dr P Harlow	Taronga (Collaborators: NSW OEH)	NSW OEH, Taronga
	Better the devil you know: Can olfactory familiarisation increase the success of endangered marsupial reintroductions?	Dr E Reid-Wainscoat Dr N Jordan	Taronga Applied Eco-Logic Group (Collaborators: UNSW, Save the Tasmanian Devil Program)	
3a/06/15	Social preferences, activity patterns and spatial learning in Port Jackson sharks	Dr J Day A/Prof C Brown	(Collaborators: Macquarie University)	Seaworld Research and Rescue Foundation, Macquarie University, the Australian Research Council and TCSI.

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Resolving the warming East Australian Current's impact on a marine food web	Dr D Slip Prof R Harcourt Dr I Jonsen Prof I Suthers A/Prof M Roughan A/Prof M Doblin Dr M Cox	Australian Marine Mammal Research Centre (Collaborators: Macquarie University, University of New South Wales, University of Technology Sydney, and the Australian Antarctic Division).	ARC linkage grant (2016 Round)
	Preparation of a Christmas Island Flying Fox Captive Management and Breeding Plan	Ms J Hall Ms C Lees	Australian Registry of Wildlife Health (Collaborators: IUCN CBSG).	
	Great Barrier Reef Recovery Initiative	Dr R Spindler Dr M Hagedorn Dr A Heyward Dr D MacFarlane Dr M van Oppen Dr R Hobbs	Taronga, Australian Institute of Marine Science, Smithsonian Institute, Monash University	Taronga, Great Barrier Reef Foundation, Smithsonian Institution, Roddenberry Foundation, Albert George and Nancy Caroline Youngman Trust, managed by Equity Trustees.
3b/08/14	Developing Assisted Reproductive Technologies (ART) for critically endangered Australian amphibians	Mr M McFadden Dr P Byrne Dr S Keogh Dr P Harlow Dr D Hunter Mr M Magrath	Taronga (Collaborators: University of Wollongong, Australian National University, OEH NSW, Zoos Victoria)	Wollongong University, the Australian Research Council and TCSI.
4a/04/14	Asian Elephant semen cryopreservation	Dr R Hobbs Mr C Negus Dr R Bathgate	Taronga (Collaborators: Univeristy of Sydney, Melbourne Zoo, Perth Zoo)	University of Sydney, Taronga, Zoos Victoria and Perth Zoo
	Eulamprus quoyii Semen Cryopreservation - Male Breeding Technology for the Conservation	A/Prof M Whiting Mr J Baxter-Gilbert	Taronga (Collaborators: Macquarie University)	
	Squamate lizard semen cryopreservation - Male Breeding Technology for Conservation	Dr R Hobbs A/Prof M Whiting Mr J Baxter-Gilbert	Taronga (Collaborators: Macquarie University)	
	Crocodilian Semen Cryopreservation - Male Breeding Technology for the Conservation and Production of Crocodiles	A/Prof S Johnston Dr T Keeley Mr E Qualischefski Mr J Lever Mr R McLeod Mr B Nixon Dr R Hobbs	Taronga Collaborators: University of Queensland; Koorana Crocodile Farm; University of Newcastle	
3f/10/15	Husbandry of Plains-wanderer prior to breeding for reintroduction	Mr M Shiels Mr R Matkovics Mr G Virgona	Taronga Bird Department	
	Platypus population dynamics and a national risk assessment	Dr R Spindler Dr K Rose Prof R Kingsford Prof W Sherwin Dr G Bino Dr T Grant Dr J Gongora Adj Prof D Lunney Assoc Prof B Wintle Dr M Fleming Dr M Ronan Dr S Munks Mr S Lang Dr J Koehn Mr J Griffiths Mr D Papps Dr L Vogelnest	Taronga Collaborators: 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 grant

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
4f/10/13	Tasmanian Devil contraception study	Dr C Herbert	University of Sydney	University of Sydney, Taronga and Save the Tasmanian Devils
	Validating welfare indices in zoo housed species: accentuating the positive	Dr A Burns Dr J Meade	Taronga	
	The Value of Human Wildlife Interactions	Dr A Burns Dr J Meade	Taronga	
	National Survey to determine people's attitudes to wildlife and conservation	Dr C Kemp Dr A Burns Dr J Meade Dr V Melfi	(Collaborators: Melbourne University, Melbourne Zoo)	ARC linkage grant
	Monitoring visitor behaviour at Taronga Zoo	Dr C Kemp Dr A Burns Dr J Meade Dr V Melfi	Taronga	ARC linkage grant
	Urban management of free-ranging Brush Turkeys	Dr A Burns Dr J Meade	Taronga	ARC linkage grant
	Evaluating the impact of Chimpanzee introductions	Dr A Burns Dr J Meade	Taronga	Taronga
	Koala (<i>Phascolarctos cinereus</i>) housing, husbandry and educational experiences	Dr V Melfi Dr A Burns Dr J Meade	Taronga	Taronga
3b/12/15	Virtual Elephant Herds	Dr K Smith Dr J Day Mr R Brogran Dr K Fanson	Taronga, Macquarie University, Perth Zoo	Taronga, Macquarie University
	Origins and potential impacts of a multisystemic bacterial infection emergent in Christmas Island geckos	Dr K Rose Ms J Hall	Australian Registry of Wildlife Health (Collaborators: University of Sydney, University of Queensland, Christmas Island National Parks, Parks Australia, CSIRO, Australian Nuclear Science and Technology Organisation, University of Melbourne).	
	Resistance to Chytridiomycosis in Endangered NSW frogs	Dr S Cashins Dr L Grogan Ms L Brannelly Mr M McFadden	Taronga Herpetofauna James Cook Univeristy	ARC linkage grant and TCSI.
	Assessing the health and threats to the critically endangered Christmas Island Flying-fox	Dr K Rose Ms J Hall A/Prof D Phalen Mr M Misso Ms S Flakus Dr D Spratt Dr G Cramer Dr D Westcott Dr J Welbergen Dr J Martin	Taronga, Christmas Island National Park (Parks Australia), University of Sydney, CSIRO, University of Western Sydney, Royal Botanic Gardens Sydney	Taronga, Christmas Island National Park (Parks Australia), University of Western Sydney
	Long-nosed Potoroo Health Assessment and Translocation	Dr K Rose Ms J Hall Mr N Dexter	Australian Registry of Wildlife Health and Booderee National Park	
	Health assessment of endangered Southern Brown Bandicoots before translocation from Eden to Booderee National Park	Dr K Rose Ms J Hall	Australian Registry of Wildlife Health (Collaborators: Booderee National Park; Forestry Corporation of NSW; Australian National University)	
	Disease Investigation – Risso's Dolphin Mortality Investigation	Dr K Rose Ms J Hall	Australian Registry of Wildlife Health	
	Investigating outbreaks of systemic coccidiosis of Green Turtles	Dr K Rose Ms J Hall	Australian Registry of Wildlife Health (Collaborators: Bureau of Meteorology, Murdoch University)	

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
4a/12/13	Do Koala Retrovirus variants alter immune function in captive Koalas?	Dr D Higgins	University of Sydney	
4a/02/14	Satellite tracking of sea turtles	Ms E Hall Dr K Vinette Herrin Dr F Hulst	Taronga Wildlife Hospital	
3e/10/15	Georges Turtle (Bellinger River Snapping Turtle) virus: finding the source	Dr K Rose Ms J Hall	Australian Registry of Wildlife Health (Collaborators: NSW OEH, NSW DPI, NSW Health, Local Lands Services, Bellinger Shire Council)	
3a/12/15	Husbandry of Bellinger River (George's) Turtle	Mr M McFadden Dr L Vogelnest	Taronga Wildlife Hospital and Taronga Herpetofauna	
	Dining with dasyurids: Using nutritional geometry to improve diets for captive breeding programs.	Ms M Shaw Dr R Spindler Dr M Van Sluys Prof D Raubenheimer Dr B McCullum Dr H Stannard	Taronga (Collaborators: University of Sydney)	ARC linkage grant and TCSI.
	Elephant sleep behaviour	Dr C Kemp Dr A Burns Dr J Meade	Taronga	ARC linkage grant
3b/10/15	Rate of passage of penguin feathers in New Zealand (Long-nosed) Fur Seals	Dr D Slip	Australian Marine Mammal Research Centre (Collaborators: South Australian Research and Development Institute)	
	The effect of foraging enrichment on oral stereotypic behaviour in captive Red-tailed Black Cockatoos flown in the free-flight bird show	Dr A Burns Dr J Meade Dr V Melfi	Taronga	ARC linkage grant
	The effects of concert noise on the behaviour and stress physiology of a bull elephant	Dr A Burns Dr J Meade	Taronga	Taronga
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	Taronga Applied Eco-Logic Group (Collaborators: EcoExist project Botswana)	
3a/04/16	Numeracy in amphibians: do frogs go for more?	Dr A Burns Dr J Meade	Taronga	Taronga
3b/04/16	Reducing Platypus mortalities due to Opera House Traps throughout Australia	Ms B Fairbrother Dr R Spindler Dr M Van Sluys	Taronga	
3e0616	Preventing health issues in captive bears using nutritional management	Ms F Cabana Ms M Shaw	Taronga Wildlife Reserves Singapore	
	Is Disease Driving the Extinction of the Christmas Island Flying Fox: Christmas Island Flying Fox Health, Ecology and Conservation	Dr K Rose Mr M Misso Dr D Spratt Dr G Cramer Dr D Westcott Dr E Holmes Dr J Welbergen	Taronga (Collaborators: Christmas Island National Park, CSIRO, University of Sydney, University of Western Sydney)	
	Developing non-lethal methods for investigating heavy metal analysis in the Grey-headed flying-fox	Dr K Rose Ms J Hall Assoc Prof D Phalen	Taronga (Collaborators: University of Sydney, ANSTO)	Australasian Bat Society
	Georges Turtle (Bellinger River Snapping Turtle) ecology	Dr K Rose R Spencer	Taronga, University of Western Sydney	University of Western Sydney, Mohamed bin Zayed Species Conservation Fund
	Green Turtle trematodes in NSW	Dr K Rose	Taronga, University of New England	University of New England

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Marine plastics in NSW sea turtles	Dr K Rose	Taronga, University of Queensland	University of Queensland
	Flying-fox trypanosomes	Dr K Rose	Taronga, Murdoch University	Murdoch University
	Microchip induced neoplasias	Dr K Rose	Taronga, Charles Sturt University	Charles Sturt University
	Prevalence of Salmonella and Campylobacter in Long-nosed Potoroo	Ms J Hall Dr K Rose	Taronga, Melbourne University	
	Non-invasive endocrine monitoring of cetaceans	Dr K Rose	Taronga, University of Queensland	University of Queensland
4c/12/13	Basic husbandry of conservation program amphibians prior to reintroduction	Mr M McFadden Dr P Harlow Dr D Hunter Mr D Gilbert	Taronga, NSW OEH, Zoos Victoria	Taronga, NSW OEH
	Banded Iguana (<i>Brachylophus</i> sp.) Species Assessment of the Fijian Islands	Dr P Harlow Dr R Fisher Mr J Niukula	Taronga, United States Geographical Survey, National Trust of Fiji Islands	International Iguana Foundation, National Trust of Fiji Islands, Taronga
	Growth and survivorship in a population of Fijian Crested Iguanas	Dr P Harlow Ms S Morrison Mr P Bicilioa	Taronga, Australian National University, National Trust of Fiji	Taronga & International Iguana Foundation, Australian National University, National Trust of Fiji
	Haematological and plasma biochemical parameters in free-ranging Fijian Crested Iguanas	Dr R Johnston Dr P Harlow	Taronga	Taronga
	Ecological characteristics of dominant tree species in a Fijian Dry Tropical forest	Dr J Taylor Dr P Harlow Ms S Morrison Mr P Bicilioa	Australian Catholic University, Taronga, Australian National University, National Trust of Fiji	Australian Catholic University, Taronga & International Iguana Foundation, Australian National University, National Trust of Fiji
	Captive breeding program for Christmas Island lizards the Blue-tailed Skink and Lister's Gecko	Dr P Harlow Mr P Andrew Mr M McFadden Ms L Cavanagh	Taronga	Parks Australia
	Captive Breeding Program for Monuriki Is. Crested Iguana (at Kula Eco Park, Fiji)	Dr P Harlow Mr R Chand	Taronga, Kula Eco Park, Fiji	Taronga, Kula Eco Park, Critical Ecosystems Partnership Fund, The Dutch Iguana Foundation, San Diego Global
	Dietary carotenoid supplementation effects on cutaneous bacterial communities of the critically endangered Southern Corroboree Frog	Ms C Edwards Dr P Byrne Dr A Silla Dr P Harlow Mr P Thompson	University of Wollongong, Taronga	ARC linkage grant, NSW Environmental Trust, University of Wollongong, Taronga
3a/12/15	Captive husbandry of the Bellinger River turtle	Mr McFadden Dr P Harlow Mr A Skidmore	Taronga (Collaborators: NSW OEH)	NSW OEH, Taronga
140407/05	Release of Southern Corroboree Frogs (<i>Pseudophryne corroboree</i>) in areas without the Common Eastern Froglet (<i>Crinia signifera</i>)	Dr D Hunter Mr M McFadden Dr P Harlow	NSW OEH Taronga	NSW OEH, Taronga
140203/01	Rearing Southern Corroboree frogs (<i>Pseudophryne corroboree</i>) in disease-free field enclosures	Dr D Hunter Mr M McFadden Dr P Harlow	NSW OEH Taronga	NSW OEH, Taronga
	Pathological, epidemiological and diagnostic review of avian mycobacteriosis at Taronga Zoo	Dr L Tong Dr C Sangster Dr K Vinette Herrin	Taronga and the University of Sydney	

