



TARONGA
CONSERVATION SOCIETY AUSTRALIA

For the Wild



LEADING *the* RECOVERY

Annual Report 2019–2020

A SHARED FUTURE *for* WILDLIFE AND PEOPLE

At Taronga we believe that together we can find a better and more sustainable way for wildlife and people to share this planet.

Taronga recognises that the planet's biodiversity and ecosystems are the life support systems for our own species' health and prosperity. At no time in history has this been more evident, with drought, bushfires, climate change, global pandemics, habitat destruction, ocean acidification and many other crises threatening natural systems and our own future. Whilst we cannot tackle these challenges alone, Taronga is acting now and working to save species, sustain robust ecosystems, provide experiences and create learning opportunities so that we act together.

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

Our Zoos create experiences that delight and inspire lasting connections between people and wildlife. We aim to create conservation advocates that value wildlife, speak up for nature and take action to help create a future where both people and wildlife thrive.

Our conservation breeding programs for threatened and priority wildlife help a myriad of species, with our program for 11 Legacy Species representing an increased commitment to six Australian and five Sumatran species at risk of extinction. The Koala was added as an 11th Legacy Species in 2019, to reflect increasing threats to its survival. In the last 12 months alone, Taronga partnered with 28 organisations working on the front line of conservation across 17 countries.

Taronga is a not for profit organisation, we are for the wild. The revenue earned through our Zoos, accommodation, events and donations through the Taronga Foundation, goes directly back into the support, care and conservation of wildlife.

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 Energy and Environment.

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 recognise Taronga Conservation Society Australia as the official name, to better describe the work of the organisation.

A letter to the Minister

The Hon. Matt Kean MP
Minister for Energy and Environment
Parliament House
6 Macquarie St
Sydney NSW 2000

Dear Minister,

It is with great pleasure that we present the 47th 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 2020 in accordance with Sections 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
Chief Executive



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Open: 9.00am – 4.00pm
Open 8.30am – 5.00pm (during school holidays)
taronga.org.au/dubbo

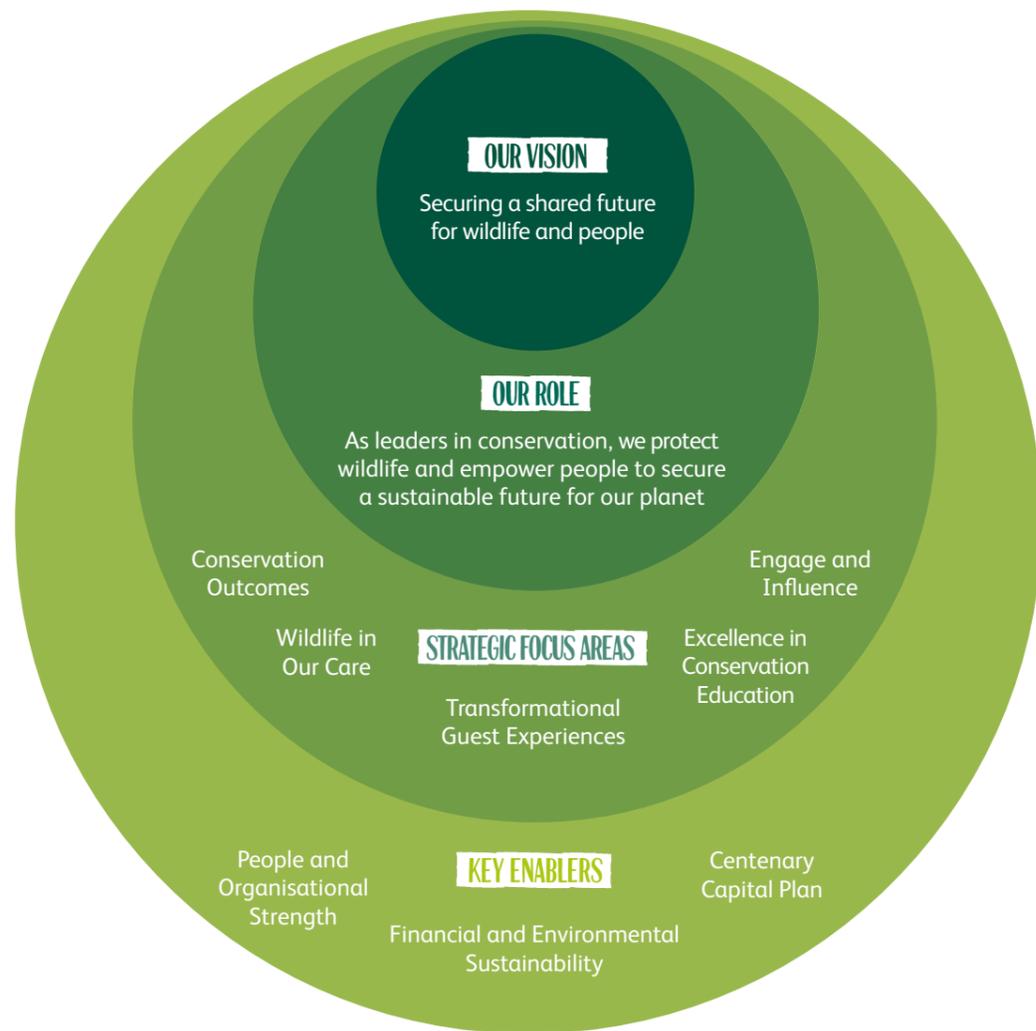
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OUR STRATEGIC DIRECTION

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 SYDNEY

Symbol	Platypus <i>(Ornithorhynchus anatinus)</i>
Opened	October 1916
Site	28 hectares
Animals	Number of animals: 4,597 Species/sub-species: 304



TARONGA WESTERN PLAINS ZOO DUBBO

Symbol	Giraffe <i>(Giraffa camelopardalis)</i>
Opened	February 1977
Site	758.3 hectares
Animals	Number of animals: 748 Species/sub-species: 64



LOGGERHEAD TURTLE RELEASED TO THE WILD AFTER REHABILITATION AT TARONGA WILDLIFE HOSPITAL — JAMES WOODFORD

OUR ORGANISATION



TARONGA ZOO REOPENING AFTER A 67 DAY CLOSURE — CHRIS WHEELER

Minister for Energy and Environment
The Hon. Matt Kean MP *BBus, GradDipCA MP*

Taronga Conservation Society Australia Board
Chairman Mr Steve Crane *BCom, FAICD, SF, Fin*

Chief Executive
Mr Cameron Kerr *BSc (Hons), MCom, GAICD*

Executive Team

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

- Human Resources and Payroll
- Work Health and Safety
- Volunteer Programs
- Organisation Development and Learning
- Diversity and Inclusion

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

- Finance
- Procurement
- Governance
- Information and Digital Technology
- Capital Project Management

Mr Simon Duffy AM
BTeach, BEd, GAICD
Director, Taronga Zoo

- Environmental Sustainability
- Wildlife Operations:
 - Animal Presentation Precinct
 - Australian Fauna Precinct
 - Exotic Fauna Precinct
 - Horticulture and Browse
 - Exhibit Projects
- Facilities and Asset Operations
- Maintenance, Works and Trades
- Education
 - University Programs
 - School Education
 - Taronga Training Institute
 - Cultural and Community Programs

Mr Steve Hinks
DipMgmt, DipBus, MMgmt
Director, Taronga Western Plains Zoo

- Commercial Operations
- Guest Operations and Guest Experience
- TWPZ Accommodation
- Facilities and Asset Operations
- Wildlife Operations and Animal Nutrition
- Marketing and Communications

Mr Paul Maguire PSM
BEd (PE and Sci)
Director, Guest Experience and Community Conservation

- Guest Experience Programs
- Guest Experience Operations
- Community Conservation
- Interpretation
- Security and Cleaning
- Sky Safari

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

- Marketing, Communications, Design and Digital
- Events
- Retail
- Accommodation
- Catering
- Tourism
- Fundraising and Memberships
- Corporate Partnerships

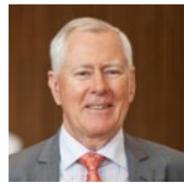
Mr Nick Boyle
BSc (Comms), LLB
Director, Welfare, Conservation and Science

- Conservation Science
- Population and Welfare
- Taronga Wildlife Hospitals
- Nutrition
- Recovery Programs

OUR BOARD

Appointed Board

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



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

Ministerial appointee. Chairman of Taronga Conservation Society Australia Board. Mr Crane is Chairman of nib Holdings Limited and Global Valve Technology, and a Director of Australian

Pipeline Limited (APA Group) and SCA Property. Steve has more than 40 years of financial market experience, as well as an extensive background in publicly-listed companies. Term expires 30th June 2021.



Mr Roy Bendall (5)

Representing Mosman Council. Member of the Performance, Audit, Risk & Safety Committee. Mr Bendall has broad experience working in international financial and capital markets, and project management

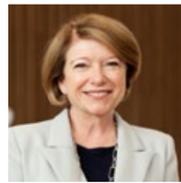
specialising in the trade and maritime infrastructure sector. He is also a legal practitioner with experience in regulatory reform and the provision of regulatory advice to corporations and the Government. Term expires 30th September 2021.



Ms Penny Bingham Hall (5)
BA FAICD SF Fin

Ministerial Appointee. Member of the Performance, Audit, Risk & Safety Committee. Ms Bingham-Hall spent 23 years with Leighton Holdings (CIMIC Group Limited)

including as Executive General Manager Strategy and Executive General Manager Corporate. She is a Director on the boards of BlueScope Steel, Dexus Property Group, Fortescue Metals Group, Macquarie Specialised Asset Management, Supply Nation and the Crescent Foundation. She also chairs the NSW Ministerial Freight and Logistics Advisory Council. Ms Bingham-Hall has extensive experience in the building, construction and property industries. She also spent 10 years as a Director and Deputy Chair of the Tourism and Transport Forum. Term expires 31st December 2020.



Ms Nancy Fox (6)
BA JD (Law) FAICD

Ministerial appointee. Deputy Chair of Taronga Conservation Society Australia Board and Chair of the Performance, Audit, Risk & Safety Committee. Ms Fox is a Director on

the Boards of Perpetual Limited, ING Bank Australia and Lawcover. She is Chairman of the Perpetual Equity Investment Company and a former Director of the Australian Theatre for Young People and HCF Life. Ms Fox has more than 25 years of experience in financial services and risk management gained in Australia, the United States and across Asia. Term expires 30th June 2021.



Mr John Walkom (6)

Representing the Dubbo Community. Member of the Strategy & Engagement Committee. Mr Walkom is Independent Chair Dubbo Regional Council Audit Risk Management Committee, Board member of Western

Regional Local Health District and Company Director Techni-Clean Australia. He is an active and highly regarded member of the local community in Dubbo, having worked closely with a broad range of stakeholders including community, business, federal, state and local government representatives. Term expires 1st September 2021.



Mr Graham Wackett (5)

Representing Taronga's volunteer community. Member of the Performance, Audit, Risk & Safety Committee. Mr Wackett has been an active volunteer at Taronga Zoo in Sydney since 2006 and has a strong background in

hotel, resort and attractions ownership and management. Previous executive roles include Managing Director and CEO of Southern Pacific Hotel Corporation, and Managing Director Travelodge Australia and Travelodge Developments. Mr Wackett also has strong tourism industry experience, having previously served as a member of the Board of Tourism NSW, Tourism Training Australia and the Tourism Task Force. Term expires 31st December 2021.



Platypus – Chris Wheeler



Dr Ian Roth PSM (6)
BVSc, MANZCVs, GAICD

Ministerial Appointee. Dr Roth is the Chair of the Wildlife Conservation Committee, Director on the Board of RSPCA NSW, Director on the Board of RSPCA Australia, life member

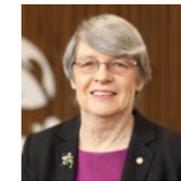
of the Australian and New Zealand College of Veterinary Scientists, member of the Australian Veterinary Association and a graduate of the Australian Institute of Company Directors. Until January 2016, Dr Roth was the NSW Chief Veterinary Officer, Director of the Animal Welfare Unit within NSW Department of Primary Industries and a Director of Wildlife Health Australia. He has worked in the areas of animal health and animal welfare for 40 years and was honoured in the 2016 Australia Day Awards with a Public Service Medal "for outstanding public service to veterinary science, particularly animal welfare and biosecurity in NSW". Term expires 30th June 2023.



The Hon. Robyn Parker (6)
GAICD

Ministerial Appointee. Chair of the Strategy & Engagement 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. Ms Parker is a non-executive Director of several education and charitable organisations as well as Local Land Services Hunter Region. She was a specialist TAFE teacher for over 14 years before moving into the political arena, spending 12 years as an MLC, MP and Cabinet Minister in the NSW Parliament. Ms Parker was the CEO of Delphis Australia until March 2017. Term expires 31st December 2021.



Dr Rosalind Dubs (6)
BSc Dr ès Sc FTSE FAICD

Ministerial Appointee. Member of the Strategy & Engagement and Wildlife Conservation Committees. Dr Dubs has had a diverse international business career, with senior

executive and board roles in publicly listed, private and government companies. Currently a Director of ASC Pty Ltd, ANU Enterprise Pty Ltd, Astronomy Australia Ltd, SAGE Ltd and former Director of Aristocrat Leisure Ltd. Previously she ran business lines for engineering multinational Thales SA in Paris, Stuttgart and Sydney. Dr Dubs has also been Deputy Vice-Chancellor (External Relations) at the University of Technology Sydney and chaired the Australian Space Industry Innovation Council. Term expires 29th August 2020.



Mr Ben Shields (1)

Representing Dubbo Regional Council. Member of the Strategy & Engagement Committee. Mr Shields was appointed to the Board on the 13th April 2020. Mr Shields has years of experience working in the local government sector having

been a local councillor, Deputy Mayor and currently the Mayor of Dubbo Regional Council. He has a background and experience in the media, marketing and tourism sector. Mr Shields is also a board member of Local Government NSW. Term expires 1st April 2021.