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Nutritional status and functional gastrointestinal histology of the Tasmanian devil (<i>Sarcophilus harrisii</i>)	Dr L Tong Ms M Shaw	Taronga and the University of Sydney	
	Monitoring of Jenolan Caves captive and remnant population of the Brush-tailed rock wallaby	Dr L Vogelneest	Taronga and OEH	
	Intercontinental distribution of a new trypanosome species from Australian endemic Regent Honeyeater (<i>Anthochaera phrygia</i>)	Dr J Slapeta V Morin-Adeline Mr P Thompson D McDonnell Mr M Shiels K Gilchrist J Votypka Dr L Vogelneest	Taronga, University of Sydney	
	Radioanatomy of the Green Turtle (<i>Chelonia mydas</i>)	T Stephenson Dr L Vogelneest M Makara	Taronga Zoo	
	Osteoarthritis and Vertebral Degenerative Joint Disease in Captive nondomestic Felids	Dr L Vogelneest	Taronga and the University of Sydney	
3c/06/15	Pharmacokinetics of cefovecin and posaconazole in koalas	Dr M Govendir Dr L Vogelneest	Taronga and the University of Sydney	
	Dental fractures and digestive system obstructions in large felids in Australian zoos	Dr L Vogelneest	Taronga and the University of Sydney	
	Development and understanding of the Interferon gamma release assay for the diagnosis of Tuberculosis in Elephants	Dr L Vogelneest	Taronga and the University of Sydney	
	Prevalence of KoRV-B in Australian-based koalas	Dr L Vogelneest	Taronga and the University of Sydney	
	Aerosol-mediated Transmission of Pathogenic Bacteria from Asian Elephants (<i>Elephas maximus</i>)	Dr L Vogelneest	Taronga and the University of Sydney	
	Characterisation of milk and venom of the long-beaked echidna	Dr L Vogelneest	Taronga, the University of Sydney and the University of Queensland	
	Do Koala retrovirus variants alter immune function in captive koalas?	Dr L Vogelneest	Taronga and the University of Sydney	
	Reproductive parameters of the male long-beaked echidna	Dr L Vogelneest	Taronga and the University of Sydney	
	Investigation of protein binding of cefovecin in marsupials	Dr M Govendir Dr L Vogelneest	Taronga and the University of Sydney	
	Olfactory detection of LH in urine of Asian Elephants	Dr L Vogelneest	Taronga and IZW	
	Prevalence of atypical mycobacteria isolated from elephant trunk wash samples and association with reactive DPP results in Asian elephants	Dr L Vogelneest	Taronga and the University of Sydney	
	Elephant birth in Australia	Dr L Vogelneest	Taronga and the University of Sydney	
	Conservation genetics and genetic disorder management in zoo felids	Dr F Hulst	Taronga	
	Borrelial activity of serum from Australian native and introduced fauna	Mr P Thompson Dr B Hudson	Taronga and Royal North Shore Hospital	
	Epidemiology of molecular biotypes of <i>Cryptococcus neoformans</i> sp. Complex	Mr P Thompson	Taronga	
	Haematologic and biochemical parameters of the Black-footed Tree-rat	Mr P Thompson	Taronga	
	Ectoparasites of the Australian Bush Rat	Mr P Thompson	Taronga	

AEC no. if applicable	Project title	Researchers	Institution	Source of funds
	Investigation into isolates of avian aspergillus	Mr P Thompson	Taronga	
	Haematologic and biochemical parameters of the Port Jackson shark (<i>Heterodontus portusjacksoni</i>)	Mr P Thompson Dr F Hulst Dr K Vinette Herrin Dr P Meagher	Taronga	
	Haematologic and biochemical parameters of the critically endangered Regent Honeyeater (<i>Anthochaera phrygia</i>)	Mr P Thompson Dr L Vogelnest Mr M Shiels Dr P Meagher	Taronga	
	Hematology and serum biochemistry reference ranges of healthy captive Tasmanian devils (<i>Sarcophilus harrisi</i>) and their association with age, gender and seasonal variation	Dr H Stannard Dr B McCullum Dr D Raubenheimer Mr P Thompson	Taronga and the University of Sydney	
	Developing an Evidence-based Approach to Vaccination in Zoo Felids: an Australian Zoo Perspective	Dr K Vinette Herrin	Taronga and the University of Sydney	
	Renal Disease in Non-domestic Felids Project	Dr K Vinette Herrin	Taronga and the University of Sydney	
	Proventriculopathy in little Penguins at Taronga Zoo	Dr K Vinette Herrin Dr L Tong Dr G. Tobias	Taronga	
	Anticipating acceptability of various eucalyptus species as koala feed based on plant defensive chemistry	Ms M Shaw Dr Ben Moore	University of Western Sydney	
	Developing a floating waterfowl diet	Ms M Shaw	Taronga	
	Effect of Taronga browser diet on feed intake, faecal consistency, and behaviour in various ungulate species	Ms M Shaw	Taronga	
	Effect of Taronga New World Primate biscuit on feed intake, faecal consistency, and behaviour in cotton-top tamarins, squirrel monkeys and spider monkeys	Ms M Shaw	Taronga	
	Effect of Taronga High Fibre Primate biscuit on feed intake, faecal consistency, and behaviour in langurs, gibbons, lemurs, siamangs, gorillas, orangutans, and chimpanzees	Ms M Shaw	Taronga	
	Developing body condition scoring guides for species in captivity	Ms M Shaw Prof A Howells	Newcastle University	
	Protein for pinnipeds: Determining if pinnipeds regulate intake based on macronutrient levels in diet	Ms M Shaw Dr D Raubenheimer	University of Sydney	
	A new coccidian parasite of the Boodie, <i>Bettongia lesueur</i> (Mammalia: Potoroidae) from Scotia Sanctuary	Dr Frances Hulst	University of Sydney, Scotia Sanctuary, Australian Wildlife Conservancy	

APPENDIX 6

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

Receiving organisation	Individual	Sample and purpose
Animetics, Western Australia	D Prada	Avian DNA sex testing database
Australian Museum	S Ingleby	Australian and Pacific mammal carcasses: education, tissue banking and display
Australian Museum (Evolutionary Biology Unit)	R Johnson	Tissue samples from all species: preparing a genetic library.
Elizabeth Macarthur Agricultural Institute	P Kirkland	Blood from all species: Evaluation of assays to rapidly identify DNA samples to species of origin
Macquarie University/Taronga	G Carroll / D Slip	Potential effects of climate change on Little Penguins in NSW
Royal North Shore Hospital	B Hudson	Blood from all species: Borrelia activity of serum from Australian native and introduced fauna
University of Colorado, USA	SJ Song / V McKenzie	Convergent evolution of the vertebrate microbiome
University of Sydney	J Slapeta	Faecal samples and tissues from Echidnas: understanding coccidiosis in Short-beaked Echidnas
University of Sydney	J Norris / RD'Arcy	Serum and urine from Taronga felids: characterisation of chronic renal disease in non-domestic felids
University of Sydney	S Hemsley	Marsupial carcasses: education of university students in how to perform necropsies
University of Sydney	J Talbot	Tissues, blood and faecal samples from birds: Avian Mycobacteriosis study
University of Sydney	L Barton	Early diagnosis and management of osteoarthritis in non-domestic Felids
University of Sydney	H Stannard	Haematology and blood chemistry of Tasmanian Devils
University of Sydney/Taronga	M Govendir / L Vogelnest	Blood from Australian mammals: Plasma protein binding capacity for cefovecin in marsupials
University of Sydney, Faculty of Veterinary Science	M Krockenberger	Fungal isolates from animals with suspected <i>Cryptococcus neoformans</i> : Epidemiology of molecular biotypes.
University of Sydney	D Phalen	Bird carcasses: Teaching avian anatomy to Bioscience and Veterinary science students.
University of Western Sydney	J Old / M Tulk	Native murid nutrition and health
The University of Sydney, Faculty of Veterinary Science	J Talbot	Fungal cultures from animals with localised mycoses: Prevalence of <i>Aspergillus fumigatus</i> in Australia.
University of Sydney	C Grueber	Tasmanian devil blood; gene banking
Australian Museum	G Franklin	Black rhinoceros limb; anatomy
University of Sydney	J Gurr	Przewalski horse blood; genotyping
University of Sydney	C Semsarian	Eastern grey kangaroo blood; genotyping

APPENDIX 7

Scientific associates

Consultant	Institution	Consultancy
Dr Graeme Allan	Veterinary Imaging Associates	Diagnostic Imaging
A/Professor Vanessa Barrs	Faculty of Veterinary Science, University of Sydney	Small Animal Medicine
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
A/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
Dr Kelly Caruso	Eye Clinic for Animals	Veterinary Ophthalmology
Dr Georgina Childs	Small Animal Specialist Hospital	Veterinary Neurology
Dr Rachel D'Arcy	Faculty of Veterinary Science, University of Sydney	Veterinary Microbiology
Dr Christina Dart	Faculty of Veterinary Science, University of Sydney	Veterinary Anaesthesiology
Dr Sarah Davies	Veterinary Imaging Associates	Diagnostic Imaging
Nicole Dorey	University of Florida, Department of Psychology	Behavioural Biology
Dr Nadine Fiani	Small Animal Specialist Hospital	Veterinary Dentist
Dr Paul Fowler	Royal North Shore Private Room	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
A/Professor Robert Harcourt	Macquarie University	Marine Ecology
Mrs Margaret Hawkins	Taronga Conservation Society Australia (Emeritus)	Behavioural Biology
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 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
Dr David Hunter	NSW Office of Environment and Heritage	Amphibian Conservation Biology
Peter Irwin	College of Vet Medicine	Amphibian Conservation Biology
Ian Jonsen	Department of Biological Sciences, Macquarie University	Marine Ecology
Professor Richard Kingsford	School of BEES, University of New South Wales	Ecology
Professor Martin Kluckow	Royal North Shore Hospital	Human Neonatology
Mr Jason Lohrey		IT services
A/Professor Guy Marks	Woolcock Institute of Medical Research	Human Respiratory Physiology
Dr Tony Mogg	University Veterinary Centre, University of Sydney	Equine Medicine
Dr Jennie Mohler	Livestock Veterinary Teaching & Research Unit, University of Sydney	Ungulate Medicine
Dr Robert Nicoll	Veterinary Imaging Associates	Diagnostic Imaging
A/Professor Jacqueline Norris	Faculty of Veterinary Science, University of Sydney	Veterinary Microbiology
A/Professor Christopher Peacock	School of Pathology and Laboratory Medicine	Pathology
Dr David Phalen	Avian, Reptile and Exotic Pet Hospital, University of Sydney	Veterinary Science

Consultant	Institution	Consultancy
Professor David Raubenheimer	Charles Perkins Centre, University of Sydney	Nutritional ecology
Dr Phillippa Ravens	Small Animal Specialist Hospital	Veterinary Dermatology
Dr Tracey Rogers	School of BEES, University of New South Wales	Ecology
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
Dr Jan Slapeta	Faculty of Veterinary Science, University of Sydney	Veterinary Parasitology
Dr Jeffrey Smith	Eye Clinic for Animals	Veterinary Ophthalmology
Dr L-lynn Smith	Department of Biological Sciences, Macquarie University	Behavioural biology
Dr David Spratt	CSIRO Sustainable Ecosystems	Veterinary Parasitology
Dr Madeleine Van Oppen	Australian Institute of Marine Sciences	Coral biology
Dr Linda Vogelneust	Small Animal Specialist Hospital	Veterinary Dermatology
Dr Cameron Whittaker	Eye Clinic for Animals	Veterinary Ophthalmology
Dr Kate Wilson	Office of Environment and Heritage	OEH Science Division
Gary Howling	Office of Environment and Heritage	Conservation Management
Larry Melican	Gosford City Council	Natural Resource Management
Professor Lesley Hughes	Department of Biological Sciences, Macquarie University	Climate Change Biology
Dr Jason Everett	Fisheries and Marine Environment Research Lab, University of New South Wales	Oceanography
Dr Bronwyn McCallan	Charles Perkins Centre, University of Sydney	Physiology
Professor Emma Johnston	School of BEES, University of New South Wales	Marine Ecology
Dr Nathan Hart	Department of Biological Sciences, Macquarie University	Comparative Neurobiology
Assoc Prof Martin Whiting	Department of Biological Sciences, Macquarie University	Behavioural biology
Dr Samantha Ward	Nottingham Trent University	Behavioural biology
Dr Cheryl Sangster	Consultant	Veterinary Pathologist
Dr David Clarke	K9 Gums	Veterinary Dentistry
Dr Michael Rodriguez	St Vincents Hospital	Neuropathologist
Dr Ben Pitcher	Department of Biological Sciences, Macquarie University	Marine Ecology
Mr Nick Dexter	Booderee National Park	National Park Manager
Ms Gemma Carroll	Department of Biological Sciences, Macquarie University	Marine Ecology
Associate Professor Martina Doblin	Faculty of Science, University of Technology Sydney	Climate Change Research
Associate Professor Moninya Roughan	School of Mathematics and Statistics, UNSW	Oceanography
Professor Iain Suthers	School of BEES, University of New South Wales	Oceanography
Professor Peter Ralph	Climate Change Cluster, University of Technology, Sydney	Climate Change Research
Dr Chris Lee	Office of Environment and Heritage	Climate Change Research

APPENDIX 8

Paid consultancies undertaken by Taronga Conservation Society Australia

Report/Services	Receiving organisation
Clinical Veterinary and Veterinary Pathology Consultancies	NSW Office of Environment and Heritage (via MOU agreement)
Clinical Veterinary and Veterinary Pathology Consultancies	Royal Botanic Gardens and Centennial Parklands
Hospitalisation, Veterinary and Veterinary Pathology Services	RSPCA
Nutrition Consultancy	Zoos Victoria (Melbourne, Healesville, Werribee)
Endocrinology Service	Perth Zoo
Endocrinology Service	Zoos Victoria (Melbourne, Healesville, Werribee)
Endocrinology Service	Symbio Wildlife Park
Endocrinology Service	University of Queensland
Endocrinology Service	University of Technology Sydney
Endocrinology Service	University of Sunshine Coast
Chemical capture of feral water buffalo in Kakadu National Park	Charles Darwin University
Veterinary Support for the Sumatran Rhino Sanctuary	Yayasan Badak Indonesia (YABI) and the International Rhinoceros Foundation (IRF)

APPENDIX 9

Lectures and presentations by Taronga staff

Staff member	Subject	Receiving body
A Burns	How does animal behaviour inform welfare and conservation management?	Macquarie University
A Skidmore	Husbandry of turtles and tortoises	ASZK Reptile and Amphibian Husbandry Workshop
A Burns	Animal Communication and Behaviour	YATZ Workshop, Taronga
D Slip	Diving physiology of marine vertebrates	University of New South Wales
D Slip	The role of zoos in conservation.	University of New South Wales
D Slip	Marine Protected Areas: Design, planning and marine networks.	Macquarie University
E Hall	Little Penguin rehabilitation and the role of Taronga Wildlife Hospital	OEH (NSW NPWS) rangers and researchers
E Hall	Oiled Fauna Workshop	OEH (NSW NPWS) and Transport NSW
E Hall	Wildlife affected by plastics seen at TWH with an emphasis on marine turtles	Ministerial Round Table on single use Plastic Bags convened by EPA
E Hall	Rehabilitation and release techniques for wildlife	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
E Hall	Husbandry, rehabilitation and release of African grey parrots	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
E Hall	Preparation for release of Moustache monkeys	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
E Hall	Housing, treatment and rehabilitation of raptors	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
E Hall	Marine turtle satellite tracking project	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
E Hall	Housing and husbandry of marine turtles	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
E Hall	Husbandry and treatment of reptiles	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.

E Hall	Freshwater turtle husbandry	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
E Hall	Taronga Wildlife Hospital outline of responsibilities	Jane Goodall Institute Keepers and Managers in Congo at three locations, Tchimpounga, Conkouati and the release islands June 2016.
F Hulst	Microchip Transponder Identification, Ear Punch Biopsy for DNA Collection and Vernier Calliper Measurements	OEH (NSW NPWS) rangers and researchers
K Rose	Mystery slide session	Western College of Veterinary Medicine (WCVM), University of Saskatchewan, Canada.
K Rose	Wildlife Pathology Rounds	Western College of Veterinary Medicine (WCVM), University of Saskatchewan, Canada.
K Rose	Christmas Island Lizard Emerging Bacterial Infection.	Christmas Island Reptile Advisory Panel Meeting
K Rose	Have microscope will travel,	Western College of Veterinary Medicine (WCVM), University of Saskatchewan, Canada.
K Rose	Between the Devil and the Deep Blue Sea: Wildlife Health and Disease Emergence in Australia. WCVM, University of Saskatchewan, 29 Sept 2015.	Robert and Virginia Rausch Public Lecture, Western College of Veterinary Medicine (WCVM), University of Saskatchewan, Canada.
K Rose	Christmas Island Lizard Emerging Bacterial Infection and George's Turtle Mortality Event	National Veterinary Pathology Rounds
K Rose	Wildlife Health and Disease Emergence	YATZ Workshop, Taronga
K Rose	Wildlife Disease Emergence in Australia.	University of Sydney
K Vinette Herrin	Path to becoming a zoo veterinarian	University of Sydney - Fourth year veterinary science students
K Vinette Herrin	Polymerase chain reaction as a diagnostic tool for identification and speciation of avian mycobacteriosis - replacing standard culture with molecular diagnostics	Wildlife Diseases Association Annual Conference
L Vogelnest	Fulminant disseminated tuberculosis in a chimpanzee and treatment of six others with suspected latent infection	American Association of Zoo Veterinarians Annual Conference
L Wright	Little Penguin biology and natural history	NSW OEH (NPWS) Little penguin warden training day
M Hawkins	Environmental enrichment: past, present and future.	Australian Society of Zookeeping Annual Conference, Adelaide Zoo, S.A.
M Hawkins	Duration and persistence in the maternal behaviour of platypus.	Behaviour 2015, 34th International Ethological Conference, Cairns, Qld
M McFadden	Recovery efforts for the critically endangered Southern Corroboree Frog (Pseudophryne corroboree)	Hawkesbury Herpetological Society
M McFadden	Conservation and Management of Amphibians	University of Technology, Wildlife Ecology
M McFadden	Amphibian Husbandry	ASZK Reptile and Amphibian Husbandry Workshop
M McFadden	Recovery efforts for the critically endangered Southern Corroboree Frog (Pseudophryne corroboree)	Illawarra Reptile Society
M Shaw	Amphibian and Reptile Nutrition	Australasian Society of Zoo Keeping Reptile Workshop, Symbio Wildlife Park
M Shaw	Managing diabetes through diet in herbivorous rodents.	Nutrition Advisory Group Conference
M Shaw	Investigation of a new diet for short-beaked echidnas (Tachyglossus aculeatus)	Nutrition Advisory Group Conference
M Shiels	Regent honeyeater release and captive management programs	Faculty of Science and Engineering, Macquarie University
M Shiels	Animal Life Cycles	Stage two students, Greystanes Public School.
M Shiels	Lecture on Regent honeyeater release success	N.S.W Avicultural society N.S.W
N Jordan	Predator and prey interactions	University of New South Wales
N Jordan	The African wild dog bioboundary project	Coaching for Conservation Guide Training Forum, Okavango Delta, Botswana.

N Jordan	Can scent-fences be used to manage human-wildlife conflict? Experiences with African wild dogs.	Dubbo Field Naturalists and Conservation Society, Social Meeting, Dubbo.
N Jordan	The potential (and complexity) of scent fences for wild canid management: a case study on African wild dogs, <i>Lycaon pictus</i> .	AUSTRALASIAN WILDLIFE MANAGEMENT SOCIETY ANNUAL CONFERENCE, Perth.
R Hobbs	"A life of convenience"; plastic pollution and waste reduction.	GoMad challenge (Western NSW region) Taronga Western Plains Zoo, Dubbo.
R Hobbs	Low Waste Living: plastic free July/waste reduction.	South Dubbo Rotary meeting
R Hobbs, N Jordan, M Shaw	Developing collaborations: Taronga research, conservation and capacity	OEH NSW (Dubbo)
R Spindler	Taronga's Conservation Commitment	Royal Automobile Club of Australia
R Spindler	Translational Research – How to ensure science achieves impact.	South Western Area Clinical School – Taronga
R Spindler	The Value of Saying Yes	UNSW Graduating Class July 2016
R Spindler and R Hobbs	Strategic Banking – A National Approach	Great Barrier Reef Foundation
S Dalleywater	100 Years of Presentations: Their evolution and new role in a modern conservation-focused zoo.	Australasian Society of Zoo Keeping (ASZK)
S Kozlowski	Training and conditioning of Komodo Dragons	Australian Herpetological Society
S Kozlowski	Training and conditioning of Komodo Dragons	Hawkesbury Herpetological Society
T Britt-Lewis	Tasmanian Devil information evening	Taronga Major Donor
S Duffy	Animal Welfare Assessment and Accreditation	Taman Safari, Bogor, Indonesia
S Duffy	Leadership for Conservation	2015 SEAZA Conference, Singapore
S Duffy	Elephant Conservation	Thailand Department of Environment, Bangkok, Thailand
C Kerr	Socioeconomic advantage must bring with it the responsibility of leadership: So how will our zoos and aquaria provide 21st century leadership in Wildlife Conservation?	Zoo and Aquarium Association Conference
C Kerr	Taronga as Leaders in Conservation	Defence Strategic Studies Course Participants
C Kerr	Taronga as Leaders in Conservation	Travel Industry Mentor Experience
C Kerr	Taronga as Leaders in Conservation	Australia Britain Society
C Kerr	Taronga Celebrate 100 Years	NSW Business Council
M Fuller	Taronga Western Plains Zoo Business Model and Taronga / Woolworths Partnership	Dubbo Chamber of Commerce and Woolworths Executive Team
M Fuller	Taronga Western Plains Zoo Destination Development	Qantaslink Executive Team
M Fuller	Taronga Western Plains Zoo - Future Plans and Development	Dubbo Seniors Group
M Fuller	Taronga Western Plains Zoo Destination Development	Tourism Australia Executive
M Fuller	Taronga Western Plains Zoo - The business behind the conservation business	Zoo and Aquarium Association Industry Conference
M Fuller	Taronga Western Plains Zoo - The business behind the conservation business	Sydney University Veterinary Wildlife Residential School
B Bryant	Sumatran Rhino Conservation	University of Sydney, Students enrolled in the Masters of Wildlife Health and Population Management
B Bryant	Restraint of Zoo Animals	University of Sydney, Students enrolled in the Masters of Wildlife Health and Population Management
B Bryant	Managing the Health of Captive Populations	University of Sydney, Students enrolled in the Masters of Wildlife Health and Population Management
M Campbell	Zoo Animal Nutrition	University of Sydney, Students enrolled in the Masters of Wildlife Health and Population Management

APPENDIX 10

Publications

Books

Adams, V.M., **Spindler, R.E.**, and Kingsford, R.T. (2016). Editors: Conservation Oceania style: highlighting Oceania's unique approaches to conservation Pacific Conservation Biology – Special issue Volume 22 Issue 2. CSIRO Publishing

Book Chapters

Jordan, N.R., Apps, P.J., Golabek, K.A. & McNutt, J.W. (2016). *Pair-specific scents in African wild dogs, Lycaon pictus, and an example of a potential method to identify signals within complex mixtures*. Chapter 30, In: Chemical Signals in Vertebrates 13. Ed. BA Schulte, T Goodwin & M Ferkin. New York: D. Kluwer Academic/Plenum Publishers.