OUR COMMITTEES

Board Committees

Performance, Audit, Risk and Safety Committee (6)

Monitors performance, including work health and safety, financial management, environmental sustainability, human resource management, capital works programs and facilities management. The Committee also supports a model of practice to drive innovation and results in community and stakeholder engagement. Consists of selected board members and meets six times per year:

- Ms Nancy Fox –Chair
- Mr Roy Bendall
- Ms Penny Bingham-Hall
- Mr Graham Wackett

Strategy & Engagement Committee (6)

Provides support, guidance and direction on the implementation of key strategic projects into Taronga's business and their evolution to meeting the performance objectives in accordance with the organisation's strategic vision, goals and targets. The Committee also supports a model of practice to drive innovation and results in community and stakeholder engagement.

- Ms Robyn Parker – Chair
- Dr Rosalind Dubs
- Mr Graham Wackett
- Mr John Walkom
- Mr Ben Shields

Wildlife Conservation Committee (6)

Monitors population management, wildlife conservation, research and veterinary services. Consists of selected board members and external contributors from appropriate specialist fields:

- Dr Ian Roth – Chair
- Dr Rosalind Dubs
- Mr John Walkom
- Prof Richard Kingsford, University of NSW
- Ms Brooke Taylor
- Mr Steve Coleman, RSPCA NSW
- Dr Simon Longstaff AO, The Ethics Centre

Other Committees

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 Justine O'Brien – Chair
- Dr Monique Van Sluys (Researcher)
- Dr Jo Day (Researcher)

- Dr Frances Hulst (Veterinarian)
- Dr Michelle Campbell (Veterinarian)
- Dr Peter Johnson (Veterinarian)
- Mr David Roden (Independent representative)
- Mr Harold Eagleton AM (Independent representative)
- Dr Catherine Brett (Animal welfare repetitive)

The committee reviewed and approved 11 new projects. The committee also approved 17 ongoing projects and 5 amendment applications.

Science Advisory Council (7)

Brings representatives of Taronga's academic, conservation and community partners to provide subject matter expertise and strategic input into Taronga's conservation science goals, research initiatives, grant opportunities and all matters relating to conservation science at Taronga.

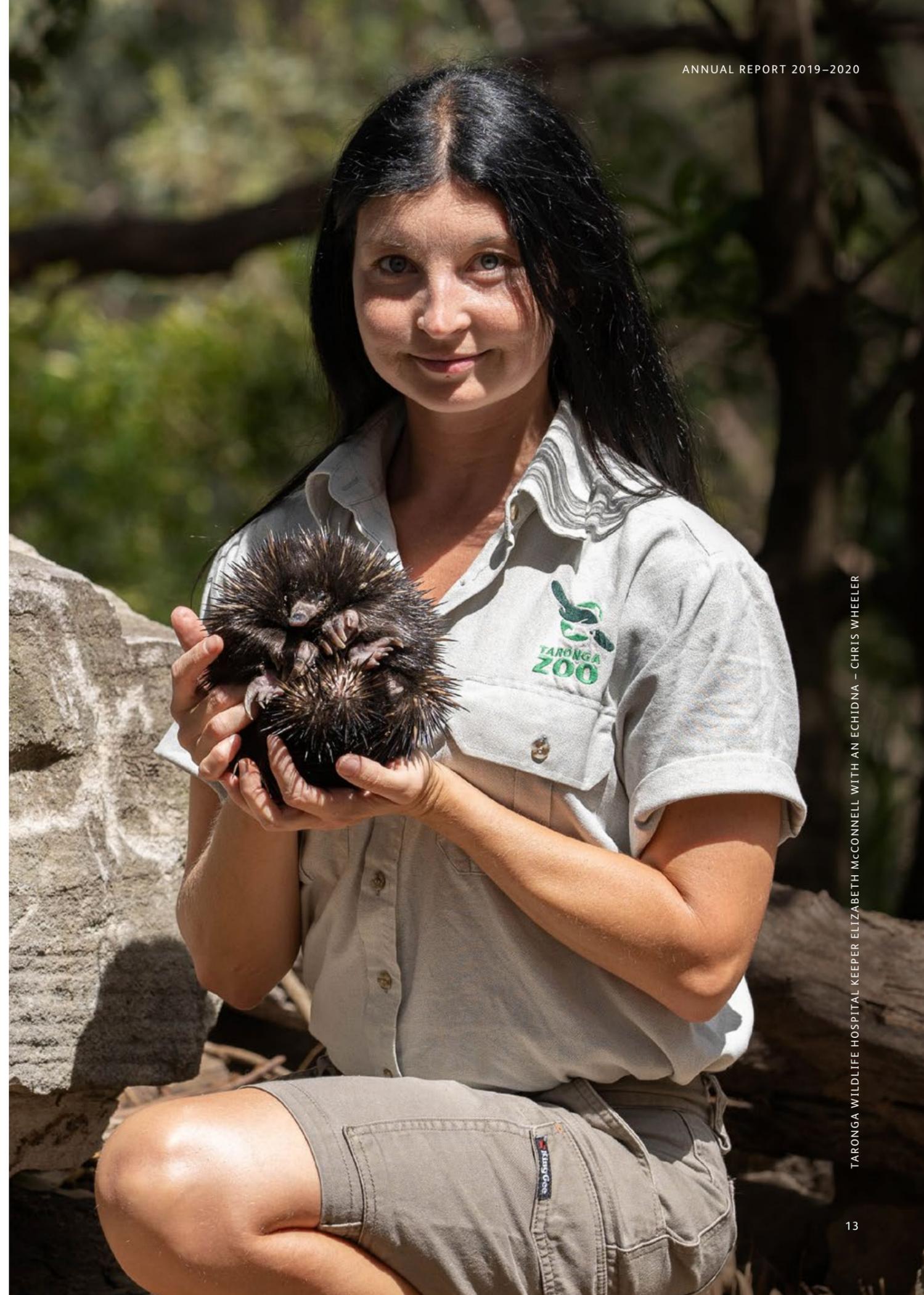
- Prof. Richard Kingsford (University of NSW), Chair
- Dr Ian Roth, Deputy Chair
- Pro Deputy Vice Chancellor Lesley Hughes (Macquarie University)
- Prof. Kathy Belov (The University of Sydney)
- Dr Rebecca Spindler (Bush Heritage Australia)
- Dr Georgina Kelly (Government Partner)
- Ms Gretel Packer (Community Partner)
- Dr Rebecca Johnson (Australian Museum – concluded March 2020)
- Dr Justine O'Brien (Taronga representative)
- Mr Cameron Kerr (Taronga representative)
- Mr Nick Boyle (Taronga representative)

Taronga Aboriginal Advisory Group, Cammeraiagal Country

As part of Taronga's commitment to Reconciliation, the Taronga Aboriginal Advisory Group (TAAG), on Cammeraiagal Country was established in 2019. The purpose of the group is to support and guide Taronga's journey to Cultural Excellence; building strength in relationships and providing advice, knowledge and truth of Aboriginal Culture at Taronga Zoo. The Taronga Aboriginal Advisory Group (TAAG), Cammeraiagal Country includes:

- Prof. Dennis Foley
- Susan Moylan-Coombs
- Francis Bodkin
- Gavin Andrews
- Charline Emzin-Boyd
- Caroline Glass Pattison
- Kerry Toomey

The priority is to further establish Taronga Western Plains Zoo's Community Yarn Ups and the Taronga Aboriginal Advisory Group (TAAG) Wiradjuri Country.



CHAIRMAN'S REPORT

The Taronga team across both Zoos have demonstrated an extraordinary level of resilience and flexibility throughout the long-term drought in Western NSW, followed by the 2019/20 bushfires and COVID-19 pandemic.

It was a challenging second half of the year but with support of our staff, volunteers, guests, supporters, partners, the Federal Government and NSW Government we have continued looking after the wildlife in our care and progressing our important conservation work. I would like to particularly thank the Taronga Board members and Management team for their commitment, leadership and volunteering to forfeit a proportion of their remuneration in the last quarter of the financial year.

Although COVID-19 and the extreme weather conditions have presented its challenges, it has also been a time for new opportunities where we have developed new innovative ideas to stay connected with our guests and the world. Taronga's education team have developed a diverse range of digital education initiatives such as Ask an Expert Webcast to ensure students can still access the knowledge and animals found at Taronga. Both Taronga Western Plains Zoo and Taronga Zoo launched a new platform called Taronga TV which provided viewers insight into what was happening at both Zoo sites. Viewers can see live streams of exhibits including Asian Elephants, Sumatran Tigers, Otters, Meerkats and Capybara and Keeper Chats.

There were a number of significant achievements this year to support our people and continuous improvement in business operations. These range from completion of the first phase of a major SAP software upgrade, our bushfire and COVID-19 response coordination to management of team safety and mental health support. Work on Taronga's next Strategic Plan for 2021-2025 is also underway outlining our organisational goals towards our vision for a shared future for wildlife and people.

The Taronga Foundation had an outstanding year of fundraising for 2019/20. Taronga received \$15m in generous donations from individuals, trusts, foundations and corporate partners. In the first half of the year we held community fundraising events including City to Surf, Dubbo Stampede, and more recently a new virtual challenge called Run Wild for Taronga.

Importantly, despite the much lower visitor numbers, we have continued to engage and create conservation advocates across the diverse range of activities at both sites. Taronga's education and learning programs for primary and secondary students has been very successful. Programs have been delivered onsite at our two Zoos through the Taronga Institute of Science & Learning, community outreach programs and digital engagement. This year brought a new 10-part documentary series featuring the depth of Taronga's work which reached tens of millions of people across Australia, New Zealand, the UK and the US. We have also told stories through accommodation experiences at Taronga Western Plains Zoo, which have been booked out for months with the much needed regional tourism boost after COVID-19 reopening.

Following years of planning and design on 10 October 2019 the Wildlife Retreat at Taronga Zoo was officially opened. Since its launch and after the temporary COVID-19 closure, the Wildlife Retreat has received exceptional reviews of 90+ Net Promoter Score and maintains its ranking in the top 5 hotels in Sydney on TripAdvisor.

I am also pleased to highlight the large infrastructure projects recently completed at Taronga Western Plains Zoo which provide fantastic new guest experiences. The Waterhole precinct was opened in June 2020 and features a 150-seat café with panoramic views, integrated animal exhibits, picnic facilities and an African themed water play area for children. Other key projects delivered at Taronga Western Plains Zoo include an expansion to the Regent Honeyeater zoo-based breeding facilities, a revitalisation of the Gateway to Africa precinct, and two new 100kw solar farms.

I would like to thank the Hon. Matt Kean MP, Minister for Energy and Environment for his support and the Taronga Board members for their guidance throughout the year. Finally, thank you to all our dedicated staff and volunteers for your enormous contribution and hard work particularly during a difficult year – we could not have achieved so much without your support.



Steve Crane
Chairman

CHIEF EXECUTIVE REPORT

Following one of eastern Australia's worst droughts in over 100 years, the summer of 2019/20 will be etched in history as one of the most catastrophic fire seasons killing a staggering 3 billion native Australian animals.

Taronga's teams played a critical role in responding to the overwhelming demand to translocate and care for threatened and injured wildlife. Just as important is the long road to recovery; through Taronga's two Zoos we are working towards building up genetically and physically healthy populations, restoring habitat and releasing animals back into the wild. On the frontline in Victoria and NSW and at our two Wildlife Hospitals, our veterinarians and veterinary nurses rescued and treated animals as diverse as Koalas, Platypus, Booroolong Frogs, birds and bats.

Whilst the workload and pressure on our teams and resources was phenomenal and ongoing, our teams' energy was sustained by the overwhelming support of our local community and friends from across the globe. Little did we know at the time that just as the smoke lifted, we would be facing our next challenge as the COVID-19 pandemic descended.

While the catastrophic fires defined the summer of 2019/20 in Australia, the spread of zoonotic disease, COVID-19, has defined the way we work and live across the globe. For the first time in Taronga's history, both Zoos were forced to close our doors for 12 long weeks. Like so many organisations deriving their income from tourism, education and hospitality, the impacts have been and continue to be huge at every level. Taronga worked very closely with NSW Health and developed a roadmap for zoos and wildlife parks across the state to reopen in June 2020.

The Taronga teams across both Zoos have been particularly creative in adopting new ways of working to deliver our conservation,

science and education programs and at the same time deliver inspiring experiences for our visitors. The excitement and delight on the Zoo Friends children's faces on that first day of reopening is a reminder of how important Taronga is for our community and is a day I will never forget.

Despite the grinding drought, catastrophic bushfires and COVID-19 pandemic, Taronga has made excellent progress across a wide range of programs.

Water conservation has been a top priority for Taronga Western Plains Zoo (TWPZ) where a range of short- and long-term water conservation strategies have been developed. In an emergency rescue, Taronga's recovery teams were able to rescue 7 Platypus at Tidbinbilla Nature Reserve from drought affected creeks in the ACT. Taronga is now working towards building facilities at our two Zoos which will rehabilitate Platypus and other aquatic species during extreme weather events.

There have been many achievements with our Australian Legacy Species conservation projects, including the release of 900 Northern and Southern Corroboree Frog eggs to the wild, expansion of the Regent Honeyeater breeding program, release of 20 Regent Honeyeaters to the wild in the Lower Hunter region and 16 Greater Bilbies released into the Taronga Sanctuary in spring 2019, with very successful breeding. Taronga also announced the Koala as our 11th Legacy Species and is well placed to lead in the rescue and recovery of this species.

Taronga was a strategic partner in the delivery of the Lord Howe Island (LHI) Rodent Eradication Project. Staff were

responsible for the veterinary care, husbandry and management of the endangered and endemic LHI Woodhen and LHI Pied Currawong. Birds were successfully returned to the wild and management of the post release monitoring has shown excellent breeding and reestablishment.