Chand, R., Niukula, J., Vadada, J., Fisher, R., Lovich, K., Pasachnik, S.A., Rasalato, S., Thaman, B., Seniloli, E., Tuamoto, T., Yanuya, T., and **Harlow, P.** (2016). *Captive breeding and reintroduction of the Monuriki Island Crested Iguana in Fiji*. In Global Re-Introduction Perspectives: Additional case-studies from around the globe. 2016. Soorae, P. S. (Ed.) IUCN/SSC Re-introduction Specialist Group, Abu Dhabi, UAE. Pp 76–81.

Harcourt, R., Marsh, H., **Slip, D.**, Chilvers, L., Noad, M., and Dunlop, R. (2015). *Marine mammals, back from the brink? Contemporary conservation issues*. In Austral Ark: the state of wildlife in Australia and NZ, eds A. Stow, N. Maclean and GI Holwell. Cambridge University Press. Pp. 322-353

McFadden, M., Hunter, D., Evans, M., Scheele, B., Pietsch, R. and **Harlow, P.** (2016). *Reintroduction of the Northern Corroboree Frog into the Northern Brindabella mountains, New South Wales, Australia*. In Global Re-introduction Perspectives: 2015. Soorae, P. S. (ed.) IUCN/SSC Re-introduction Specialist Group, Abu Dhabi, UAE. Pp 35-39.

Webb, J.K., **Harlow, P.**, and Pike, D. (2015). *Australian reptiles and their conservation* In Austral Ark: the state of wildlife in Australia and NZ, eds A. Stow, N. Maclean and GI Holwell. Cambridge University Press. Pp 354-381

Peer Reviewed Literature

Abrahms, B., **Jordan, N.R.**, Golabek, K.A., McNutt, J.W., Wilson, A.M., and Brashares, J.S. (2016). *Lessons from integrating behaviour and resource selection: activity-specific responses of African wild dogs to roads*. Animal Conservation, 19: 247–255. doi: 10.1111/acv.12235.

Adams, V.M., **Spindler, R.E.**, and Kingsford, R.T. (2016). *Thinking globally, acting locally – conservation lessons from Oceania*. Pacific Conservation Biology, 22(2): 85–89.

Andrew, P., Cogger H., Driscoll D., Flakus S., *Harlow P.*, Maple D., Misso M., Pink C., **Rose K.**, Tiernan B., West J., Woinarski J. C.Z. (2016). *"A captive breeding program may have secured two endemic Christmas Island lizard species, now extinct in the wild"*. Oryx – in press. (IP 1.849)

Baker, K. R., Lea, S. E. G., and **Melfi, V.** (2015) *"Comparative Personality Assessment of Three Captive Primate Species: Macaca nigra, Macaca sylvanus, and Saimiri sciureus"*. International Journal of Primatology, 36(3): 625-646.

Bataille, A., Cashins, S.D., Grogan, L., Skerratt, L.F., Hunter, D., **McFadden, M.**, Scheele, B., Brannelly, L.A., Macris, A., **Harlow, P.S.**, Bell, S., Berger, L., and Waldman, B. (2015). *"Susceptibility of amphibians to chytridiomycosis is associated with MHC class II conformation"*. Proceedings of the Royal Society B, DOI: 10.1098/rspb.2014.3127.

Brannelly, L.A., Hunter, D.A., Skerratt, L.F., Scheele, B.C., Lenger, D., **McFadden, M.S.**, **Harlow, P.S.**, and Berger, L. (2015). *"Chytrid infection and post-release fitness in the reintroduction of an endangered alpine tree frog"*. Animal Conservation, 19(2): 163-162.

Brannelly, L.A., Hunter, D.A., Skerratt, L.F., Scheele, B.C., Lenger, D., **McFadden, M.S.**, **Harlow, P.S.**, and Berger, L. (2015). *"Factors influencing reintroduction and translocation success in the endangered alpine tree frog of the Australian Alps"*. Animal Conservation, DOI: 10.1111/acv.12230.

Canessa, S., Converse, S.J., West, M., Clemann, N., Gillespie, G., **McFadden, M.**, Silla, A.J., Parris, K.M. and McCarthy, M.A. (2015). *"Planning for ex-situ conservation in the face of uncertainty"*. Conservation Biology, DOI: 10.1111/cobi.12613.

Carroll, G., Everett, J.D., Harcourt, R., **Slip, D.**, and Jonsen, I. (2016) *"High sea surface temperatures driven by a strengthening current reduce foraging success by penguins"*. Scientific Reports 6, 22236; doi:10.1038/srep22236 (Published 29th February).

Cooper, M. K., Phalen, D. N., Donahoe, S. L., **Rose, K.**, and Šlapeta, J. (2016) *"The utility of diversity profiling using Illumina 18S rRNA gene amplicon deep sequencing to detect and discriminate Toxoplasma gondii among the cyst-forming coccidia"*. Veterinary Parasitology, 216, 38-45.

Dunstan, E., **Fairbrother, B.**, and **Van Sluys, M.** (2016) *"Empowering citizens to effect change – a case study of zoo-based community conservation"*. Pacific Conservation Biology, 22(2): 90-97

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Abrahms, B., Sawyer, S.C., **Jordan, N.R.**, McNutt, J.W., Wilson, A.M. & Brashares, J. (August, 2015) "Do estimates of landscape resistance reflect movement behavior?" [abstract]. In: Proceedings of the 27th International Congress for Conservation Biology and 4th European Congress for Conservation Biology. Visconti P., Game E., Mathevet R., Wilkerson M. editors. Montpellier 2-6 August 2015. p. 5. SCB; 2015. doi: 10.13140/RG.2.1.4233.4489/1

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Day, J., Knott, N., Bass, N; Guttridge, T., and Brown, C. (August, 2015). "Where are my PJs?: Movement of Port Jackson sharks at breeding aggregation sites". Behaviour 2015, Cairns.

Duffy, S., **Van Sluys, M.**, and **Spindler, R.E.** (May, 2016). *Evaluating outcomes of field conservation programs*. Presented at Zoo and Aquarium Association (ZAA) Conference, Perth.

Fisher, R., and **Harlow, P.S.**, et al., (July, 2016) "Community-based recovery of the Monuriki Island crested iguana (*Brachylophus vitiensis*)". Joint Meeting of Ichthyologists and Herpetologists. New Orleans, Louisiana, U.S.A.

Fisher, R., Niukula, J., Davis, H., and **Harlow, P.S.** (November, 2015) "Biogeography and Conservation Systematics of Pacific Iguanas (*Brachylophus sp.*)". IUCN SSC Iguana Specialist Group meeting, Vilano Beach, Florida, U.S.A

Harcourt, R., Pirrotta, V., Grech, A., Jonsen, I., **Slip, D.** and Peddemors, V. (May, 2016). *Entanglement of migrating whales down under: the search for an effective mitigation strategy*. Presented at New England Aquarium, Boston, USA.

Harlow, P.S., Niukula, J., and Fisher, F. (November, 2015) "Conservation status and priority actions needed for the Fijian Iguanas (*Brachylophus sp.*)", IUCN SSC Iguana Specialist Group meeting, Vilano Beach, Florida, U.S.A

Iwanoczko S., **Slip, D.**, Rogers, T., O’Connell, T. (July, 2015) "Influences of fasting on stable isotope ratios in male southern elephant seals". Australian Marine Sciences Association 2015 Conference, Geelong.

Jordan, N. (November 2015). *The potential (and complexity) of scent fences for wild canid management: a case study on African wild dogs, Lycaon pictus*. Australasian Wildlife Management Society Annual Conference, Perth.

Shaw, M., **Thompson, P.**, **Vinette Herrin, K.**, and **Hulst, F.** (September, 2015) "Managing Diabetes through diet in herbivorous rodents" Poster American Association of Zoo Veterinarians Nutrition Advisory Group Annual Conference Proceedings, Portland, Oregon, U.S.A.

Vogelnest, L. (September, 2015) "Fulminant disseminated tuberculosis in a chimpanzee and treatment of six others with suspected latent infection" American Association of Zoo Veterinarians Nutrition Advisory Group Annual Conference Proceedings, Portland, Oregon, U.S.A.

Stephenson, T., **Vogelnest, L.**, and Makara, M. (September, 2015) "Radioanatomy of the Green Turtle (*Chelonia mydas*)" Poster American Association of Zoo Veterinarians Annual Conference Proceedings, Portland, Oregon, U.S.A.

Carroll, G., Everett, J.D., Harcourt, R., **Slip, D.**, and Jonsen, I. (February, 2016). "High sea surface temperatures driven by a strengthening current reduce foraging success by penguins". Presented at 2016 Ocean Sciences Meeting, New Orleans, USA.

Salton, M., Jonsen, I., **Slip, D.**, Clarke, J., Kirkwood, R., and Harcourt R. (December, 2015) "Niche partitioning in male fur seals at the front line of their range expansion". 21st Biennial Conference - Biology of Marine Mammals, San Francisco, USA.

Kragic, B., **Bryant, B.**, **Sangster, C.** and **Campbell-Ward, M.**, (July, 2015) "Review of pathology of a population of captive Tasmanian devils (*Sarcophilus harrisii*) 2007-2015." Poster presentation to the 2015 International Conference of the Wildlife Disease Association.

Ladds, M., **Slip, D.**, and Harcourt, R. (December, 2015) *Swimming metabolic rate and the cost of transport (COT) in subadult and adult fur seals and sea lions*. 21st Biennial Conference on the Biology of Marine Mammals, San Francisco, USA.

Campbell-Ward, M., **Bryant, B.** and **Sangster, C.** (September, 2015) "Idiopathic granulomatous vasculitis (sarcoïdosis) in a black rhinoceros (*Diceros bicornis minor*)". Poster presentation to the 2015 American Association of Zoo Veterinarians.

Slip, D. (November, 2015) "Marine mammal research and conservation at Taronga: a 100-year perspective". Key note address Australia New Zealand Student Chapter for the Society of Marine Mammalogy Biennial Conference, Macquarie University.

Rose, K. (July, 2015) "Aquatic wildlife emergency response, challenges and future directions: Bellinger River Snapping Turtles". Australasian Scientific Conference on Aquatic Animal Health, Cairns.

Rose, K. and **Hall, J.** (July, 2015) "Systemic coccidiosis in Green Turtles (*Chelonia mydas*) in Australia: An emerging infectious disease". Wildlife Disease Association Conference, Sunshine Coast.

Rose, K. and **Hall, J.** (July, 2015) "Novel paramyxoviruses in Australian flying-fox populations support host-virus coevolution". Wildlife Disease Association Conference, Sunshine Coast.

Slip, D. (July, 2015) "Influences of fasting on stable isotope ratios in male southern elephant seals". Australian Marine Sciences Association 2015 Conference, Geelong.