Taronga strives to showcase best practice in environmental sustainability across our organisation. We were awarded the Environmental Sustainability Award at the 74th World Association of Zoos and Aquariums annual conference and the Outstanding Achievement Award for Tiger Trek at the Roundtable on Sustainable Palm Oil (RSPO) Excellence Awards in Bangkok.

Since 2005, the Burbangana program has provided trauma affected young people with the opportunity to connect to Country, Culture and wildlife. A recent report from Social Ventures Australia noted that for every \$1 invested in the program there was \$2.10 social and economic value created. The report reinforces the powerful and positive impact of the Burbangana program on disenfranchised young people.

The remarkable achievements within this report could not have been accomplished without the support of the NSW Minister for Energy and Environment, the Board members, staff, volunteers, supporters and partners – all of whom have brought us one step closer to a shared future for wildlife and people!



Cameron Kerr
Chief Executive



STRATEGIC PLAN 2016-2020 HIGHLIGHTS



Our Strategic Plan Summary

The 2019/20 year has seen the conclusion of Taronga's 2016-2020 Strategic Plan. Over the past five years, Taronga has made significant achievements in all strategic focus areas and important progress with the key enablers. Taronga has educated and connected people to wildlife, saved species from extinction, significantly improved guest experiences at both sites and developed our people, financial and environmental sustainability.

These achievements would not have been possible without the dedicated employees and volunteers who have tirelessly contributed their expertise as well as our donors, supporters and community for believing in Taronga's vision to secure a shared future for wildlife and people.

This is only a summary of highlights from the last five years. It is an impressive collection of performance indicators and achievements, which demonstrate Taronga's breadth and depth of activities across the 2016-2020 Strategic Plan.

Strategic Focus Areas

CONSERVATION OUTCOMES

Actively participate in wildlife conservation initiatives that ensure the long-term security of wildlife in suitable eco systems and habitats.

Performance Indicators

- Direct involvement in 14 recovery programs
- 140% increase in direct contribution to conservation over the last 5 years
- Conservation partnerships across 40+ countries
- 128 science projects and 186 scientific publications

Highlight Achievements

- Taronga's expertise was called upon to undertake important new conservation and recovery programs to save critically endangered species from extinction including the Bellinger River Turtle, Plains Wanderer, Bilby and Booroolong Frog.
- A proud strategic partner in the delivery of the Lord Howe Island Rodent Eradication Project, the largest attempt ever undertaken to eradicate rodents from a permanently inhabited island.
- Significant progress was made with Taronga's Legacy Species commitments, particularly in the breed and release programs for the Regent Honeyeater and Corroboree Frogs. The Bilby Sanctuary at TWPZ was a cornerstone achievement for the organisation.

WILDLIFE IN OUR CARE

Be a leader in the care and presentation of wildlife, providing positive welfare, dignity and respect for all.

Performance Indicators

- 6100+ wildlife rehabilitation cases admitted
- 100% of animals are welfare tracked and have healthcare plans



Highlight Achievements

- Publishing Taronga's Animal Welfare Charter which provides a framework for how Taronga provides dignity, respect and the best care for wildlife in our care.
- Continuous improvement in animal welfare has been achieved through targeted projects including ZAA Accreditation, ZIMS (Zoological Information Management Software) Welfare tracking and behavioural husbandry frameworks.
- Responding to the national wildlife emergency during the 2019/20 bushfire crisis. Taronga's wildlife hospitals cared for drought and bushfire affected animals including Koalas and Platypus, for which Taronga are now developing long term recovery plans for these critical species.

TRANSFORMATIONAL GUEST EXPERIENCES

Attract an increasing number of guests to our Zoos and inspire action through experiences that increase knowledge and change people's attitudes and behaviours.

Performance Indicators

- Welcomed over 9.2m guests
- 91% guest satisfaction average at TZ
- 84% guest satisfaction average at TWPZ



Highlight Achievements

- In 2016, Taronga celebrated its Centenary year with a full calendar of engaging and unique offerings. The highlight of the 100th birthday celebrations was the city parade which featured giant lanterns of Taronga's Legacy Species.
- Through Taronga's Capital Plan, several new guest and behaviour change focussed experiences were completed at both sites. At Taronga Zoo this included the Centenary Theatre, Tiger Trek and African Savannah. Taronga Western Plains saw the launch of Lion Pride Lands, Wild Herds and the Waterhole Café.
- Technology and process improvements have enhanced guest experiences. This includes the Apps at both sites as well as developments in ticketing processes and entry protocols to reduce wait times, improve way finding, create smoother experiences and drive positive connections for guests.
- Strong awareness and participation in community conservation programs has been developed. Community engagement has been particularly successful through the Raise your Palm campaign, Litter Free Oceans and Litter Free Rivers activations.

EXCELLENCE IN CONSERVATION EDUCATION

Increase participation and inspire action for the wild through innovative and authentic education programs.

Performance Indicators

- 217,000+ people participating in community conservation programs
- TTI Zoo keeping course is delivered in five different zoo campuses across Australia
- 115% growth in TTI student numbers



Highlight Achievements

- The opening of the Taronga Institute of Science & Learning has transformed education at Taronga. The facility was funded through Taronga, generous donations and the NSW Government. It is a world class science and research hub, offering a range of collaborative education programs. The first year of its operation saw a record number of school students attend for education programs.
- History was created with the Taronga and University of Sydney Education Alliance, the first of its kind in Australia. Under the alliance, students can enrol in a Bachelor of Science (Taronga) or Master of Education (Taronga Conservation Education), completing a proportion of their studies at the Taronga Institute.
- In response to COVID-19, Taronga launched digital delivery of education programs including school education and 'virtual classrooms' for Taronga Training Institute students. These resources and capabilities kept programs running in 2020 and will remain a valuable option for future course delivery and an extended reach.
- The Taronga Zoo Burbangana and Taronga Western Plains Zoo Walanmarra Youth Programs have continued to operate in partnership with the Department of Communities and Justice. A highlight of these programs has been the employment of Walanmarra and Burbangana graduates, a significant achievement for these young people and Taronga.

ENGAGE AND INFLUENCE

Engage, grow and mobilise our members, supporters and networks to achieve positive outcomes for wildlife.

Performance Indicators

- 587,000 online advocacy community
- 342,000+ community conservation actions for the wild



Highlight Achievements

- The Taronga Institute of Science & Learning was officially opened by Their Royal Highness the Duke and Duchess of Sussex. The event generated 2,284 total pieces of coverage with a combined reach of one billion people. Taronga's work in conservation and education was at the forefront of this coverage.
- Taronga has achieved local and global recognition of its conservation and sustainability efforts. Taronga received a prestigious San Diego Conservation medal, the World Association of Zoos and Aquariums (WAZA) Conservation Award (2018) and WAZA Sustainability Award (2019). In addition, awards have been received for community conservation campaigns such as the Public Engagement Award from MSC Oceania for the Seal Presentation and an Outstanding Achievement Award from the Roundtable on Sustainable Palm Oil for Tiger Trek.
- Taronga's CEO and Director of Welfare, were both invited as representatives of the Australian Federal Government in two UN Conventions on Wildlife Trade in South Africa (2016) and Geneva, Switzerland (2019). The opportunity to contribute to the Convention of International Trade in Endangered Species (CITES) demonstrates Taronga's engagement at a global scale, and its leadership and commitment to disrupting illegal wildlife trade.

Our Key Enablers

PEOPLE AND ORGANISATIONAL STRENGTH

Support and enable our people to achieve Taronga's vision and strategic objectives.

Performance Indicators

- 75% employee engagement index average from People Matter results 2016-2019



Highlight Achievements

- There has been demonstrated continuous improvement in work health and safety and safety culture. Safety is a priority for the organisation, which is evident in not only the lead indicator statistics but also the continued focus on reporting, training, implementation of a safety management system and improved mental health awareness and resources.
- Taronga has significantly improved technology infrastructure through the Digital Technology Strategy and Roadmap. Among many others, notable projects include the ERM and CRM, transition to cloud and HR systems, policies and standard improvements.
- Procurement and effective risk management frameworks have been developed and are in implementation phase across the organisation to embed a culture of best practice.

FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY

Continuous improvement and integration of financial and environmental sustainability.

Performance Indicators

- 500kW of onsite renewable energy generation installed



Highlight Achievements

- Taronga achieved Carbon Neutral status in December 2018 for both Taronga Zoo and Taronga Western Plains Zoo – six years ahead of the target.
- The Wildlife Retreat at Taronga was opened in October 2019. The Retreat marks a significant investment in the diversification of income and future financial sustainability for Taronga. The Retreat was carefully designed with environmental sustainability at the forefront.
- Through effective cost management strategies and diversification of revenue opportunities, Taronga has largely achieved net income growth year on year to support Taronga's operations.

CENTENARY CAPITAL PLAN

Deliver the Centenary Capital Plan on time and on budget to secure Taronga's position as a leading conservation and nature tourism organisation.

Performance Indicators

- Over \$200m invested



Highlight Achievements

- The Centenary Capital Plan has achieved exceptional outcomes to date and is on-track to be delivered within the approved budget.
- Taronga Western Plains Zoo has seen a significant transformation over the past five years including delivery of multiple complex capital projects. These upgrades have exceeded guest expectations and secured Taronga Western Plains Zoo as a must-do regional tourism attraction.
- The capital projects team have facilitated the delivery of multiple conservation infrastructure projects to support initiatives for critically endangered species such as aviaries for the Regent Honeyeater and Plains-Wanderer.
- Asset Management achieved the strategic goal of reducing work request backlog down from 1600 requests to 300. This reduction aligned with the best practice shift towards scheduled maintenance across the sites.

All figures calculated from 2015/16 – 2019/20 financial years. Cumulative across both Taronga Zoo and Taronga Western Plains Zoo unless specified otherwise.

CONSERVATION SCIENCE *in* AUSTRALIA

Over the last twelve months Taronga scientists and partner organisations conducted multidisciplinary programs under our unified mission of increasing understanding and protection of wildlife through investigation, evidence-based application and communication of science to the community.

Taronga's programs and partnerships within Australia have been carefully selected to ensure effective, practical and timely outcomes that address current and future conservation challenges. Taronga plays a leading role in several national threatened species recovery programs and contributes to 15 state and national recovery programs. Together with partners in university, governmental agencies and non-governmental conservation groups, Taronga has garnered scientific grants from highly competitive funding bodies, including the Australian Research Council, to support these programs. Since 2011, just over \$1.5 million of philanthropic donations acquired through the Taronga Foundation have been leveraged to provide over \$9.4 million in scientific grants, allowing Taronga to continue to deliver wildlife conservation initiatives underpinned by our expertise spanning wildlife health, ecology, biodiversity conservation (reproduction and genetics), behaviour and nutrition.



Christmas Island
 Habitat Health: Flying Fox Ecology & Health
 Photo: Jane Hall



Great Barrier Reef
 Coral cryobanking securing genetic diversity from different regions of the Great Barrier Reef



Taronga Western Plains Zoo Dubbo
 Conservation breeding of the Plains-wanderer
 Photo: Vanessa Stebbings



Taronga Western Plains Zoo Dubbo
 Comparing habitat preferences and relative success of Greater Bilby founder groups from different source populations within the Taronga Western Plains Zoo Sanctuary
 Photo: Rick Stevens



Sydney
 The Clever Cockie Project
 Investigating wildlife adaptation to human land use change



Australia (nationally)
 Wildlife Assist: Developing a mobile app for monitoring and researching the provision of food, water and shelter in-situ in bushfire affected areas
 Photo: Tony Britt-Lewis



Myall Lakes National Park
 Pragmatic predator management using dingo signals to manage their movements and impacts
 Photo: Paul Fahy



Lord Howe Island
 Caring for non-target at risk species as part of the Lord Howe Island Rodent Eradication Program
 Photo: James Witcombe



Jervis Bay
 Wild shark movement ecology and social networks
 Photo: Bluebottle Films



Brindabella Mountains
 Northern Corroboree Frog release
 Photo: Paul Fahy

OUR GLOBAL REACH

Taronga's conservation work supports 28 projects focussed on wildlife, habitats and communities in 17 countries around the world.

Taronga works on a global scale with partners to deliver outcomes for wildlife, habitats and communities. We work with communities to inspire and support individuals and businesses, champion and change their everyday behaviours to support wildlife conservation and environmental sustainability. Taronga directly contributes over \$350,000 annually, and more through in-kind support providing expert staff, conservation partners and through the long established conservation partnership and field grants programs.

This work, along with that of our partners, is vital to identify and reduce key threatening processes, protect important habitat for wildlife, and support healthy communities. From Papua New Guinea to Kenya, Morocco to Sumatra, and all around Australia, Taronga works with global conservation experts in the field to secure a shared future for wildlife and people.

Our overall commitment through conservation science, threatened species recovery, community conservation and education for conservation currently averages over \$12 million directly invested in conservation each year.



Kenya

Conservation partnership with Northern Rangelands Trust to protect African Lion, zebra, Giraffe and African Elephant

Photo: Kira Mileham



Morocco

Tracking released Addax in their former range

Photo: Mandy Turner



Cameroon

A pioneering agroforestry technique to reduce poverty and protect wildlife habitat in Central Cameroon

Photo: Aghah Valery Binda, ABOYERD



Cameroon

Community-based mitigation of human-elephant conflicts in the Campo Ma'an National Park, Cameroon



Botswana

Leopard movement ecology



Botswana

African Wild Dog communication and cognition

Photo: Ginni Leonard



Nepal

Intensive ID-based monitoring for the remaining small population of Greater One-horned Rhinoceros in Bardia National Park, Nepal

Photo: National Trust for Nature Conservation



Vietnam

Rescue and release of pangolins



Laos and Vietnam

Sun Bear conservation and management

Photo: Rick Stevens



South Africa

Black Mamba all-woman Anti-Poaching Unit Bush Babies education program

Photo: Jeffrey Barbee



Northern Sumatra

Camera trapping for Sumatran Tiger in Batang Angkola, North Sumatra

Photo: Conservation International



Sumatra, Indonesia

Supporting the protection of Taronga's five Sumatran Legacy Species in Way Kambas National Park



Sumatra, Indonesia

Rhino Protection with the International Rhino Foundation

Photo: David Kirshner



Philippines

Wildlife Forensics: keratin analysis to determine animal provenance

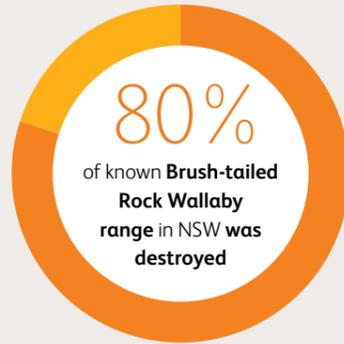
ECOLOGICAL EMERGENCY

The worst bushfire season ever experienced in Australia burned through 18 million hectares and killed or displaced over 3 billion animals. This catastrophe caught the world's attention and as hot dry conditions continued for months, the impact of these fires and drought on wildlife, habitats and communities will be felt for decades.

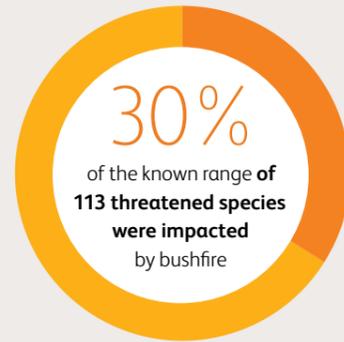
WILDLIFE CRISIS

An Ecological Disaster

 **3b+**
mammals, reptiles, birds and frogs **killed or displaced**



 **24%**
of eastern NSW **Koala** habitat was **destroyed**



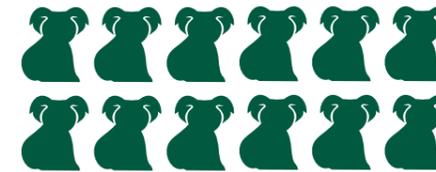
 **18.6m**
hectares burned across Australia. 5.3 million hectares burned in NSW alone

Between November 2019 and March 2020, Taronga led emergency interventions to save Koalas, wallabies, Platypus, critically endangered amphibians and even fish from the path of bushfires and from drying waterways. An unprecedented number of animals impacted by bushfire, drought, heatwaves and severe storms were treated at Taronga's two Wildlife Hospitals.

“
The scale of the bushfires that burned across Australia during the spring and summer of 2019/20 was unprecedented.
”

TARONGA'S RESPONSE

Land

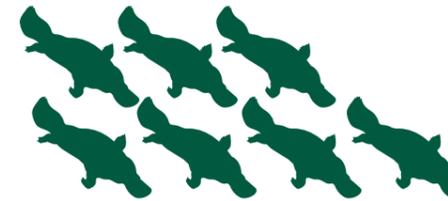


12 **genetically-important Koalas** admitted to **emergency housing** at Taronga Zoo after being rescued from the fire front in Kanangra Boyd National Park



150
Koalas treated for dehydration, starvation and stress

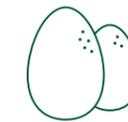
Water



7
Platypus were rescued from drying waterways near Canberra



2
amphibian species were recovered in emergency salvage missions



100
Northern Corroboree Frog Eggs rescued from Fiery Range to be the foundation of an insurance population breeding program

Air



20
orphaned, heat-affected **Grey-headed Flying-foxes** are **fostered and hand-raised** by Taronga's people

CONSERVATION OUTCOMES

Actively participate in wildlife conservation initiatives that ensure the long-term security of wildlife in suitable eco systems and habitats.

Key Achievements

Leading Bushfire Recovery Efforts

Following one of the worst droughts in Australia's history, the scale of the bushfires that burned across Australia during the spring and summer of 2019/20 was unprecedented. These fires had a significant impact on native plants and animals, with an estimated three billion animals lost and displaced. The bushfires galvanised action and Taronga played a leading role in both the immediate rescue of wildlife, the rehabilitation of injured animals and the long-term recovery of threatened species that were heavily impacted. Our veterinarians and veterinary nurses were on the frontline working around the clock in emergency triage centres, whilst also treating injured and dehydrated animals in our wildlife hospitals. During this time, Taronga provided treatment and care for more than 150 Koalas, among many other animals. Taronga's conservation and keeping teams worked with partners on the emergency rescue of critically endangered Booroolong Frogs, Platypus and Koalas to save them from fire fronts and drying river systems.

Completion of the Lord Howe Island Woodhen and Currawong Management Project

Taronga was a proud strategic partner in the delivery of the Lord Howe Island (LHI) Rodent Eradication Project (REP), the biggest attempt ever undertaken to completely eradicate rodents from a permanently inhabited island. Taronga was responsible for the veterinary care, husbandry and management of two bird species identified as vulnerable to the baiting process, the endangered and endemic LHI Woodhen and LHI Pied Currawong.

The team designed a state of the art, rodent proof facility to house the birds over a nine-month period during the eradication process. A total of 33 Taronga keeping and veterinary employees were relocated to the island over this period. At the completion of baiting, the birds were successfully returned to the wild with post release monitoring which has demonstrated excellent breeding and reestablishment into their former territories.

Sanctuary Eradication, Greater Bilby Introduction and Breeding Success

The eradication program to remove all foxes, cats and rabbits from the 110 hectare Greater Bilby breeding sanctuary site was implemented in January 2018 with quick success confirming fox and cat eradication by September 2018. Achieving rabbit eradication, vital to optimise conditions for bilby introduction, proved challenging. Applying an adaptive management philosophy and novel control measures, rabbit eradication was eventually achieved in September 2019.

A founding cohort of eight females and eight male Greater Bilbies were released to the Sanctuary in spring 2019, a further five individuals will be released in spring 2020. Significant breeding activity has been observed. Monitoring as of April 2020 indicated up to 10 offspring are independent with a further nine in pouch and the total known population was 33 individuals.

A population growth rate of 54.5% and a net population increase of 118.7% over six months has exceeded expectations and would not have been achieved without prudent drought management controls.

Reintroduction of Blue-tailed Skinks to Christmas Island

During the last year, Taronga undertook the first two reintroductions of Blue-tailed Skinks to the wild. This species was endemic to Christmas Island, where it was last seen in the wild in 2010. Just prior to disappearing, an ex-situ population was quickly established and split between Taronga Zoo and a colony on Christmas Island maintained by Parks Australia. Breeding has been very successful at both sites since the program was established.

In September 2019, Taronga and Parks Australia each released 150 skinks onto the island of Pulu Blan in the Cocos Islands. This was followed by the release of 150 skinks from each organisation to the second island of Pulu Blan Madar in March 2020. These are the first efforts to re-establish wild populations of this species, a decade since it disappeared.

Funding Secured for Making the Waves Safe: Non-lethal Shark Deterrents

Taronga's research biologists have secured funding to investigate the effects of pulsed electric fields on shark physiology and behaviour. The aim is to deliver innovative improvements in electronic shark deterrent technology that will save the lives of humans, sharks and other marine life. This work is being undertaken with Macquarie University and other collaborators from around the world and funded through the Australian Research Council (ARC).

New Collaborations for Great Barrier Reef Recovery

Taronga established the first national strategic biobank of wild, living coral cells in 2011. It is the leading organisation in Australia applying cryopreservation technologies for conservation management of the Great Barrier Reef coral ecosystem. Taronga’s two bio-secure CryoDiversity Banks at the Taronga Institute of Science & Learning, Taronga Zoo and Taronga Western Plains Zoo hold the largest collection of frozen living coral reproductive cells in the world, with trillions of sperm banked across 26 species of reef-building coral to date. As part of the Federal Government funded Reef Restoration and Adaptation Program, new collaborations have been established to upscale cryobanking activities over the next four years. The team will continue to work on prioritised coral genotypes of reef building species including those that possess heat tolerance traits and will support reef restoration interventions in development by other teams to help the reef adapt to and recover from the impacts of climate change.

Critically Endangered Regent Honeyeater: Expansion and Release to the Wild

Taronga Western Plains Zoo commenced involvement in the Regent Honeyeater conservation breeding program, with the expansion of the program to three purpose-built facilities in Dubbo, constructed to house four pairs of birds. The birds have settled into their new home and are approaching their first breeding season. The Regent Honeyeater conservation program has been operating for 20 years at Taronga Zoo and this further expansion demonstrates the commitment to saving this critically endangered species.

Mid-June 2020 saw another milestone for the Regent Honeyeater recovery program, with the release of twenty Regent Honeyeaters into the Lower Hunter region, the first in NSW since 2000. The released birds were intensively monitored for up to 10 weeks, some fitted with radio transmitters to inform research and data for future releases.

Healthy Chicks: A Step Forward for the Plains-wanderer Recovery Program

The Plains-wanderer has experienced a decline of >90% since 2001, and recent monitoring has found no Plains-wanderers in the wild. A zoo-based program was established at Taronga Western Plains Zoo in 2018 and this year achieved a significant milestone. In early March 2020, the first nest of eggs was identified under a grass tussock and three healthy chicks soon hatched. Managing this complicated hatching event enabled keepers and vets to consolidate and extend their experience with the propagation of this species.

Disrupting Illegal Wildlife Trade through Forensic Science

Taronga is tackling the global problem of wildlife trafficking through disruption of trade across multiple channels, from improved detection at check-points through to forensic tools for identifying wildlife fraud. In 2019/20, the Taronga team secured over \$1 million in philanthropic and corporate funding to aid this cause, establishing a new joint Forensic Scientist position with the University of NSW. Taronga has also partnered with Rapiscan technology to develop algorithms to identify smuggled wildlife in airports and the postal service. Rapiscan is an international supplier of detectors and x-ray machines for screening airport luggage and cargo and will work with the science team to develop another tool in the fight against the illegal wildlife trade.

“Mid-June 2020 saw another milestone for the Regent Honeyeater recovery program, with twenty released into the Lower Hunter region.”



PERFORMANCE INDICATORS	Target by 2020	Definition	2018/19	2019/20
Wildlife Conservation Wildlife in Taronga’s care has an identified and communicated role in conservation	100%	Percentage is assessed via the Animal Population Assessment tool	90%	90%

Conservation Science

As the issues facing our natural world become increasingly urgent and complex, a combination of evidence-based science and effective action continue to underpin Taronga’s position in the conservation landscape. Taronga has a core science team, and the broader scientific expertise continues to grow across the organisation. This expertise, coupled with the Taronga Institute of Science & Learning, is driving the next era of conservation science at Taronga and its role as a conservation leader.

In the Water

Taronga and collaborators are continuing their work to safeguard the genetic diversity and health of the Great Barrier Reef by cryopreserving cells of reef-building coral species from the annual spawning event. In November 2019, a team of research biologists from Taronga and the Australian Institute of Marine Science collected and cryopreserved gametes from corals that were sourced from reefs close to Townsville and from a new location, the Keppel Islands in the southern reaches of the Great Barrier Reef. Samples were banked from 79 individual colonies of 15 different coral species, with five new species being added to the CryoDiversity Bank this year. This brings the total number of species banked to 26. Taronga’s project team also optimised methodologies for the assessment of sperm motility and concentration using computer-assisted sperm analysis (CASA) software. This is an important step forward in standardising sperm sample quality assurance, improving the efficiency of sperm cryo-processing and a new approach shows promise for application during in vitro fertilisation procedures. Taronga’s bank remains the largest collection of living, cryopreserved coral cells in the world and will contribute to future reef conservation efforts by providing reproductive material for selective breeding of known coral lineages for reef restoration and repair.

An ARC Linkage Project grant with Macquarie University and partners including the NSW Department of Primary Industries, builds on our recent discovery that White Sharks do not attack counter-illuminated (light emitting) seal-shaped decoys and uses new information about shark vision to understand why this ‘camouflage’ is so successful. The project will also help to protect threatened



Greater Bilby with tracker released into The Sanctuary – Rick Stevens

shark species by reducing our reliance on culling programs to keep people safe in the water. As part of this work, a project on the relationship between environmental variables and the likelihood of a shark attack in Australian waters has also been published in Marine Ecology Progress Series. Predictive models for risk of attack using data from the Taronga-curated Australian Shark Attack File over a 101-year period (1915–2015), suggests that such relationships do exist, but that the environmental predictors differ depending on the species of shark responsible for the attack. For example, Tiger Shark attack risk increased significantly with rainfall. Information from these models has great potential for integration in alert systems that can help water users to make more informed decisions before entering the water.

On the Land

Taronga worked with partners to translocate 296 Blue-tailed Skinks from Taronga and Christmas Island National Park breeding facilities to Pulu Blan in the Cocos atoll (Cocos-Keeling National Park) in September 2019. Blue-tailed Skinks are critically endangered and have declined significantly in the wild over the last four decades. The breeding programs at Taronga and Christmas Island originated from 66 skinks taken from the wild in 2009 and the population has now increased to over 1600 individuals. As there are no feasible means to eliminate the greatest threats to the population (Wolf Snakes and Giant Centipedes) from Christmas Island, alternative options for reintroduction to the wild were developed to rescue the species.

Also on Christmas Island, Taronga’s scientists are investigating the ecology and health of the critically endangered Christmas Island Flying-fox, the Island’s last remaining indigenous mammal that serves a crucial role in pollination and seed dispersal. In collaboration with the University of Sydney, Parks Australia and Western Sydney University, the team is currently investigating the impact of heavy metal exposure on the decline of the Christmas Island Flying-fox and determining the impact of diet on the health and reproduction of this species. The aim is to assess whether heavy metal exposure and malnutrition can make the flying foxes more susceptible to infectious disease, as well as identifying potential zoonotic pathogens in the Christmas Island Flying-fox population.