Melfi, V. (August, 2015) "Evaluating the impact of different housing and husbandry regimes on the welfare of zoo housed koalas, *Phascolarctos cinereus*". Behaviour 15, Cairns.

Burns, A. (August, 2015) "Individuality and social behaviour of humpback damselfish, *Dascyllus aruanus*". Behaviour 15, Cairns.

Ladds, M., Thompson, A., Harcourt, R., and **Slip, D.** (August, 2015). "Machine learning classification of captive fur seal and sea lion behaviour measured with accelerometers". Behaviour 2015, Cairns.

Meagher, P., **Hall, L.**, **Hulst, F.**, **Sangster, C.**, **Tobias, G.**, **Di Giglio, V.**, **Vinette Herrin, K.**, **Rose, K.** and **Vogelnest, L.** (July, 2015) "Recreational fishing debris: sinking our coastal wildlife?" Abstract Wildlife Diseases Association Annual Conference Proceedings, Sunshine Coast, Queensland.

Negus, C., **Hobbs, R.**, **Spindler, R.E.** and Bathgate, R. (June 2016) "Chilled storage of Asian elephant (*Elephas maximus*) spermatozoa in the presence of antioxidants at different temperatures". Presented at ICAR conference, Tours, France.

Niukula, J., Rasalato, S., Fisher, R., Chand, R., and **Harlow, P.S.** (November, 2015). "Conservation of Fijian Crested Iguanas (*Brachylophus vitiensis*) on Monuriki Island". IUCN SSC Iguana Specialist Group meeting, Vilano Beach, Florida, U.S.A

Rose, K. (July, 2015) *Toxoplasma gondii infection in selected Australian cases: how helpful is multilocus genotyping and histopathology?* Australian Society for Parasitology Conference, Auckland.

Salton, M., Jonsen, I., **Slip, D.**, Clarke, J., Kirkwood, R., and Harcourt R. (December, 2015) "Niche partitioning in male fur seals at the front line of their range expansion". 21st Biennial Conference on the Biology of Marine Mammals, San Francisco, USA.

Shaw, M., **Thompson, P.**, **Vinette Herrin, K.**, and **Hulst, F.** (September, 2015) "Managing Diabetes through diet in herbivorous rodents" American Association of Zoo Veterinarians Nutrition Advisory Group Annual Conference Proceedings, Portland, Oregon,

Shaw, M., Bekker, J.M. and Stannard, H.J. (September, 2015) "Investigation of a new diet for Short-beaked Echidnas (*Tachyglossus aculeatus*)". American Zoological Association's Nutrition Advisory Group, Portland, Oregon, USA.

Spindler, R.E. (March, 2016). "Strategic Banking – The Great Barrier Reef as a model for biodiversity". International Conservation and Commercial Breeding Symposium: Innovation, Challenges and Future Directions, Chester, UK

Tong, L., **Vinette Herrin, K.**, **Sangster, C.**, Krockenberger, M., **Vogelnest, L.**, **Hulst, F.** and **Thompson, P.** (July, 2015) "Polymerase chain reaction as a diagnostic tool for identification and speciation of avian mycobacteriosis – replacing standard culture with molecular diagnostics." Abstract Wildlife Diseases Association Annual Conference Proceedings, Sunshine Coast, Queensland.

Campbell-Ward, M., **Bryant, B.** and **Sangster, C.** (October 2015) *Idiopathic granulomatous vasculitis (sarcoïdosis) in a black rhinoceros (Diceros bicornis minor)*. American Association of Zoo Veterinarians, Portland.

Workshops convened

Melfi, V. *Zoos breaking new ground: advances in applied and pure behavioural research* (August, 2015), Cairns.

Hobbs, R. *Developing a national approach for wildlife genome storage* (May 2016), Melbourne.

Spindler, R. *An International Approach to Conservation Science - bridging the gaps* (March 2016), Chester, UK

APPENDIX 11

Staff representation on external committees

Name	Committee
B Bryant	Veterinary co-advisor to the American Association of Zoos and Aquaria, Rhinoceros TAG, Rhino Research Council Primary Veterinary Advisor (PVA) ZAA Ungulate Specialist Advisory group (SAG)
M Campbell	PVA ZAA Nutrition SAG Associate Veterinary Advisor ZAA Reptile SAG Examiner, Australian and New Zealand College of Veteri
V. Di Giglio	Member, Animal Record Keeping Specialist Advisory Group, ZAA
C Dryburgh	General Committee Member, Australasian Society of Zoo Keeping
S Duffy	Board Member, the Jane Goodall Institute Australia NSW Environmental Trust Technical Review Committee Australasian Species Management Committee, Zoological Association Australasia Member, Australian Institute Company Directors Member, South East Asia Zoo Association Member, Zoo and Aquarium Association Elephant Steering Committee and Taxonomic Advisory Groups
M Fuller	Board Trustee and Chair Visitor Experience Committee - Sydney Opera House (Commenced Jan 1st, 2016) Director and Chair Finance Audit and Risk Committee - Inland NSW Tourism Deputy Chair - Regional Development Australia Orana (Effective - 13th May 2016) Winston Churchill Trust Fellowship Selection Panelist - NSW Land, Environment, Commerce and Logistics Panel. NSW Government Community Building Partnerships Assessment Panel Dubbo City Council Economic Development Advisory Committee
E Hall	Committee Member, Southern Ocean Seabird Study Association Member, NSW Office of Environment and Heritage Wildlife Rehabilitation Standards Advisory Group
P Harlow	Member, NSW Declining Frog Working Group Member, Christmas Island Reptile Advisory Panel Steering Committee and Member, International Union for Conservation of Nature SSC Iguana Specialist Group. Member, Corroboree Frog Recovery Team
M Hawkins	Secretary, International Committee for the Conference of Environmental Enrichment Secretary, S.H.A.P.E International
R Hobbs	Steering committee member, FaunaBank
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
N Jordan	Publicity Officer, Dubbo Field Naturalists and Conservation Society, Social Meeting, Dubbo.
C Kerr	Chair, Zoo and Aquarium Association Asian Elephant Steering Committee Vice President, Zoo and Aquarium Association Board Member, International Rhino Foundation Member, University of New South Wales Scientific Advisory Committee Member, TAFE NSW Sydney Institute Advisory Council Member, University of New South Wales Scientific Advisory Committee
M McFadden	Co-convenor, Zoo and Aquarium Association (ZAA) Amphibian Taxon Advisory Group Member, International Union for Conservation of Nature (IUCN) Reintroduction Specialist Group Amphibian Specialist Group Captive Breeding Working Group Member, NSW Declining Frog Working Group Member, Corroboree Frog Recovery Team
P Meagher	Secretary, Sydney Chapter of the Society for Conservation Biology
V Moushigian	MIDAS – Treasury Managed Fund – Mid Sized Agency Safety Group Member of the NSCA (National Safety Council of Australia) LEMC North Sydney (local emergency mgmt committee) Member of Safety Institute of Australia

K Rose	Wildlife Disease Association Int'l – Small Grants Committee Wildlife Disease Association Int'l – Council Member – Member at Large Wildlife Health Australia – Universities Committee Wildlife Health Australia - State Coordinators Committee NSW Wildlife Biosecurity Committee Wildlife Disease Association Int'l - Conference Organising Committee Steering Committee - Development of the National Environment and Community Biosecurity Research, Development and Education Strategy – Steering Committee
B Sammut	Convenor, Zoo and Aquarium Association Human Resources Specialist Advisory Group
C Sangster	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
M Shaw	Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG) Nutrition advisor for Western Lowland Gorilla Species Survival Plan Member, Canadian Association of Zoos and Aquariums Nutrition Advisory and Research Group (CAZA-NARG) Member, European Zoo Nutrition Research Group Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG) Member, Comparative Nutrition Society (CNS) Member, European Zoo Nutrition Research Group
M Shiels	Regent honeyeater recovery team.
D Slip	Member, NSW Office of Environment and Heritage Marine Fauna Advisory Group Member, International Union for the Conservation of Nature / Species Survival Commission Boa and Python Specialist Group
R Spindler	NSW Office of Environment and Heritage Science Executive Board Member, Society for Conservation Biology - Oceania Member, UNSW BEES Visiting Committee Member, Macquarie University Science and Engineering Faculty Advisory Committee Member, International Conservation Science Working Group Member, International Union for the Conservation of Nature Conservation Breeding Specialist 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
P Topham	General Committee, Australian Herpetological Society
K Vinette Herrin	Primary Veterinary Advisor, Zoo and Aquarium Association Carnivore and Small Exotic Mammals Taxon Advisory Group Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Vogelnest	Member, Zoo and Aquarium Association Vet Specialist Advisory Group Primary Veterinary Advisor, Zoo and Aquarium Association Australian Marine Mammal and Penguins Taxon Advisory Group Member, Zoo and Aquarium Association Elephant, Primate and Bird Veterinary Advisory Groups Member, Department of Agriculture, Fisheries and Forestry, National Zoo Animal Health Reference Group
H Wright	Professional Fundraising Regulatory Association Board Director

APPENDIX 12

Staff participation in international programs

Staff Member	Destination	Date of travel	Reason for Travel
Daniel Djikic	Sydney/Jakarta/ Bandar Lampung/Jakarta/Sydney	16/08/2015 - 21/08/2015	To experience the area firsthand to replicate the authenticity of Way Kambas for the Sumatran Tiger exhibit.
David Kirshner	Sydney/Jakarta/ Bandar Lampung/Jakarta/Sydney	16/08/2015 - 21/08/2015	To experience the area firsthand to replicate the authenticity of Way Kambas for the Sumatran Tiger exhibit.
Lisa Pitkin	Sydney/Singapore/ Mumbai/Banga-luru/ Singapore/Sydney	23/08/2015 - 31/08/2015	Invited to participate in the 2015 Tourism Australia India Travel Mission to showcase and raise awareness as a key attraction to increase visitation to the Indian market.
Cameron Kerr	Sydney/Kuala Lumpur/ Jakarta/Sydney	8/08/2015 - 20/08/2015	Travel to Ragunan Zoo prior to the arrival of two giraffes from TZ to ensure all preparations are finalised and discuss long-term care of the animals. He is also required to undertake the ceremonial welcome of the giraffes.
Larry Vogelnest*	Sydney/Guangzhou/ Nanning Wuxu/ Guangzhou/Sydney	2/08/2015 - 18/08/2015	To provide technical advice and assistance on a proposed reintroduction of captive breed Francois Langurs from Animal Breeding Centre to a Nature Reserve.
Nick Boyle	Sydney/Singapore/Frankfurt/ Wroclaw/Frankfurt/Si	13/09/2015 - 21/09/2015	To attend to European Association of Zoos and Aquaria Conference.
Erna Walraven**	E Walraven was in Europe on personal leave at this time and did not require air travel expenses from Sydney to attend this Conference	14/09/2015 - 20/09/2015	To attend to European Association of Zoos and Aquaria Conference.
Karrie Rose	Sydney/Perth/Cocos Islands/Christmas Island/ Cocos Islands/Perth/Sydney	7/08/2015 - 19/08/2015	To help cease the decline in the critically endangered Christmas Island Flying-fox; three year project.
Jane Hall	Sydney/Perth/Cocos Islands/Christmas Island/ Cocos Islands/Perth/Sydney	7/08/2015 - 19/08/2015	To help cease the decline in the critically endangered Christmas Island Flying-fox; three year project.
Linda Matthews*	Dubbo/Sydney/ Johannesburg/Maun/ Johannesburg/Sydney/Dubbo	8/08/2015 - 6/09/2015	To assist with field and conservation activities. This will further professional development in understanding how large carnivores reside in natural habitats and display natural behaviours.
Natalie Dunn	Sydney/Singapore/Jakarta/ Sydney	13/08/2015 - 20/08/2015	Travel to Ragunan Zoo prior to the arrival of two giraffes from TZ to ensure all agreed works are completed and the exhibit and preparations are finalised before the giraffes arrive and then care for them for first three days.
Pascale Benoit	Sydney/Melbourne/ Singapore/Jakarta/Sydney/ Dubbo	16/08/2015 - 22/08/2015	To travel on the same flight as the two giraffes from TZ to Ragunan Zoo. It is important to have an accompanying keeper on the same flight to provide care and husbandry advice.
Louise Ginman*	Sydney/London/Nice/ Leipzig/Berlin/Stuttgart/ Edinburgh/London/Sydney	1/09/2015 - 22/09/2015	Will participate in the International Congress of Zookeepers Conference and will deliver two presentations.
Alison Smith*	Sydney/Singapore/Kuala Namu/Singapore/Sydney	11/09/2015 - 20/09/2015	Taronga Trek for the Wild (Inspired Adventures). A keeper is included in this program to assist and deliver information.
Larry Vogelnest	Sydney/LA/Portland/LA/ Sydney	24/09/2015 - 3/10/2015	Representing Taronga at the American Associated of Zoo Veterinarians to participate and present papers.
Michelle Campbell	Dubbo/Sydney/San Francisco/Portland/San Francisco/Sydney/Dubbo	25/09/2015 - 4/10/2015	Representing Taronga at the American Associated of Zoo Veterinarians to participate and present papers.
Sara Brice*	Sydney/Los Angeles/ Seattle/Los Angeles/ Sydney	27/09/2015 - 6/10/2015	Attend the Zoological Registrars' Association Annual Conference to learn about the current trends and challenges in USA legislation and permit authorities, as it affects a number of animal transfers for Taronga.
Michelle Shaw	Sydney/San Francisco/ Portland/San Francisco/ Sydney	26/09/2015 - 4/10/2015	Attend and present papers at the American Association of Zoo Veterinarians Nutrition and Advisory Group.