Wildlife health investigations continued for The Australian Registry of Wildlife Health, particularly during and after the recent drought and bushfire events where conditions have been ideal for the emergence of previously unknown pathogenic agents. With this activity receiving grant funding from the Australian Government, the team investigated diseases emergent in wildlife rehabilitation centres and in free-ranging wildlife and are expanding current diagnostic services to increase the likelihood of early detection of emergent novel bat-borne and other wildlife associated pathogens. This work assists in achieving a rapid diagnosis, risk assessment and communication among stakeholders to support timely response and harm mitigation. Notably, the Registry conducted 18 wildlife investigations (comprising



Taronga leads several priority strategies in national threatened species recovery programs.



approximately 340 individual animal cases) as part of existing service level agreements with NSW Department of Planning, Industry and Environment and Parks Australia, including a potential emergent viral disease syndrome in macropods.

Research that drives our understanding of ecosystem process and threats to species and habitats continued for wildlife ranging from Koala populations in peri-urban environments; to the Dingo, an important apex predator in the Australian landscape, to the Sulphur-crested Cockatoo and Australian Brush Turkey, which are common yet poorly understood bird species relative to their life history and behavioural ecology. Taronga's Conservation Behaviour Lab has continued its focus on understanding how behavioural ecology influences species' resilience and the success of conservation actions, as well as the welfare of animals in Taronga's care. The team has worked closely with Zoo and external collaborators to enhance conservation programs, including the Regent Honeyeater breed for release program. This research aims to identify traits that improve the success of birds released into the wild, assisting future husbandry and recovery program planning. Genomic techniques are also being used to assess genetic relatedness between Regent Honeyeaters in the breeding program and examine how genetic diversity influences breeding success.

Australian Shark Attack File

The Australian Shark Attack File (ASAF) has built on existing national partnerships with state government agencies including Department of Primary Industries and Surf Life Saving Australia. It continues to work to compile unbiased shark attack statistics and report this data to the International Shark Attack File. In February 2020, the ASAF presented its findings and discussed its capacity on a national landscape, at the International Shark Mitigation Workshop at Flinders University in Adelaide. The workshop resulted in the submission of a joint scientific paper.

Selective data has also been shared with both national and international universities and the ASAF supported various media productions including two documentaries in production by Beyond Productions and The Hype Project.

In 2019/20, the ASAF investigated 25 shark attacks, three of which were fatalities. Twenty-two of the 25 cases were unprovoked incidents and NSW and QLD once again recorded the highest number of total incidents, with nine incidents for each state. Summary information and educational material is accessible to the public on Taronga's website.

Threatened Species Recovery and Partnerships

Taronga leads several priority strategies in national threatened species recovery programs for species such as Regent Honeyeater, Plains-wanderer and the Greater Bilby. In total, Taronga plays a leading role on 15 national and state-based recovery programs and contributes to many more. Collaboration is vital to the success of any conservation endeavour, and Taronga partners with government agencies and non-government organisations to deliver conservation outcomes for wildlife, habitat and communities.

Alongside the 15 threatened species recovery programs, Taronga also provides financial and technical support to many conservation organisations. Through Taronga's Conservation Partnerships and Field Grants program, 28 projects have been supported, delivering frontline conservation action across Australia and around the world.

Lasting conservation outcomes can only be achieved when communities are engaged, habitats are healthy, and wildlife is protected. When identifying partners or projects to support, Taronga seeks out those who align with its holistic 360-degree approach to conservation, focusing on wildlife, habitat and communities.

Highlight Project with Community Focus

Black Mamba All-Woman Anti-Poaching Unit: Bush Babies Education Program: Transfrontier Africa

The Black Mamba All-Woman Anti-Poaching Unit was developed to inspire and empower young women from the tribal communities in the Balule area, South Africa, to take responsibility for protecting wildlife. The anti-poaching units patrol the protected area day and night to safeguard iconic species such as rhinos and elephants, from illegal hunting and trapping. These young women patrol and report, intercept and manage wildlife in their tribal areas. As a result, they uplift their families residing in the adjacent communities, and become role models for younger generations and their peers.

The Black Mambas also implemented the Bush Babies Education Program, which is an educational initiative in 13 primary schools that raises awareness of the importance of conservation to the next generation. The Bush Babies have introduced new programs for the 2020 academic year, tailored to different age groups, expanding the program to over 2500 students.

Highlight Project with Species Focus

Creating a Refuge from Amphibian Chytrid Fungus for the Critically Endangered Mountain Chicken in its Native Range: Durrell Wildlife Conservation Trust, Caribbean

The Mountain Chicken, a Critically Endangered giant frog found on only two Caribbean islands, has been decimated by the fungal disease chytridiomycosis. This project aimed to establish disease-free enclosures on Montserrat for the release of zoo-bred frogs, by manipulating the environment within the release enclosures to enable a population of zoo-bred Mountain Chickens to survive long-term.

The team worked on in-situ mitigation techniques to consistently heat water to 28-33°C, above the thermal maxima for the chytrid fungus. In 2019, 27 frogs from the population kept at Durrell Wildlife Park, were released into these in-situ enclosures and monitored over the following months on their survival, breeding and infection dynamics. This represents a major achievement as, for the first time in a decade, there is a population of Mountain Chicken surviving in the wild in Montserrat, for almost 12 months.

Highlight Projects with Habitat Focus

Rehabilitation of the W National Park Ecosystem in Niger: TREEAID

This project aims to protect and restore the ecosystem of W National Park in Niger. Local communities remove forest resources at unsustainable levels, resulting in habitat loss and human-wildlife conflicts. With Taronga's support, 12 communities around Park W will be encouraged to adopt sustainable land management, to reduce pressure, protect and restore W National Park, which will strengthen the integrity of the UNESCO World Heritage Site W Trans-Boundary Biosphere Reserve (WTBR). The communities are being trained on assisted natural regeneration, soil and water conservation techniques and tree planting and care. The aim is to plant about 40,000 indigenous tree seedlings.

Commitment to Sumatran Legacy Species

Taronga has made significant progress in Sumatra, particularly setting up the frameworks and agreements for collaboration as well as continuing to build important relationships with local NGOs and Government. A cornerstone achievement was signing a reforestation agreement with the International Rhino Foundation, which will see a pilot plot of 25HA of the Way Kambas National Park restored through tree planting, land management and community engagement over the next two years.

The last 12 months has also seen an increasingly nuanced understanding of the key issues facing the five Sumatran Legacy Species, identifying gaps in conservation plans and where Taronga expertise can be valuable. This will inform the future 360-degree conservation plan for the Sumatran Legacy Species, which is currently in development.

Commitment to Australian Legacy Species

Significant progress continues on Taronga's six Australian Legacy Species conservation projects. In the past year about 900 Northern and Southern Corroboree Frog eggs were released to the wild and research programs continue to deliver strategies to maximise breeding and release success. The aviaries for the expansion of the Regent Honeyeater breeding program to Taronga Western Plains Zoo (TWPZ) are now complete and the first eight birds were transferred to TWPZ in late

2019. In the first half of 2020 a significant Spotted Gum flowering event favoured the release of 20 Regent Honeyeaters to the wild in the Lower Hunter region, the first in NSW in 20 years. Sixteen Greater Bilbies were released to The Sanctuary in spring 2019 whereby significant breeding activity took place with 10 independent offspring and nine in pouch begin observed in April 2020, exceeding the programs expectations.

Building on Taronga's commitment to Marine Turtles, the conservation science and recovery teams developed a robust three-year program to identify the origins of, and biologically important habitat for, Green Turtles in NSW. Taronga has partnered with a number of organisations to sample Green Turtles along the NSW coast to identify their origins and foraging grounds in NSW, providing important information to improve the management and conservation of the species. Over 50 Green Turtle samples have been collected so far from participating institutions and sent to the labs at the Taronga Institute of Science & Learning for analysis.

In 2019/20, Taronga was inundated with requests to rescue wild Platypus from drying and vulnerable waterways. In an emergency rescue response, Taronga's recovery teams were able to assist Tidbinbilla Nature Reserve and rescue seven Platypus from drought effected creeks in the ACT. Taronga will be able to build on their capacity to respond to drought and fire events with funding now secured through a partnership with RSPCA to build facilities at Taronga Zoo Sydney to house Platypus and other aquatic species as a refuge during extreme weather events. The facility will rehabilitate animals and prepare them for release back to the wild and provide new hope for this vulnerable native species.

In October 2019, Taronga announced the Koala as our 11th Legacy Species. This is more critical than ever following the devastating bushfires of the 2019/20 summer. Taronga is working with partners to recover Koalas and their habitat across the state, focussing on the establishment of a breed for release program, targeted habitat restoration and scientific programs into health, translocation and nutrition. Our veterinary education programs are an integral part of the NSW Koala Strategy, and with Taronga's veterinarians and veterinary nurses treating more than 100 Koalas across the 2019/20 bushfire season, Taronga is well placed to lead in the rescue and recovery of this species.

Key Projects Snapshot

Community

Who: Black Mamba All-woman Anti-poaching Unit
What: Bush Babies education program
Where: Transfrontier, Africa



2,500 students

13 primary schools

Wildlife

Who: Durrell Wildlife Conservation Trust
What: Refuge from Amphibian Chytrid Fungus for the critically endangered Mountain Chicken Frog
Where: Montserrat, Caribbean



27 Mountain Chicken Frogs released into in-situ enclosures

1st time in 10 years there has been a wild population for 12 months

Habitat

Who: TREEAID
What: Rehabilitation of the Park W Ecosystem
Where: Niger, Africa



12 communities encouraged to adopt sustainable land management

40,000 indigenous tree seedlings are aimed to be planted

WILDLIFE IN OUR CARE

Be a leader in the care and presentation of wildlife, providing positive welfare, dignity and respect for all.

Key Achievements

Giraffe Relocations and Training

Taronga has successfully completed two major Giraffe transfers for the opening of the newly built African Savannah precinct at Taronga Zoo. After two years of being housed in a temporary facility while the precinct was under construction, Taronga Zoo's two resident Giraffe were successfully moved in May 2020 to their new state-of-the-art home. After years of planning and training, each Giraffe walked into a modified trailer and was individually transported without the need for veterinary intervention or drugs.

The second transfer was completed on the 20th May 2020 with a female and her young male calf transported from Taronga Western Plains Zoo to Taronga Zoo. The process involved extensive planning and training to ensure the transfer went according to plan. This is the first time since 1992 that Taronga Zoo has displayed a Giraffe calf. The Giraffe have become a cohesive herd and are settling well into their new facilities.

Launch of the Taronga Veterinary Professional Training in Wildlife Treatment and Care Course

Taronga was commissioned by the NSW Government as part of the NSW Koala Strategy to design, develop and deliver a continuing education program for veterinary professionals in wildlife treatment and care. The aim of the training is to improve both the knowledge and skills of veterinarians and veterinary nurses to effectively treat and manage wildlife patients. This was a collaborative effort between multiple teams and has proven to be very successful to date. Taronga received 325 applications for the course, with over 120 effective enrolments at the end of June 2020.

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Taronga has successfully completed two major Giraffe transfers for the opening of the newly built African Savannah precinct at Taronga Zoo.

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Taronga Western Plains Zoo Wildlife Hospital Cares for Increased Koala Cases

The Taronga Western Plains Zoo Wildlife Hospital managed an enormous increase in Koala caseload this year, which grew by approximately 500% over the average admissions for previous years. There were 31 individual Koalas admitted to the Wildlife Hospital throughout the course of the year. Many of these were sick, dehydrated and debilitated due to ongoing impacts of the severe drought requiring intensive veterinary management.

International Transfer of Platypus

After several years of planning, Taronga Zoo safely delivered two Platypus into the care of San Diego Safari Park in California, USA. This is the first time Platypus have been transferred overseas in more than 60 years and required significant planning and preparation. The Platypus now live in a new specifically built habitat at San Diego Safari Park that includes three pools, naturalistic river banks, extensive tunnels and a nesting area. They are reported to be thriving in their new home. These Platypuses have a vital role to play in communicating the importance of healthy waterways for both humans and wildlife, and San Diego Zoo Global has pledged an ongoing commitment of funds for field conservation for this species.

Successful Treatment of Hippopotamus for Tetanus

Taronga Western Plains Zoo's veterinary team successfully treated a young hippopotamus for tetanus. The hippopotamus presented with lockjaw, a spasm of the muscles of the jaw, which prevented her from eating. Treatment and supportive care delivered by the Wildlife Hospital team and keepers facilitated the hippopotamus' recovery. This included anaesthetic events on 32 occasions over a period of six weeks to feed via stomach tube. She is now on the road to recovery because of intensive treatment and supportive care.

Breeding Success

Taronga Western Plains Zoo had another successful year with key conservation breeding programs welcoming new arrivals. This included the birth of a hippopotamus calf, Giraffe calf, White Rhinoceros calf, three Asian Small-clawed Otter pups, two Plains-wanderer chicks, and 19 Greater Bilby joeys. The breeding success is a testament to the dedication and knowledge of the keepers overseeing the programs, particularly during severe drought.

Taronga Zoo achieved significant breeding results for a number of Australian species including one Southern Hairy-nosed Wombat, two Greater Bilby joeys, 55 Southern Corroboree Frog, 45 Bellinger River Turtle hatchlings, 388 Blue-tailed Skinks, 45 Lister's Geckos, one Koala joey, one Yellow-bellied Glider joey, one Feathertail Glider, 23 Regent Honeyeater chicks, and for the first time, a Swift Parrot chick. Key achievements in exotic species include one Francoise Langur and four critically endangered Cotton-top Tamarin.

PERFORMANCE INDICATORS	Target	Definition	2018/19	2019/20
Wildlife at our Zoos are independently assessed as being in a positive welfare state	100%	Assessment is conducted of the wildlife on site. ZAA accreditation will be used until the Taronga tool is created and implemented	100%	100%
Number of avoidable animal welfare incidents	5	Incident is assessed as avoidable by the Taronga Animal Welfare Committee	5	5
Animal welfare incidents are remediated within 24 hours	100%	Actions are implemented within 24 hours to begin to address a welfare incident or negative welfare assessment is addressed	100%	100%
Number of wildlife rehabilitation cases	1,500	Number of cases treated at TZ and TWPZ	1,332	1,546

Taronga Zoo

The Wildlife team at Taronga Zoo continued to strive to be a leader in the care and presentation of wildlife. The focus remains on providing the highest level of care and welfare, while also offering opportunities for guests to connect with and understand wildlife. Through this foundation of connection and understanding, Taronga aims to empower people to take actions to reduce threats to wildlife and ecosystems and to create a better world for all.