Staff Member	Destination	Date of travel	Reason for Travel
Lisa Welsh	Sydney/Dallas/Miami/Los Angeles/Las Vegas/Los Angeles/Sydney	31/10/2015 - 18/11/2015	Participate and raise awareness at the Destination NSW North America Travel Mission and also complete one-on-one appointments with senior members of the tourism industry in LA and Los Vegas.
Helen Wright**	Sydney/Kuala Lumpur/ Amsterdam/Kuala Lumpur/ Sydney	16/10/2015 - 25/10/2015	Attend the annual International Fundraising Convention.
Karrie Rose*	Sydney/LA/Portland/LA/ Sydney	28/09/2015 - 2/10/2015	Ms Rose was awarded the Robert & Virginia Raush Visiting Professorship by the Western College of Veterinary Medicine within the University of Saskatchewan. She was requested to attend the University to deliver a public address and a series of lectures.
Paul Maguire	Sydney/Los Angeles/Sydney	16/10/2015 - 22/10/2015	Attend the Future of Informal Conservation Learning Conference and to meet with representatives from San Diego Zoo.
Rebecca Spindler*	Sydney/Ho Chi Minh/ Phnom Penh/Siem Reap/ Ho Chi Minh/Sydney	20/10/2015 - 30/10/2015	Received a request from Cambodia to develop a similar bank of coral as the Great Barrier Reef on Song Saa Island. A site visit is required to assess the feasibility of this project.
Rebecca Hobbs*	Sydney/Ho Chi Minh/ Phnom Penh/Siem Reap/ Ho Chi Minh/Sydney	20/10/2015 - 30/10/2015	Received a request from Cambodia to develop a similar bank of coral as the Great Barrier Reef on Song Saa Island. A site visit is required to assess the feasibility of this project.
Cameron Kerr	Sydney/Abu Dhabi/AI Ain/ Abu Dhabi/Sydney	10/10/2015 - 14/10/2015	Attend the World Association of Zoos and Aquariums Conference and Technical Congress.
Simon Duffy	Sydney/Singapore/ Bangkok/Sydney	30/10/2015 - 6/11/2015	Attend the South East Asia Zoo and Aquarium Association annual conference.
Tim Bain	Sydney/Los Angeles/ Orlando/Houston/Denver/ San Diego/Los Angeles/ Sydney	14/11/2015 - 26/11/2015	Attend the International Attractions and Amusement Parks Association annual global conference and trade expo and visit a number of zoos across the USA.
Natalie Dunn	Sydney/Jakarta/Sydney	28/10/2015 - 2/11/2015	To ensure the husbandry and care processes being implemented for two giraffe recently transferred from TZ to Ragunan Zoo.
Belinda Fairbrother	Sydney/Singapore/Kuala Lumpur/Singapore/Sydney	15/11/2015 - 21/11/2015	Attend the 13th Annual Roundtable Conference on Sustainable Palm Oil and the co-ordinate and lead meetings and workshops with TRAFFIC Southeast Asia and other Zoos.
Cameron Kerr	Sydney/Dallas/Jacksonville/ Washington/Los Angeles/ Sydney	8/11/2015 - 16/11/2015	Attend the annual Board of Directors meeting for International Rhino Foundation and to visit other key stakeholders in the US.
Lisa Welsh	Sydney/Shanghai/Xiamen/ Shanghai/Sydney	13/03/2016 - 23/03/2016	Participate and raise awareness at the Destination NSW Greater China Travel Mission and also complete one-on-one appointments with senior members of the tourism industry in Shanghai and Hong Kong.
Rebecca Spindler*	Sydney/Abu Dhabi/ Manchester/Abu Dhabi/ Sydney	6/03/2016 - 16/03/2016	Dr Spindler is invited to attend the conference 'Innovation and Conservation Breeding: Potential, Challenges and Future Directions' and perform duties as a scientific committee member.
Lisa Welsh	Sydney/Los Angeles/Las Vegas/Los Angeles/Sydney	17/02/2016 - 3/03/2016	Invited to participate in the 2015 Stella Symposium, Australian Tourism Summit and Australian Marketplace. Ms Pitkin will showcase and raise awareness of Taronga as a key attraction in NSW with a view to further increase visitation to both Taronga Zoo and NSW as a whole, as well as socialise the important conservation, education and research work being undertaken by Taronga.
Elizabeth Hall*	Sydney/Perth/ Johannesburg/Pointe Noire/Johannesburg/Perth/ Sydney	5/06/2016 - 2/07/2016	Elizabeth Hall has received a grant to assist at the Tchimpounga Chimpanzee Rehabilitation Centre, in the Republic of Congo.
Simon Brown*	Sydney/Ho Chi Minh/ Hanoi/Ho Chi Minh/Sydney	16/04/2016 - 10/05/2016	Mr Brown will be working with wildlife sanctuary Save Vietnams Wildlife and TRAFFIC, the wildlife trade monitoring network organisation. Mr Brown will lead development of an initial care of seized Pangolin document and procedures.
Steven Kleinig*	Dubbo/Sydney/Los Angeles/St Louis/Los Angeles/Sydney/Dubbo	22/03/2016 - 1/04/2016	Mr Stephen Kleinig, keeper is transporting two Tasmanian Devils to St Louis Zoo, USA.

Staff Member	Destination	Date of travel	Reason for Travel
Benn Bryant*	Dubbo/Sydney/Jakarta/ Bandar Lampung/Jakarta/ Sydney/Dubbo	24/04/2016 - 8/05/2016	Dr Benn Bryant to visit Sumatran rhinoceros sanctuary in Way Kambas National Park and the Sumatran Rhino Sanctuary, Indonesia.
Lydia Tong	Sydney/Kuala Lumpur/ Jakarta/Bandar Lampung/ Jakarta/Kuala Lumpur/ Sydney	5/04/2016 - 15/04/2016	On 4 April 2016, one of only four Sumatran Rhino left in Kalimantan died during a capture and transfer program run by local WWF staff. Due to the rapidly declining numbers this a very serious incident. It is critical that as much as possible is learnt about the cause of death and what can be done differently in the future.
Gary Fry	Sydney/Singapore/Jakarta/ Bandar Lampung/Jakarta/ Singapore/Sydney	14/05/2016 - 22/05/2016	To meet with Sumatran conservation partners and to further develop community works.
Simon Duffy	Sydney/Jakarta/Sydney	11/05/2016 - 16/05/2016	To attend meetings to progress the breeding loan of one male and one female Sumatran Tiger from Ragunan Zoo to Taronga. Mr Duffy will meet with the Director of Ragunan Zoo in Jakarta between 6–7 April. Mr Duffy will also visit colleagues in the Conservation and Zoo Industry, YABI and Taman Safari.
Louise Ginman	Sydney/Jakarta/Sydney	11/05/2016 - 16/05/2016	To attend meetings to progress the breeding loan of one male and one female Sumatran Tiger from Ragunan Zoo to Taronga. Ms Ginman will be responsible for the newly imported Sumatran Tigers, their introduction and care at Taronga.
Andrew Nikolaidis*	Sydney/Jakarta/Sydney	20/06/2016 - 26/06/2016	To progress the development and implementation of an eco-tourism program. Will deliver training sessions to develop skills in delivering education messages to the community for the outreach program.
Steve Williams*	Sydney/Jakarta/Sydney	20/06/2016 - 1/07/2016	To progress the development and implementation of an eco-tourism program. Will meet with key stakeholders to refine the offering.

* Travel costs funded by an external party

** Travel costs partly funded by an external party

APPENDIX 13

Workplace Diversity

Workforce Diversity Achievements in 2015/2016 include:

Aboriginal Education Scholarships	Taronga Training Institute Aboriginal Scholarship opportunities identified and provided.
Aboriginal Cultural Awareness Training	All full and part time staff were required to attend compulsory Aboriginal Cultural Awareness training presented by Taronga's Aboriginal Education Officer.
Workforce diversity celebrations	NAIDOC and Reconciliation Week were celebrated to promote a greater understanding of Equal Employment Opportunity (EEO) groups, including special presentations of Taronga's iconic 'Free Flight Bird Show' incorporating Aboriginal Dreaming Stories.
Aboriginal Employment Strategy	Taronga has 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.
Reconciliation Action Plan	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.
Work placement program	In partnership with the Family and Community Services Department, work placements and development opportunities were provided through the Burbangana and Walanmarra Programs at both Taronga and Taronga Western Plains Zoo to highly disadvantaged students to promote skill development.
Gender diverse leadership group	Increased representation of women on Taronga's board and in Senior Executive and management positions.
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 request for flexible working arrangements outside of parental leave period.
Disability Plan	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.
Community Service 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.

Key Workforce Diversity strategies proposed by Taronga for 2016/2017 include:

Reconciliation Action Plan (RAP)	Taronga's RAP committee commenced work on Taronga's 'Stretch' RAP in July 2016, all targets committed to have a completion date of July 2020. Taronga is also committed to the development of 'working groups' across the organisation to create better traction for Taronga's RAP targets in their relevant areas.
Aboriginal Employment Strategy	In collaboration with Office of Environment and Heritage Taronga will continue to work towards the Environment and Heritage Aboriginal Employment Strategy 2016-2019.
Leadership training in mental health awareness	Engaging with an external training provider (Black Dog Institute) Taronga's managers will attend workshops to enhance their skills in identifying and supporting an employees with mental health issues.
Workforce Diversity Celebrations	Promote and engage in NAIDOC and Reconciliation Week, including providing additional opportunities for staff and visitors to connect with Aboriginal experiences.

Additional Human Resources Reporting Requirements:

Movements in salaries and wages

Amendments to personnel policies and procedures

The following personnel policies were updated during the 15/16 year, to ensure their consistency with applicable legislation;

- Code of Conduct
- Performance Development Policy
- Managing Unsatisfactory Performance Policy
- Managing Misconduct 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 Wages Award
- Taronga Conservation Society Australia Salaried Award

APPENDIX 14

Senior Executive Service

During 2015/2016 Taronga was required to undertake a review of the Senior Executive Structure as part of the GSE Act, including the deletion of the Senior Officer classification. As such some positions have been transitioned to the new Senior Executive Classification band during the period. The remaining positions will transition in 2015/2016.

2014/2015 – Senior Executive Classification

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

In 2014/2015 one SES position was filled by a female employee at Level 2.

2015/2016 – Senior Executive Bands

Level	Total Senior Executives	Average Remuneration (package) end current year
SE Band 1	11*	203,836.60
SE Band 2	1	313,050.00
Total	12	213,765.09

* Two positions at this level were vacant as at 30 June 2016.

In 2015/2016 five positions in the Senior Executive Bands were filled by female employees.

4.5% of total employee-related expenditure in 2015/16 related to Senior Executives.

APPENDIX 15

Senior Staff

Executive

Cameron Kerr – BSc(Hons), MCom – *Chief Executive and Director*
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*
Nikki Bodel BAdvSc (Hons) Dip Ed (Science Teaching) – *Manager Education*
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*
Rebecca Spindler BSc (Hons), PhD. – *Manager Research and Conservation*
Gary Fry (MWildMgt) – *Conservation Projects Officer*
John West PSM Dip Aqua – *Manager Operations Life Sciences (Retired 2016)*
Erna Walraven BAppSc, DipParkMgmt – *Senior Curator (Retired 2015)*

Corporate Services and Governance

Narelle Beattie (BCom, BA, Grad Dip Applied Finance, MA) – *Director Corporate Services and Governance*
Emma Roberts BA FCCA – *Manager Finance*
Andrea Patrick Procurement – *Contracts and Projects Manager*
Marianne Richards – *Budget and Reporting Manager (Retired 2016)*
Pamela Burgoyne Records Manager – *Exec Cert Records Management*

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*
Emma Bombonato BEnvSc – *Manager Environmental Sustainability*

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*
Lisa Keen BA(Hons), GradDipProfComms – *Issues and Corporate Communications Manager*
Kevin Milholme – *Corporate Partnerships Manager (Resigned 2016)*
Ali Bennett DipBusMgt – *Corporate Partnerships Manager*
Marion Joyce – *Commercial Services Manager (Resigned 2016)*

Taronga Western Plains Zoo

Matthew Fuller – *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		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Executive	7	6	12	0	1	1	0	0	0	7	7	13
Clerical	78	78	104	94	87	55	87	76	197	259	241	356
General	22	21	23	4	5	2	0	0	0	26	26	25
Professional	14	11	15	11	10	5	15	12	7	40	33	27
Services	48	35	53	41	24	7	337	358	319	426	417	379
Technical	5	6	5	2	2	0	0	0	0	7	8	5
Trades	179	166	167	59	43	24	376	313	134	614	522	325
TOTAL	353	323	379	211	172	93	815	759	657	1379	1254	1130

APPENDIX 17

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

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

Taronga makes available its Publication Guide and Disclosure Log (on the Taronga website) as required under the GIPA Act. A copy of the Publication Guide can be obtained by downloading from the website or by request in writing to the GIPA Right to Information Officer, Records Office, PO Box 20 Mosman, NSW 2088.

TCSA received one application under the provisions of the GIPA Act during the 2015-2016 year.

GIPA Request for Information	Quantity	Categories
New	1	1 – Media
Brought forward (last year)	0	
Total to be processed	1	
Completed	1	0
Transferred out	0	
Withdrawn	0	
Total processed	1	1 – Media
Unfinished (carried on to next year)	0	
Request: granted in full	1	1 – Media
granted in part	0	
refused	0	
deferred	0	

APPENDIX 18

Public interest disclosures

Taronga Conservation Society Australia had no public interest disclosures in the period 1 July 2015 to 30 June 2016. 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

Consultants' Fees Incurred in 2015/16

Consultants equal to or more than \$50,000 – Nil

Consultants less than \$50,000

During the year eleven consultancies were engaged in the following areas:

Management Services - \$44,334

Environmental - \$49,843

Total Consultancies less than \$50,000 = \$94,177

Total Consultancies = \$94,177

APPENDIX 20

VIP visits to Taronga and Taronga Western Plains Zoo (TWPZ)

July 2015

Ashton Irwin (Drummer from Australian band, 5 Seconds of Summer)
 Sir Simon Rattle (World-renowned conductor); Magdalena Kožená (Czech Opera Singer) & Sarah Willis (French horn player)
 Jeff Leatham (Reality TV star and Celebrity Florist)
 Amy Schumer (US actor); Bill Hader (US actor)
 Mel Gibson (Australian/US actor)
 Eva Longoria (US actor)
 Ashanti (US Singer-songwriter)

August 2015

Gigi Hadid (US Supermodel)
 Dan Akroyd (US actor)
 WWE Wrestling Stars
 Joan Smalls (Puerto Rican model)
 Renee Fleming (US Opera singer)
 M. Night Shyamalan (Hollywood Director)
 Filip Holosko (Sydney FC Player)
 TWPZ: Governor General Sir Peter Cosgrove

September 2015

Peyton List (Disney star)
 Rick Mora and Saginaw Grant (Actors and Festival of Dream Speakers)
 Bratayley family (family with over 1.4 million YouTube subscribers filmed visit)
 YouTube personalities from YouTube Fan Fest
 V8 Supercar drivers
 Deputy Prime Minister of Thailand
 WME Entertainment (Music Producers)

October 2015

Angela Gheorghiu (Romanian Soprano)
 Jess Glynne (UK singer)
 Muselk (YouTuber)

November 2015

Two Jazz Singers from Sydney International Women’s Festival
 Derek Rabelo (Blind Surfer)
 Elizabeth Tan (Malaysian YouTuber and Singer-songwriter)
 Vince Vaughan (US actor)
 John Travolta and family (Actor and family – visited twice)
 Zara Larsson (Popular Swedish singer)
 Mayor of Nagoya
 TWPZ: ‘Effie’ (Australian Comedian)
 Cameron Smith (NRL Star)

December 2015

Bully (US band)
 Head of WME Music Company
 DJ Carnage (Record producer and DJ)
 Naomi Watts; Liev Schreiber and family (Australian Actor & US Actor – Centenary Ambassadors)
 Liz Huszarik (Senior Executive of Warner Brothers)
 Chris Shiflett (member of US band, Foo Fighters)
 Grayson Perry (Artist)
 Heidi Klum (German model)
 TWPZ: Robbie McEwen (Australian Cyclist)

January 2016

Tide (Popular boy band)
 Nick Offerman (US Actor)
 Grigor Dimitrov (Tennis star)
 Stephen Hunter (NZ Actor)
 Mario Testino (Fashion photographer)
 Rooster Teeth co-founders and personalities (Video gaming convention)
 Gabriel Iglesias (Canadian Comedian)
 Lara Stone (Model)
 Miss Earth Australia (Personality)
 Jenna Courtin-Clarins (Heir to Clarins – beauty brand)
 Naomi Watts (Australian Actor – Centenary Ambassador)
 Tyler Henry (Hollywood Medium)
 Tommy Robredo (Spanish tennis star)
 Jay De La Cueva (Mexican singer)
 Born (American band)
 Elvis Costello and family (Musician)
 TWPZ: US Consul General Hugo Lloren

February 2016

Maasai Warriors Cricket Team (Kenyan Cricket team)
 Bananarama (Pop group)
 Goldlink and The Internet (Bands)
 Russian Rugby 7s (Russian sports team)
 Saudi Arabian Prince
 Jenna Courtin-Claims (Heir to Claims – beauty brand)
 Tyler Henry (Hollywood Medium)
 Judges from Australia’s Got Talent (Australian Television show)
 Tony Hawk (Skate legend)
 Senior Indonesian Military delegation
 Rove McManus (TV and Radio Personality – Centenary Ambassador)

TWPZ: Mike Baird (NSW Premier)
 TWPZ: General David Hurley (NSW Governor)
 TWPZ: Troy Grant (Deputy Premier)
 TWPZ: Andrew Scipione (NSW Police Commissioner)

March 2016

Cookie Monster (Sesame Street character)
 We The Kings guitarist (Band)
 President of Chanel and family (Fashion brand)
 Alison Teal (US influencer following request from DNSW)
 Three Ultimate Fighting Champions (Sports people)
 TWPZ: Bryan Brown and Rachel Ward (Australian Actors)

April 2016

Josh Groban (Singer)
 Official and his family from the US Embassy
 Jim Jefferies (Comedian)
 TWPZ: John Howard (Former PM)
 TWPZ: Michelle Bridges and Steve ‘Commando’ Willis (TV and Fitness Personalities)
 TWPZ: James Tobin (Sunrise Host)

May 2016

DJ Quik (US rap artist)
 Hi-5 (Children’s entertainers)
 TWPZ: John Berry (US Ambassador to Australia)
 TWPZ: Ken Done (Aus. Artist – Centenary Ambassador)

June 2016

Wayne Gretzky (Ice Hockey legend)
 Mike Posner (US Singer)

APPENDIX 21

Multicultural Policies and Services Program (MPSP) 2015/2016

OBJECTIVE	STRATEGIES	ACHIEVEMENTS – 2015 /16	PROGRAM FOR 2015/16
Integrate ethnic affairs initiatives into all Taronga business and capital plan activities	Ensure all relationships with key countries are strong and supportive of long term outcomes	Participation of Indonesian and Thai Consulates in conservation partnerships and capital program – eg Tigers and elephants. Provided opportunities for 10 employees to work in-situ and support local communities internationally through the Zoo Friend Conservation Fellowships.	Ongoing
		Attended and participated in various trade and tourism events targeting overseas guests, including specific tourism expos in China (March),India (August). ATEC Sydney (December) Sydney, Focus on India (February) 2 days, ATE Gold Coast (May).	Ongoing
Increase the multi-cultural service capacity of both zoos	Continue and embed staff training and vol training in customer service with a particular focus on cultural appreciation and diversity	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. volunteers	‘Taronga Experience’ Program rolled out in induction and refresher courses both staff and
		Visitor surveys conducted at both zoos.	Ongoing
	Continue to provide broad zoo based community education programs with special emphasis on the ethnic community	Zoo based language programs have been developed by Department of Education and Zoo Education teaching staff targeting Non English Speaking Background (NESB) students and overseas students. Two learning apps developed by the Department of Education to be inclusive of all students and cultural backgrounds	Ongoing
		NESB and English as a Second Language (ESL) schools targeted by the Department of Education Zoo mobile focusing on regional areas of NSW and inner city schools many of whom were students from disadvantaged schools, where student, for various reasons, are unable to experience a visit at Taronga Zoo. This year it visited 18,621 students.	Ongoing
		Continued Community and Aboriginals Programs at both Taronga and Taronga Western Plains Zoo and working closely with FACS to support and mentoring program for disadvantaged and at risk children.	Ongoing
		The DET Zoomobile delivered the Aboriginal “Animals of the Dreaming” cultural outreach program to over 7,000 students.	Ongoing
		Support programs are available and accessible to ESL students of Taronga Training Institute.	Ongoing
	Provide overseas guests with translated material and maps to ensure a high value onsite experience guides/maps/ information	Availability of language translated maps of Taronga, distributed at the Zoo’s information desk – traditional Chinese, and Animal fact sheets in Korean, Spanish, Chinese, Vietnamese, German, Italian, and French.	Ongoing
		Taronga’s English and Mandarin speaking audio tour app.	Ongoing
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature	Refreshment of the directional signage, and maintenance of interpretive signage. Installation of visual communications devices (e.g. coloured trails throughout zoo marked with ground dots).	Ongoing
		Signage in the Australian Fauna Precinct in Traditional Chinese.	Ongoing