In response to the severe drought and bushfires of 2019/20 Taronga Zoo participated in the direct recovery of a number of species. Emergency housing was set up for 12 Koalas from the Kanangra Boyd National Park. These Koalas all came into care in quite good health and increased the number of Koalas cared for at Taronga Zoo by 50%. Being highly selective specialist feeders, keepers and horticulturists were challenged with sourcing enough appropriate eucalypt, which was harvested from private properties, a government defence site, from the road side or by liaising with arborists who were felling the appropriate species. Additionally, keepers participated in emergency salvage missions of two amphibian species. The Booroolong Frog and the Northern Corroboree Frog were both affected drastically by the recent drought and bushfires. Taronga is developing a breeding facility for the Northern Corroboree Frog and in early 2020, 100 eggs were secured from wild ranges in Kosciusko National Park to be the foundation of an insurance population breeding program.

With the challenges of COVID-19 the Keeping teams adapted operations to include COVIDSafe practices and maintain best animal welfare, care and safe working methods. During these challenging times, and during the first ever extended Zoos closure, the animals in Taronga's care maintained consistent routines and received high quality care. The animals that normally participate in presentations such as the Taronga's Free Flight Bird Show continued with daily training sessions to maintain fitness levels and ensure behavioural enrichment was preserved.

Taronga's keepers developed and employed innovative training and conditioning programs to assist with transferring animals into the new African Savannah redevelopment, which was completed in May 2020. The first species to return to the Savannah were Taronga Zoo's Giraffe, whereby keepers successfully acclimatised each individual Giraffe to walk into a customised open-top trailer and secure them for transport. These Giraffes were soon joined by two other Giraffes and two Plains Zebra, from Taronga Western Plains Zoo. The animals adjusted to their new environment and each other quickly and they can now be seen roaming the Savannah together. Further additions to Savannah included Meerkats and Fennec Fox, as well as two male African Lions who were transferred from Werribee Open Range Zoo in Victoria. The lions are now delighting guests as they explore their new 2000+ sqm habitat. This is the first time in five years that African Lions have been displayed at Taronga Zoo.

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100 eggs were secured from Firey Range.
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Taronga Western Plains Zoo

The Wildlife team at Taronga Western Plains Zoo is responsible for planning and managing over 58 species, a number of these are listed as endangered or critically endangered. The past year saw several new additions to key breeding conservation programs and significant program achievements.

The native conservation breeding programs for the Greater Bilby and Plains-wanderer resulted in successful breeding for both programs. Two Plains-wanderer chicks were born heralding the first breeding success for this critically endangered bird species. The Greater Bilby conservation breeding program welcomed over 19 Greater Bilby joeys since the program commenced in October 2019. The habitat in The Sanctuary has improved greatly following recent rainfall since February 2020 and helped produce an abundance of food and optimum conditions for breeding for the Greater Bilby.





White Rhinoceros Calf and Mother – Rick Stevens

“
Another successful year with the birth of a female White Rhinoceros calf and confirmation of a pregnant Black Rhinoceros female.
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Breeding success was also achieved for the Giraffe with two calves born. Five Giraffe including a mother and calf were transferred out of the main breeding herd with three males joining the bachelor herd on the African Savannah and the mother and calf being transferred to Taronga Zoo. This was the first time in Australia that a mother and calf were transferred between two zoos.

This year marked another successful year with the birth of a female White Rhinoceros calf and the confirmation of a pregnant Black Rhinoceros female. The Black Rhinoceros program continued its collaboration with the CSU dental specialist to continue ground-breaking dental health program for the Black Rhinoceros at Taronga Western Plains Zoo.

The team also welcomed a female hippopotamus calf, the third offspring for mother 'Cuddles'. At the same time juvenile hippopotamus 'Kendi' started exhibited symptoms of tetanus with lock-jaw and the inability to eat. Keepers along with the veterinary team undertook regular intensive veterinary intervention including tube feeding and supportive treatment for the hippopotamus for over a month with the individual slowly recovering.

Five Asian Small-clawed Otter pups were born in late April 2020. This was the second litter for parents 'Jafar' and 'Harry'. The remaining three pups have undergone their first health check and were given a clean bill of health.

'Gung' the bull Asian Elephant has continued training and conditioning for semen collection. The process is progressing well despite 'Gung's' irregular musth cycles. The elephant herd have also benefited from a monthly delivery of pineapple plants that has assisted greatly with browse supply for elephants particularly during the drought conditions.

Breeding success continued this year for the Ring-tailed Lemur breeding program with three females born. This is the third successful

breeding season for father 'Dia' who has sired 12 offspring at Taronga Western Plains Zoo and will now retire from breeding to allow another male to join the group and introduce new genetics into the regional population.

A female zebra foal was welcomed to the herd whilst two zebra were transferred to Taronga Zoo Sydney. Two Takhi foals were also born for this critically endangered species and soon became a highlight of the Wild Herds precinct.

The severe drought had taken its toll on pastures across the Zoo. During the temporary closure period the Eland, Fallow Deer, Takhi and goat herds were transferred to behind-the-scenes holding facilities to allow maintenance and re-seeding of pasture on these exhibits. Consistent rainfall from February 2020 has seen pasture improve greatly and animals return to these exhibits.

The new Waterhole precinct was completed and opened in June 2020, a second Meerkat group was the first animal to move into the new precinct and settle in along with the additional Barbary Sheep herd and Addax herd. The new precinct features purpose-built night yards and holding areas to improve animal husbandry for the species in this area.

Conservation Program and Population Management Program

Taronga Zoo and Taronga Western Plains Zoo participate in more than 65 breeding programs coordinated as part of regional or global species management programs, or directly contributing to wildlife agency endorsed species recovery actions. These programs are essential for maintaining the conservation value of zoo-based animal populations now and into the future.

In addition to participating in these programs, Taronga hosts 23 species management positions with Taronga employees coordinating these programs on behalf of the Australasian region. These team members receive training in small population management to guide animal transfer and breeding recommendations that consider genetic and demographic parameters and marry these against species biology and behaviour. With the Australasian Zoo and Aquarium Association overseeing just over 100 managed programs, Taronga's contribution of 23 coordinators is significant to the success of zoo-based conservation breeding programs.

Taronga's Commitment to Ethical Acquisition and Transfer of Animals

Taronga's Conservation and Population team is responsible for building sustainable animal populations that support Taronga's strategic objectives. The team coordinates the transfer of animals into or out of the two Zoos. This year there were 102 animal transfers carried out with 292 animals transferring into Taronga across both sites and 207 animals transferred to other zoos and wildlife parks. These transfers include the population of key capital works programs including the Wildlife Retreat at Taronga, African Savannah and Taronga Western Plains Zoo Regent Honeyeater and Plains-wanderer conservation facilities.

Taronga Wildlife Hospitals

Taronga's veterinary teams are committed to providing the highest quality health care for the animals and wildlife admitted to Wildlife Hospitals in both Sydney and Dubbo. Delivery of the veterinary health program is a key component of Taronga's commitment to best practice animal welfare, biosecurity, conservation and science.

The Wildlife Hospitals at both Sydney and Dubbo operate under a veterinary calendar of preventative medicine, ensuring the health and well-being of animals is prioritised. Oversight of a preventative healthcare regime focused on the development of quarantine, vaccination and disease surveillance programs, is conducted alongside the work of Taronga's Animal Nutrition Centre, Behavioural Studies Unit, welfare team and zoo keepers to ensure a holistic approach to continuous improvement in animal health and care. Additionally, Taronga provides consultancy services to other zoos and wildlife and welfare agencies.

Taronga Zoo

Much of the Taronga Wildlife Hospital team's work this year was dominated by the drought and bushfire crisis. Veterinarians and nurses were deployed to Victoria to work in triage centres and at Melbourne Zoo. Health care was provided to Koalas impacted by bushfires, Grey-headed Flying-foxes impacted by heat waves, and Platypus impacted by drought. An e-learning module to train veterinarians and nurses on Assessment, Triage and Treatment of Bushfire Affected Wildlife was developed. This module has been incorporated into a comprehensive Veterinary Professional Training in Wildlife Treatment and Care online course.

The Taronga Wildlife Hospital contributes to and participates in a number of in-situ and ex-situ conservation programs. Veterinary input into the Lord Howe Island Rodent Eradication program was substantial, primarily focussing on the health care, disease screening and management of Lord Howe Island Woodhen and Currawongs. This year the team also conducted pre-release health screening of Regent Honeyeaters, Bellinger River Turtles and Christmas Island Blue-tailed Skinks; provided veterinary expertise for translocation of Bridled Nail-tail Wallabies from Scotia Wildlife Sanctuary to Pilliga State Conservation Area and National Park; and as a contribution to Taronga's Sumatran Legacy Species, provided anaesthesia and surgical expertise to a rescued Malayan Sun Bear in Kalimantan with the Orangutan Foundation International.

Wildlife Snapshot

Animal Births

- 1 Swift Parrot chick for the very first time at Taronga and... 
- 3 Asian Small-clawed Otter pups 
- 4 Cotton-top Tamarins 
- 1 Feathertail Glider joey 
- 1 Francois Langur 
- 1 Giraffe calf 
- 21 Greater Bilby joeys 
- 1 Hippopotamus calf 
- 1 Koala joey 
- 55 Southern Corroboree frogs 
- 2 Plains-wanderer chicks 
- 23 Regent Honeyeater chicks 
- 1 Southern Hairy-nosed Wombat joey 
- 1 White Rhino calf 
- 1 Yellow-bellied Glider joey 

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Taronga's Wildlife Hospitals received 1546 sick, injured or orphaned native animals for treatment and rehabilitation.
 ”

With the Savannah and Upper Australia developments, multiple transactions and internal movements required, veterinary input included pre-shipment examinations and post-arrival quarantine and examinations. A significant transaction was the export of two Platypus to San Diego Zoo Safari Park. Health screening of the Platypus and training of a San Diego Zoo Safari Park veterinarian and nurse was undertaken to ensure the successful transfer.

Taronga Western Plains Zoo

Taronga Western Plains Zoo manages the largest group of rhinoceros in human care in Australia. The rhinos required significant veterinary investment this year to ensure optimal health and reproductive outcomes. The TWPZ Veterinary Team successfully treated a neonatal White Rhinoceros that had become separated from its mother, and enrolled another young adult female White Rhinoceros in a reproductive ultrasound program to ensure optimal fertility. Successfully, pregnancy was confirmed in a Black Rhinoceros and a second adult female Black Rhinoceros is currently undergoing veterinary reproductive ultrasound surveillance to facilitate accurate breeding introductions.

TWPZ's veterinary team were busy with remedial hoof care this year undertaking a program of ongoing podiatry for the Takhi herd to address an epidemic of hoof wall separation known as white line disease. In total, 49 separate anaesthetic events were undertaken to address hoof pathology in 12 individual horses and hoof lesions were resolved in all patients.

Zoological medicine often presents unique or unusual cases requiring a creative approach to investigation and treatment. An aged female Sumatran Tiger developed anaesthetic complications during a routine dental procedure being undertaken by a specialist veterinary dentist in Dubbo. The animal recovered consciousness but was uncoordinated, weak and appeared to be totally blind. Intensive veterinary management and strategic supportive care by her keepers facilitated the animal's recovery over a period of months.

Vaccination is a component of the Zoo's preventative health program. The veterinarians elected to vaccinate various species in their care based on a consideration of the risk of the disease versus the risk associated with using vaccines developed for domestic animals. TWPZ Veterinarians reviewed the Zoo's tetanus vaccination regimens when a Common Hippopotamus, previously considered to be relatively resistant to the disease, presented with consistent signs including lock-jaw and an inability to eat. The patient was successfully treated and hippopotamus were added to the Zoo's routine tetanus vaccination program.

Wildlife Rehabilitation

The Taronga Wildlife Hospital rehabilitation programs provide a veterinary and rehabilitation facility for the assessment and treatment of sick, injured and orphaned free-ranging wild animals. Our people are highly experienced in the safe and humane handling and temporary housing of wildlife and in the diagnosis, management and treatment of illness. The interface with free-ranging animals and state-wide carer networks facilitates monitoring for significant emerging wildlife disease issues and threatening processes such as bushfires and drought.

The Taronga Wildlife Hospital received 937 sick, injured or orphaned native animals for treatment and rehabilitation. These included 421 Birds, 423 mammals, 82 reptiles, nine amphibians and two fish. These animals were brought to the Wildlife Hospital by government wildlife authorities, wildlife rescue groups, and local community members.

Taronga Wildlife Hospital received three juvenile Platypus during February, which is much higher than our average of one every three to four years. The Platypus were likely impacted by drought, with one surviving after intensive care, complex feeding regimes and treatment for a deep fungal skin infection. She has now joined the Taronga breeding program. Forty seabirds of various species were presented after severe storms swept the New South Wales coast. All birds were thin, exhausted and dehydrated. Despite intensive care, only nine Sooty Terns and a Gould's Petrel survived and were released.

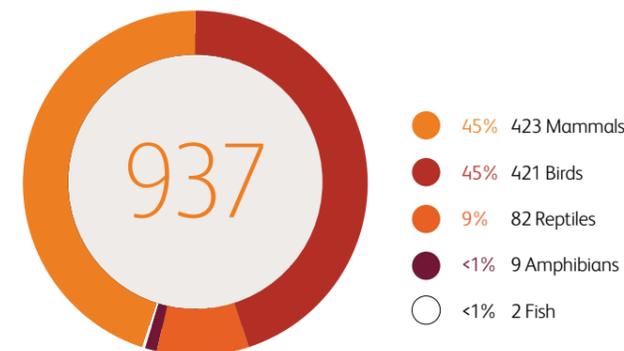
During the year 22 endangered marine turtles were admitted, including 12 Green Turtles, six Hawksbill Turtles, two Loggerhead Turtles and two Flatback Turtles. Five turtles were released with satellite trackers, enabling Taronga to monitor their movements and survival after rehabilitation, and identify critical habitat for marine turtles within the Sydney basin.