OBJECTIVE	STRATEGIES	ACHIEVEMENTS – 2015 /16	PROGRAM FOR 2015/16
Promotion of the zoos and the services of Taronga within ethnic communities	Focus and target visitors of overseas origin through foreign language publications and ethnic print/broadcast media	In accordance with Premier’s Department Guidelines, Taronga continues its commitment to expending 7.5% of its advertising budget on advertising Taronga’s services throughout the ethnic community.	Ongoing
		Advertised in post-arrival publications including Sydney Official guide in multiple languages, including Chinese, Japanese and Korean.	Ongoing
		Taronga Zoo Tourism targets groups and independent travellers from all overseas countries via sales missions to in-market tour operators, advertising, and promotions.	Ongoing
		Zoo Education program wildlife workshops targets in-bound student travel organisations including JTB, Kintestu, Jalpak, and foreign language schools..	Ongoing
		Media mailout included ethnic/community press and broadcast media.	Ongoing program will continue in accordance with requests received
		Public Relations (PR) and media departments at both zoos hosted various media teams from overseas countries. Utilised a marketing company in China to promote Taronga through owned social platforms and channels. Also utilised a sales representative in China.	Ongoing
Promote respect and accommodate cultural difference amongst Taronga staff	Continue to provide and promote opportunities through education networks of Taronga’s work experience program particularly for people from non-English speaking backgrounds Providing policies in accordance with the <i>Multiculturalism Act 2000</i> e.g. Holy Days Religious Duty Policy. International volunteer keeper program allowing foreign students and Keepers to work in Australia.	School student work experience program delivers VET opportunities to significant numbers of non-English speaking background students.	Ongoing
		Religious Duty Policy reviewed and updated.	Updated annually
		Keeper exchange program continued with four international exchanges during the period (including zoos from Indonesia and Europe).	Ongoing
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 MPSP and assessment against NSW Government policies and requirements
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 encourage applications from a range of backgrounds	Modified and adapted recruitment practices to encourage diverse applications.	Utilise 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.	
		Continued the provision of an indigenous tour program staffed by indigenous employees.	
		Creation of an Indigenous Keeper Traineeship in the Australian Fauna Precinct.	Successfully appoint Indigenous Trainee and work towards additional roles in 2016/17 Traineeship program

OBJECTIVE	STRATEGIES	ACHIEVEMENTS – 2015 /16	PROGRAM FOR 2015/16
	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 multicultural organisations. A selection of zoo vacancies created and appointed as Indigenous roles at both Taronga Zoo’s.	Ongoing Ongoing
Promote understanding of multi-cultural communities	Provide opportunities to increase understanding of and experience multi-cultural communities	CContinued focus on the challenges faced by multicultural communities in the home countries of environmental and wildlife conservation (e.g. Illegal wildlife trade, Coltan mining in Great Ape habitat; sustainable seafood; use of habitat rainforest timber).	Ongoing
		Planning for the development of an authentic Indonesian village and Tiger experience to highlight the challenges with Palm Oil – opening 2017.	
		Taronga is a “Champion” of the TA-led Indigenous Tourism Champions Program (ITCP).	

APPENDIX 22

Internal Audit and Risk Management Attestation for the 2015/2016 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:

Core Requirements

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'	In Transition

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.

Departure	Reason for Departure and Description of Practicable Alternative Measures Implemented
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.
In Transition Core Requirement 3.3	<ul style="list-style-type: none"> The current Audit and Risk Committee Charter is being reviewed for alignment with the 'model charter'.

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 2015/16 Annual Report.

APPENDIX 25

Funds granted to non-government community organisations

Name of recipient organisation	Amount of Grant	Program Area
Managing Bilby populations in predator-free sanctuaries: Scotia Wildlife Sanctuary, NSW Recipient: Australian Wildlife Conservancy Maintaining feral predator-free area at Scotia Sanctuary (monitoring for feral animal incursions; implementing feral fox and cat control outside the fenced area to reduce the risk of invasion, and maintaining the fence and associated infrastructure)	\$10,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Support to Wildlife Protection Unit (WPU) at Bukit Tigapuluh, Indonesia Recipient: The Australian Orang-utan Project WPUs have been recruited, trained and equipped to address illegal logging and poaching by community enforcement in the biologically valuable Bukit Tigapuluh landscape.	\$25,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Protecting the Carnaby's Black Cockatoo in Western Australia Recipient: BirdLife Australia The project aims to change landholder behaviour by working with farmers to identify a key natural resource asset that they possess – nesting and sites and feeding habitats for Carnaby's Cockatoos – and then to determine appropriate actions to conserve that asset.	\$10,000	Taronga Foundation, managed by the Life Sciences, Research and Conservation team
Komodo Dragon population monitoring program Recipient: Komodo Survival Program KSP work to protect and conserve the Komodo Dragon, its habitat and the food web upon which it relies as well as training local staff to conduct monitoring and research to protect the dragon.	\$3,750	Taronga Foundation, managed by the Wildlife Conservation and Science team.
International Rhino Foundation Recipient: International Rhino Foundation Taronga is a founding member of the International Rhino Foundation (IRF) and continues to support many of its activities today in both Asia and Africa.	\$35,486.16	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Tchimpounga Chimpanzee Rehabilitation Centre Recipient: Jane Goodall Institute Taronga supports veterinary services, medical expenses, establishment and renovation to the release site, release program operational costs and other operational and administration costs to operate Tchimpounga.	\$30,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Biliqo Bulesa Conservancy - support to wildlife rangers Recipient: Northern Rangelands Trust Improve the security of wildlife by creating a safer ground for their movement and to improve the rangeland health through sound environmental practices to support both wildlife and livestock. Another key component of the partnership is to support community needs by diversification of their revenue through tourism and bead work.	\$25,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Conservation of Southern Cassowary in Girringun Protected Areas Recipient: Girringun Aboriginal Corporation This partnership aims to increase connectivity of remaining habitat for Cassowary increase biodiversity and manage threatening processes wherever possible within Girringun Protected Areas.	\$11,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
TRAFFIC - the wildlife trade monitoring network Recipient: TRAFFIC South-East Asia (through Zoo and Aquarium Association) This partnership aims at creating a wildlife crime analyst capability within South-East Asia TRAFFIC who will be responsible for collating, managing, analysing and reporting on all wildlife trade related crime records in the region.	\$35,000	\$20,000 from Taronga Foundation, managed by the Wildlife Conservation and Science team. \$15,000 for an additional project, from Taronga Foundation, managed by the Wildlife Conservation and Science team.
Rangers' presentation Recipient: The Thin Green Line Donation in support of Ranger's organisation The Thin Green Line.	\$1,100	Taronga Foundation, managed by the Wildlife Conservation and Science team.

Name of recipient organisation	Amount of Grant	Program Area
Support to Mobile Education Units (MEUs) Bukit Tigapuluh, Indonesia Recipient: The Australian Orang-utan Project MEUs have been recruited to deliver effective and practical educational outcomes with a conservation focus to communities living within the Bukit Tigapuluh ecosystem.	\$25,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Keeping Supayang Wild - Wildlife Asia, Sumatra Recipient: Wildlife Asia Support for local NGO Kalaweit and Wildlife Asia to lock up land for conservation.	\$10,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Mitigating Farmer-Predator conflict in South Africa Recipient: Cheetah Outreach Trust Support to Anatolian Shepherd Dog programs run by Cheetah Outreach, to help stop predation of livestock and the resulting conflict with carnivores in South Africa.	\$9,135.00	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Defending Uganda's Forests Recipient: New Nature Foundation The Kibale Fuel Wood Project & Kibale Eco-Char Initiative help safeguard biodiversity and improve people-park relations through empowerment of local citizens to reach greater energy efficiency.	\$13,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
People, Elephants and Bees, Sri Lanka Recipient: Cheetah Outreach Trust First project to trial beehive fencing as an Asian Elephant crop-raiding deterrent, and will work with farmers to establish and monitor beehive fences and teach beekeeping skills.	\$9,035	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Strengthening Przewalski's Horse Populations in Mongolia Recipient: Institute of Zoology, Zoological Society of London This project will (1) increase knowledge of Przewalski's horse ecology; (2) expand the land use of released horses within Hustai; (3) build capacity of Hustai staff for monitoring, research, and management; and (4) assess the impact of current habitat improvements to inform future management strategies.	\$9,478	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Nest Survival in Regent Honeyeaters Recipient: Institute of Zoology, Zoological Society of London This project will monitor the nests of Regent Honeyeaters to estimate nest survival and contribute to the understanding of factors causing poor nest survival in captive bred and released Regent Honeyeaters in Chiltern Mt-Pilot National Park.	\$8,510	Taronga Foundation, managed by the Wildlife Conservation and Science team.
One Health in Papua New Guinea – Matschie's Tree Kangaroo Recipient: Tree Kangaroo Conservation Program Using Spatial Monitoring and Reporting Tool (SMART) technology to monitor the effectiveness of protecting the Matschie's tree kangaroo in the YUS Conservation Area.	\$18,859	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Vietnam Pangolin Conservation Planning Recipient: Save Vietnam Wildlife This project aims to create a Pangolin Conservation Action Plan to provide a framework which focuses attention on the pangolin, and lists a set of priorities and time-limited targets for conserving the species in Vietnam.	\$9,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Protecting Wildlife in South Luangwa Recipient: South Luangwa Conservation Society This project is aimed at reducing widespread illegal snaring activities and identifying and treating snared animals in the Luangwa Valley through supporting the community based village scout anti-poaching patrols, wildlife rescue of snared animals and aerial surveillance.	\$16,320	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Community Forest Management for the Alligator Lizard in Guatemala Recipient: The Foundation for the Conservation of Endangered Species in Guatemala and Zoo Atlanta This project has three key objectives; creation of the first ever community managed forest (10,000 trees), expansion of the current habitat restoration program to all 7 farms (8,000 trees) and protection and restoration of habitat and watersheds.	\$18,862	Taronga Foundation, managed by the Wildlife Conservation and Science team.

Name of recipient organisation	Amount of Grant	Program Area
Communities for the San Martin Titi Monkey, Peru Recipient: Proyecto Mono Tocon Taronga is working with NGO Proyecto Mono Tocón (PMT) to build habitat corridors for the San Titi Monkey in Peru, and ensure a healthy ecosystem for local communities.	\$9,720	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Keeping Painted Dogs Safe in Zimbabwe Recipient: Painted Dog Conservation The aim of this project is to deploy anti-poaching patrols that will work with park staff to carry out patrols, during which they will locate and dismantle snares set for wildlife in the bush, including treating/freeing trapped animals whenever possible.	\$9,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Environmental Flows for Sawfish, Costa Rica Recipient: Mision Tiburon With Taronga's support, Costa Rican NGO Mision Tiburon aims to identify and protect critical habitats of the Sawfish in order to promote its conservation.	\$9,500	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Protecting the Silvery Gibbon, Indonesia Recipient: Silvery Gibbon Project Taronga has partnered again with the Silvery Gibbon Project to support Gibbon Protection Units and protect gibbon populations re-introduced to Java, restore habitat and reduce poaching pressure.	\$14,290	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Fishers living with Fishing Cats in Nepal Recipient: National Trust for Nature Conservation (Nepal) Conservation of the Fishing Cat <i>Felis viverrina</i> in Koshi Tappu Wildlife Reserve and Buffer zones. The project involves a substantial local capacity building component of Nepali staff and villagers.	\$9,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Madagascar toad eradication Recipient: Madagascar Fauna and Flora Group This project will implement methods to trial various eradication methods. The results from these studies will be used to update the feasibility study and assist decision-makers in deciding whether to attempt eradication.	\$9,940	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Habitat Protection for the White-cheeked Gibbon, Vietnam Recipient: Fauna and Flora International This project aims to put conservation interventions into place for two Indochinese endemic gibbons in Pu Mat National Park, Vietnam.	\$10,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Safeguarding Nicaragua's Endangered Black-handed Spider Monkey Recipient: Paso Pacifico This project aims to 1) empower community-based rangers to protect monkeys and their habitat; 2) increase habitat connectivity through reforestation at strategic sites in collaboration with local landowners; 3) build an ethos of stewardship by engaging local youth in environmental education and citizen science; and 4) train and support community rangers to manage wildfire activity that is exacerbated by climate change.	\$8,500	Taronga Foundation, managed by the Wildlife Conservation and Science team.
Protecting Tanzania's Endangered Vultures Recipient: North Carolina Zoological Park Protecting Tanzania's Endangered Vultures: Understanding their Movement and Creation of a Long-term Monitoring Program. The program has two key components: ranger-based data collection and tracking of individual birds via satellite telemetry.	\$5,000	Taronga Foundation, managed by the Wildlife Conservation and Science team.
They're Calling on You Recipient: Jane Goodall Institute Australia Support to Maiko-Tayna Kuhuzi-Biega community from the mobile phone recycling campaign.	\$4,568.18	Community Campaign – They're Calling On You.



Himalayan Tahr, Sec Xui, watches on from his perch on Tahr Mountain at Taronga.
 PHOTO: PAUL FAHY



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Taronga is a not-for-profit organisation dedicated
to wildlife conservation and community education.

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