The Taronga Western Plains Zoo Wildlife Hospital had over 600 admissions this year encompassing numerous species representative of the diverse assemblage of taxa endemic to Central Western NSW. Wild animal patients are predisposed to disease and injury by numerous anthropogenic threatening processes. In western NSW habitat loss due to land clearing has increased pressure on Koala populations. The concurrent drought has driven a spike in Koala admissions to the TWPZ Wildlife Hospital this year during which the Koala caseload grew by approximately 500%. The Wildlife Hospital admitted 31 individual Koalas many of these were sick, dehydrated and debilitated requiring intensive veterinary management.

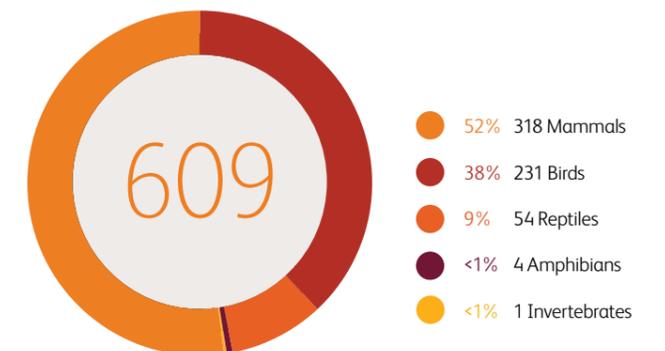


Drought and bushfire affected juvenile Grey-headed Flying-fox health check – Chris Wheeler

Total Animals Admitted to Taronga Wildlife Hospital



Total Animals Admitted to Taronga Western Plains Zoo Wildlife Hospital



EXCELLENCE *in* CONSERVATION EDUCATION

Increase participation and inspire action for the wild through innovative and authentic education programs.

SENIOR EDUCATION OFFICER MATTHEW NELSON WITH SHINGLEBACK LIZARD — MILOS MLYNARIK

Key Achievements

Who's Who in the Zoo Documentary Series

2020 saw an independently made 10-part documentary series, filmed exclusively at Taronga's two Zoos, air in Australia, New Zealand, the UK and the US. With very high ratings achieved, the documentary series took Taronga's lifesaving and ground-breaking conservation work straight to the living rooms and mobile devices of tens of millions of people right around the world. Featuring the work of Taronga's Wildlife Hospitals during the droughts and the bushfire, the development of new exhibits, the sad loss of 'Nyota', Taronga Zoo's eldest resident Giraffe and many other highs and lows of life at both Zoos, the series delighted and educated people of every age.

Taronga-University of Sydney Education Alliance

Taronga has now completed the first 18 months of teaching into the Bachelor of Science/Bachelor of Advanced Studies (Taronga Wildlife Conservation) with 110+ students now in the degree stream. The Taronga-University Degree Programs team have taught a total of 1,296 students from various degree streams throughout 2019/20. Due to COVID-19 restrictions, Semester 1, 2020 face-to-face classes were successfully transitioned to virtual learning in March through to June 2020. This included delivering 15 virtual lectures and 9 virtual practicals for a total of 371 students during this three-month period.

Taronga Training Institute: Virtual Learning

In response to COVID-19, all Taronga Training Institute (TTI) theory classes transitioned to virtual classrooms in late March 2020. Theory classes for students, located in Sydney, Dubbo, Perth, Melbourne and Adelaide, were delivered via trainers in a 'virtual classroom'. In addition to this, all units were pre-recorded in the event a student struggled with internet service during a class. TTI also started their own YouTube channel for 'student only access' so students could watch content they would normally have experienced firsthand at the Zoos. These new resources are now valuable for future course delivery. From March until June 2020, more than 70 classes were delivered virtually by the TTI team.

Burbangana Program: Social Return of Investment Report

Since 2005, the Burbangana program has provided trauma effected young people with the opportunity to connect to Country, culture and wildlife. To understand the impacts of this program, Social Ventures Australia has completed two Social Return of Investment (SROI) reports; an internationally-recognised framework for understanding, measuring, and valuing social, economic and environmental outcomes.

The first report, completed in 2010, concluded that for every \$1 invested there was \$1.78 of social and economic value created. In 2020 a second report showed that for every \$1 invested there was \$2.10 of social and economic value created. It also highlighted four key insights of achievements; long-term engagement is crucial, the importance of developing trust and a sense of belonging, providing a strong cultural connection, and the potential for cost savings to government through promoting independence.

The 2020 SROI report reinforces the positive impact of the Burbangana program and the relationship between Taronga and the Department of Community and Justice Services, supporting the importance of continuing to develop opportunities to positively change the lives of vulnerable young people.

YATZ Digital Engagement

Taronga's Youth at the Zoo (YATZ) volunteering program has seen its largest increase in memberships over the last 12 months. During the April 2020 school holidays, a new digital offering was created and delivered to ensure a continuing high level of engagement. Highlights from this digital offering included; Taronga's Backyard iNaturalist Project recording over 20,000 fauna and flora observations, YATZeD video conferencing workshops focusing on well-being and education, and YATZ 'for all of us' information sharing sessions with TTI students and volunteers.

With now over 500 members across both Zoos, all participants are provided with the opportunity to engage in a diverse range of activities on and off site. The digital offering will continue to be part of the YATZ program, building capacity for an increase in memberships, extending Taronga's

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YATZ is extending reach to regional and remote areas and supporting young people in learning more about wildlife, conservation and culture.
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reach to regional and remote areas and supporting young people in learning more about wildlife, conservation and culture.

Global Recognition for Raise Your Palm

Taronga is proud to have received the Outstanding Achievement award at the 2019 Roundtable on Sustainable Palm Oil Excellence Awards for the Raise Your Palm initiative, designed to drive change in consumer behaviour through Taronga's Tiger Trek. These were the inaugural awards and the achievement recognises the role of zoos in championing consumer awareness and sustainable behaviour change.

Curriculum Outreach Program

A visit to Taronga Zoo is an inspirational experience for all school students, however for many learners across New South Wales and Australia, this is not always possible. Taronga Education strives to provide opportunities for those who cannot make it to our locations with new and innovative ways to authentically connect with conservation experts and provide invaluable insights into science in action, inspiring the next generation of informed, global citizens.

The importance of curriculum-linked outreach education programs is undisputed. A highly valued partnership with the NSW Department of Education, has paved the way for a specific project to be funded to address this critical need.

The project includes research, program development, and strategic implementation of innovative educational outreach initiatives that engage students, especially those in rural and remote locations. This work will shape the future of Taronga's outreach opportunities that will drive curiosity and scientific inquiry, involving both Taronga Zoo and Taronga Western Plains Zoo.

Digital Education Programs for K-12

Taronga's commitment to developing and delivering innovative digital education experiences became crucially important from the onset of the COVID-19 impacts on schools, teachers and students. Schools across the country were able to connect with Taronga's experts, animals and conservation work through a diverse range of online learning experiences as students, teachers, and families navigated a challenging situation while transitioning to learning from home. These experiences authentically connected 8,045 students between the 16th March 2020 and 30th June 2020.

The immersive experiences of Taronga Educations' two virtual reality Google Expeditions provided a personal connection to both Zoo locations for many school students, and bespoke video conferencing sessions across six digital platforms allowed for tailored educational experiences with the Taronga Education team. The Wild Snaps photography competition, supported by QBE, encouraged K-12 budding wildlife photographers to

share their impressive photographic talent through more than 1,000 submitted images showcasing local biodiversity.

Endorsed Provider of Registered Professional Development

Building confidence and capacity in NSW school teachers is a critical step in Taronga Education having a meaningful and lasting impact on an increasing number of students from K-12. In February 2020, Taronga Education was successfully recognised by the NSW Education Standards Authority as an endorsed provider of Registered Professional Development. With this endorsement, Taronga Education can invest in the development and future delivery of high quality teacher professional learning utilising a range of delivery methods and innovative technologies. Content delivery is focused on the fields of STEM, Sustainability, Aboriginal & Torres Strait Islander Histories and Cultures, implementation of Science & Technology, and Geography curriculum, and the fostering of interagency partnerships through staff development days and networking events.

Education

Education is one of Taronga's highest priorities. Taronga offers a range of education and learning programs for primary and secondary students through to tertiary, vocational and teacher professional development. These programs are delivered on various platforms both onsite at Taronga's two locations, and as outreach programs within the community and increasingly through digital means.

School Education Programs

All Taronga school education programs are delivered by qualified teachers and curriculum experts, including onsite employees provided by the NSW Department of Education, Catholic Education and Taronga. These leaders in environmental education engage with various teams across Taronga to deliver cutting-edge programs in science, geography, sustainability as well as other key learning areas and inspire the next generation of global citizens and conservation champions.

or while learning from home. This year, student participation in digital outreach programs has grown by 174%. The future of digital education and outreach opportunities was recognised this year through an additional partnership with the NSW Department of Education and the support to recruit a Project Manager focused on researching and scoping opportunities in digital education. The outcomes of this work will shape the strategic development of Taronga's work in digital education and engagement.

Taronga Institute of Science & Learning

With the Taronga Institute of Science & Learning now fully operational, students connecting with Taronga are deeply immersed in rich learning environments with unprecedented access to critical species, ecosystems, science experts and conservation priorities. This is now true not only for face-to-face education programs, but also through new digital outreach programs.

Digital Engagement

Taronga's education team has continued to develop a diverse range of digital education initiatives to ensure students can access the wealth of knowledge, expertise and animals found at Taronga. These new initiatives include Taronga's Ask an Expert Webcast series and LegacyLIVE events delivered from both Zoo sites, Agents of Discovery mission, and the Wild Snaps student photography competition supported by QBE, allowing students to authentically connect with Taronga from the comfort of their own classroom,

Teacher Engagement

Taronga is now a NSW Education Standards Authority (NESA) endorsed provider of Teacher Professional Learning. This certification recognises Taronga as a quality provider of registered professional learning hours, which are an essential component of teacher accreditation in NSW. Prior to COVID-19 restrictions on education programs, all scheduled 2020 Teacher Professional Learning events were at full capacity.

The Taronga Teachers Association (TTA) is a membership group for teachers and school leaders who strive to enhance their knowledge and delivery of environmental education concepts, and deepen their education connection to Taronga. Members can attend exclusive events, access to behind-the-scenes tours, online experiences and professional development sessions. TTA continues to increase its membership base across both Zoo sites, with 974 active primary members. Since the creation of an online membership management platform in October 2019, 263 new members have joined and 122 members have renewed through this accessible and convenient option.

ZooSnooz

ZooSnooz overnight and evening programs had an exceptionally successful end to calendar year during 2019, however was heavily impacted by schools traveling from bushfire-affected areas in December 2019 and COVID-19 in 2020. Despite this, ZooSnooz began the 2020 calendar year 54% ahead on 2018/19 financial results. During these evening experiences, students see a different side of each Zoo through exclusive night and early morning walks and behind-the-scenes keeper talks. At Taronga Zoo, students sleep at the concert lawns tent site or Backyard to Bush house and experience the Taronga Institute of Science & Learning through a Habitat Classroom workshop. Students visiting Taronga Western Plains Zoo are immersed in Billabong Camp, a permanent authentic Australian bush tent site, enjoying meals by the campfire.

Zoomobile

Zoomobile is an outreach program providing an educational animal experience to students who could not visit one of Taronga's sites. This initiative supports the NSW Department of Education's Regional and Remote strategy to ensure equity for all students. The Zoomobile services schools on day incursions and spends three months delivering Biological Diversity Study Days in collaboration with Royal Botanic Gardens & Domain Trust and Australian Museum. Typically delivered at six locations across New South Wales, for the first time ever the program was delivered virtually to over 280 students due to impacts from COVID-19 during 2020.

The education team also deliver week-long country Zoomobile trips in partnership with regional environmental education centres to areas such as Lake Cowal, Coffs Harbour and Warrumbungles. In 2020, regional Zoomobile trips to Bournda and Thalgarrah were impacted by COVID-19 and delivered digitally, creating future opportunities for online collaborative programs with each Environmental Education Centre.

Project In-situ

In its 15th year, Taronga's project-based conservation education program, Project In Situ, involved 1,115 primary and high school students across 14 schools engaging their local community to help save locally threatened species. This year, students participated in projects targeting the Little Penguin and Feather-tail Glider, with new short-format Project In Situ for the Green & Golden Bell Frog and Koala. Students followed the Design Thinking process and were empowered to create STEM-based conservation solutions for their locally endangered species. Working in situ, students learnt about the species through hands-on activities such as habitat regeneration and beach clean ups. A new exception to this for 2020 was Project Penguin, which was delivered as an entirely digital Project In Situ. In both digital and face-to-face programs, conservation experts provide valuable information with secondary school mentors guiding primary students. Since its inception, the program has positively impacted 16 threatened species and over 15,000 students and teachers.

Depth Studies

Depth Studies, a component of all HSC Science courses, are an authentic opportunity for senior students to be inspired by the work of Taronga's conservation and species recovery experts. These immersive full-day programs allow students a genuine deep dive into a scientific concept of their choice and develop their working scientific skills. Taronga continues to provide the opportunity for senior students to connect with educators, scientists and keepers to see science in action, hear first-hand the work Taronga is doing to contribute to the recovery of threatened species, and be inspired to consider a STEM career. To enhance the reach of these highly valuable learning experiences, for the first time Taronga Education now offers Dating with DNA, as a self-guided Depth Study at Taronga Zoo.

Work Experience

This popular vocational program continues to deliver strong learning outcomes for students at both Zoos, with 163 students undertaking work experience with Taronga this year, despite program restrictions during 2020 due to COVID-19. Students shadow and work with keepers across different divisions including native and exotic animals and the Wildlife Hospitals.

Virtual Education Snapshot

Due to the COVID-19 pandemic, classes were moved to virtual classrooms from end of March 2020.

University

 15
University lectures

 9
University practicals

 371
University students

Taronga Training Institute

 100+
Taronga Training Institute classes

K-12

 8,045
students

 2
virtual reality
Google Expeditions

 6
varying digital
platforms utilised

Community and Cultural Programs

Community Zoomobile

Over the last 12 months Taronga Zoo’s Community Zoomobile provided 31,000 preschool students, charities, community groups and aged facilities with a unique opportunity to connect to culture, wildlife and conservation. Delivered with Brewarrina elder, Colin Hardy OAM, Animals of the Dreaming was once again a highlight of this outreach program, bringing together music, song and storytelling to connect students and community to culture in a rich and meaningful way.

Youth at the Zoo

Taronga’s Youth at the Zoo (YATZ) program continues to provide more than 500 youth across both Zoos with the opportunity to volunteer, mentor their peers and increase knowledge and skills around diversity, culture and conservation. This youth engagement program supports all areas throughout the organisation from community campaign activation, wildlife care, holiday programs and Project In Situ. YATZ leaders and mentors were essential in designing and delivering digital education workshops throughout the school holidays, providing an increase in support and training for other members focusing on special needs, inclusion and cultural events such as Reconciliation Week.

Elver Program

Through funding provided by Department of Community and Justice Services and New South Wales Health, a new program was launched to provide additional opportunities for young people living in out of home care with the opportunity to connect to wildlife resulting in an increase in self-confidence and resilience. This new program involves a multi-disciplinary approach of health practitioners to develop effective, long-term plans for the program participants. As part of this multi-disciplinary team Taronga welcomed an occupational therapist to the Community and Cultural Programs team. This new position will also plan an integral role in supporting the successful Burbangana and Walanmarra programs.

Taronga Training Institute

The Taronga Training Institute (TTI) is a Registered Training Organisation (RTO) and delivers certificate qualifications in Animal Care and Management and Tourism. Training is delivered at five sites nationally: Taronga Zoo, Taronga Western Plains Zoo, Perth Zoo and Zoos Victoria and as of 2020, Adelaide Zoo.

In 2019/20, TTI received over 950 applications from people applying to study full qualifications. From these applications, 362 students were enrolled.

Keeper for a Day

Taronga’s Keeper for a Day program provided hundreds of children, young people and adults the opportunity to work closely alongside keepers learning how to best care for Taronga’s animals and their habitats. This program has also provided opportunities for disadvantaged youth groups to connect and engage with Taronga’s people and wildlife. In the last 12 months, these specially designed Taronga Keeper for a Day programs have increased capacity with over 15% of total program participation being adults with special needs, disadvantaged youth organisations or corporate groups looking for professional development opportunities.

Wildlife Workshops

This education program provided visiting international students a unique opportunity to learn about Australia’s amazing wildlife while focusing on English language skills, conservation projects and wildlife care. Through working closely with Taronga’s Wildlife team and educators each program provided every group with a tailored, high-impact education experience. In 2019/20 the program continued to extend its reach to over 1500 international students of all stages and levels in education and training.

Zoo Adventures ‘Wild Squad’

The Zoo Adventures holiday program continued to deliver a successful and engaging program for five to 12 year olds at Taronga Zoo and Taronga Western Plains Zoo. During the school holiday period, program participants take part in daily missions, participating in craft activities and meet the keepers. Over the last 12 months community participation at Taronga Western Plains Zoo increased with the program focussing on Indigenous culture, connecting the children to Wiradjuri Country.

Key Achievements and Initiatives

- **Virtual classrooms:** In response to COVID-19 restrictions, TTI theory classes moved to virtual classrooms from the end of March 2020. In this period, more than 100 theory classes were delivered online by trainers live to students across all five sites. To support the practical components of their study, a YouTube channel was created for TTI students with video content captured across the various Zoos.
- **Animal Rescue and First Aid training:** In response to the bush fires, Animal Rescue and First Aid training was delivered at Dubbo, with 12 volunteers completing the course.
- **Delivery of high-quality training:** In a survey of students who completed their training in 2019, 98% were satisfied with the training, 98% would recommend the training to others and 96% said the training prepared them well for work.



School students in the Woodlands immersive classroom – Milos Mlynarik

Taronga – University of Sydney Education Alliance

Taronga commenced delivery of new units of study for the Bachelor of Science/Bachelor of Advanced Studies (Taronga Conservation Science) and Master of Education (Taronga Conservation Education) courses in 2019/20.

Students enrolled in the Bachelor of Science/Bachelor of Advanced Studies (Taronga Conservation Science) will graduate with expertise in wildlife conservation having completed studies in biodiversity and evolution, animal science, and animal behaviour and management. In the second semester of delivery under the Education Alliance, Taronga delivered 50% of a second-year unit for the first time – Australian Wildlife Biology. Within this unit, students attended 19 lectures and five practicals at Taronga Zoo making use of both the Taronga Institute of Science & Learning and wider Zoo grounds.

For Semester 1, 2020, Taronga delivered 100% of a Disciplinary Project (WILD3001) for the first time. Due to restrictions as a result of COVID-19, delivery was part face to face and part online: three lectures and two practicals were delivered face to face at Taronga Zoo and the remaining nine lectures and two practicals were delivered online. An additional four tutorials were developed during the semester to replace one practical and cancelled fieldwork due to COVID-19 restrictions.

In a cohort experience survey organised in 2019 by The University of Sydney, 98% of survey respondents were satisfied with the quality of Taronga teaching team and 93% felt they developed relevant critical and analytical skills.

The Masters specialisation has been designed to develop expertise in conservation science and contemporary environmental education theory, research and practice. Students will graduate with the knowledge and skills to join the next generation of environmental influencers and educators. These students will lead the community to rethink the way we live and the impact we have on the environment. In the second teaching semester, Taronga delivered two core units for the first time - Environmental Education Programs and Conservation Leadership and Change.

University Workshops

In 2019/20, 1,656 students participated in university workshops at Taronga Zoo demonstrating the unique contribution Taronga can make to student learning at the tertiary level. These workshops connect theory as it is studied in the classroom, with conservation science as it is practiced at Taronga and out in the field.

Work Placements, Internships and Research Supervision

The Taronga team supervised more than 52 students to complete work placements, internships or research. This comprised of students from undergraduate right through to PHD and post-doctorate learning.

PERFORMANCE INDICATORS	2018/19	2019/20
Education Visitation	Taronga Zoo	108,177
	Taronga Western Plains Zoo	10,599
People participating in Public / Outreach education programs	Taronga Zoo and Taronga Western Plains Zoo	52,882
		20,202

TRANSFORMATIONAL GUEST EXPERIENCES

Attract an increasing number of guests to our Zoos and inspire action through experiences that increase knowledge and change people's attitudes and behaviours.

Key Achievements

Opening of the Wildlife Retreat at Taronga

The 10th October 2019 saw the opening of the Wildlife Retreat at Taronga, the culmination of more than five years of work in planning, designing and creating the experience and the realisation of Taronga's latest extension to its transformational guest experiences to connect diverse audiences with wildlife and conservation. It also marks a significant investment in the diversification of income and future financial sustainability for Taronga.

This exceptionally innovative and complex development features 62 sustainably designed rooms, suites, new kitchen, dining and function spaces. In addition, 'The Sanctuary', is a thoughtfully designed habitat, created especially for guests of the Retreat. 'The Sanctuary' is home to an array of native wildlife including Wallabies, Bettongs, Short-beaked Echidnas and Koalas, and can be enjoyed either on a guided tour or viewed from the comfort of guests' rooms.

The launch period achieved a reach of 35 million with more than 700 individual reviews and mentions in main stream media and 40 media famils hosted across the opening period. Reputation preceded reality, but the Wildlife Retreat at Taronga lived up to every expectation achieving customer satisfaction and recommendation ratings that ranked alongside the highest regarded accommodation in the world. Whilst bushfires abated guest numbers and COVID-19

required the total closure of the property less than 20 weeks after opening, the Wildlife Retreat at Taronga re-opened to strong demand and positive reviews in June 2020.

Creating Hope for African Wildlife

Taronga Zoo's African Savannah takes guests on a journey to Africa while also educating them on the conservation challenges facing these iconic species and some of the solutions that are supporting communities and wildlife in Northern Kenya. To connect guests to these communities they are introduced to 'Creators of Hope' – extraordinary people at the heart of wildlife conservation in Africa.

Guests are invited to become 'Creators of Hope' by supporting community-driven solutions like Beads for Wildlife, an initiative that is helping to empower women, transform lives and reduce reliance on livestock and natural resources in Northern Kenya. Guests can not only purchase beautiful, handcrafted bead products at Taronga's retail outlets, but they can also send a message of thanks to beaders through a state-of-the-art digital activation and share their support through their own social platforms.

Taronga TV Captures a Big Audience

During the temporary closure period due to the COVID-19 pandemic, both Taronga Western Plains Zoo and Taronga Zoo launched a new platform called Taronga TV that provided a series of daily videos from

“
African Savannah educates guests on conservation challenges facing these iconic species.
”

both Zoos to the lounge rooms of people in the community, Taronga TV also featured live streams of various exhibits including Asian Elephants, Sumatran Tigers, Otters, Meerkats and Capybaras. The videos provided viewers with content that educated, entertained and gave viewers an insight into what was happening at the Zoo during the closure period. Taronga TV viewership continues to grow with views of the Taronga TV website already reaching over 1 million.

MUSE @ Taronga – NAIDOC

Taronga Zoo was proud to showcase MUSE @ Taronga – NAIDOC. The unique outdoor art exhibition featured a curated selection of ten original pieces that celebrated Indigenous artists across varied mediums, which reflected the great diversity that exists within Aboriginal communities and the richness of shared stories. The 2019 MUSE artists came from Wiradjuri, Bundjalung, Wongaibon, Gadigal, Gumbaynggirr, Awabakal, Wongkumara, Yankunytjatjara/Kokatha and Yuwaalaray/Gamilaraay.

Project INSPIRE

Project INSPIRE was launched as Taronga’s new customer service program. This program was aimed at both creating consistency and lifting the standards of Taronga’s guest experience. Broadening the ownership of our guests’ experience across the organisation, Project INSPIRE sought to engage Taronga people no matter their role, from guest experience to office teams and keepers. The project was rolled out in late 2019 where frontline teams were asked to challenge themselves by extending their approach to guests, including the use of small gifts like a stamp, by dressing as a character or offering a special animal experience, with incredible feedback received.

Red Energy Partnership

In 2019, Red Energy joined Taronga as a principal partner. The three-year partnership will contribute to Taronga’s critical conservation work globally. Red Energy are proud to sponsor Taronga’s Great Southern Oceans Precinct and Seals for the Wild. The iconic Seals for the Wild show is an important platform where, through the partnership, Taronga can educate its audience on the sustainable choices that can be made to protect our oceans by choosing Marine Stewardship Council sustainable sourced seafood.

“
‘The Sanctuary’ is a thoughtfully designed habitat, created especially for guests of the Retreat.
”

PERFORMANCE INDICATORS		2018/19	2019/20
Satisfied guests as measured through satisfaction surveys	Taronga Zoo	91.2%	91.6%
	Taronga Western Plains Zoo	89.31%	91%
Complaints per 1,000 guests	Taronga Zoo	0.24	0.30
	Taronga Western Plains Zoo	0.42	0.30

Admissions

Taronga Zoo

Whilst Taronga Zoo had a strong start to the year it then faced some major challenges with external influences including the bushfires and COVID-19 impacts on visitation. The total recorded paid attendance for 2019/20 was 990,000 guests* across the year with total attendance at just over 1.18 million**. This result is representative of the reduced interstate travel, which was impacted by the poor air quality in Sydney in December and January, the Zoo closure period due to COVID-19, followed by restricted guest capacity limits on account of NSW Government guidelines.

The most significant impact to the admission result was initial restrictions to Chinese visitors late in January followed by a full International border closure, alongside reduced event-based attendances with the cancellation of Vivid Sydney 2020.

*Includes All Paid Admissions and Zoo Friends, Paid Education and Overnight Stays.
**Paid and free-of-charge attendance including function guests, event attendees and Wild Ropes participants.

Taronga Western Plains Zoo

Taronga Western Plains Zoo had an extremely tough year with the ongoing impacts of the worst drought on record, NSW bushfires restricted summer travel and the temporary closure of the Zoo due to the COVID-19 pandemic. As a result, the paid visitation saw 100,943 guests welcomed across the year. Total visitation reached 193,637 guests, as a result of strong local Zoo Friend members visitation. Total overnight visitation of 25,118 guests was down 23% on the previous year.

Following the re-opening of the Zoo, The Waterhole precinct was officially opened which proved extremely popular with guests and is sure to create a positive upswing in visitation in the year ahead. A targeted marketing and promotional campaign in the lead up to the spring school holiday period delivered a strong result despite the ongoing drought. Over 28,000 guests visited the Zoo during this period, a staggering 43% up on the same period last year. The June long weekend also saw strong visitation with 5,196 visitors across the three days, a 35% increase on the previous year.

A continued focus on maintaining and increasing the Zoo Friends membership base saw 39,326 Zoo Friends member visits occur during the year, an impressive 13% above budget and only 10% behind last year’s result regardless of the temporary closure.



WILDLIFE RETREAT AT TARONGA

Guest Experience

Taronga Zoo

Taronga Zoo continued its focus on a frictionless guest experience, improving the ticket scanning systems and validation infrastructure and processes. These improvements delivered enhancements in the busy visitation periods including the high-volume Christmas to New Year period. Significant improvements were delivered to guest queuing time with guest satisfaction levels increasing due to these innovations.

A new customer service strategy called Project Inspire was initiated in September across all guest facing teams. This program delivered a consistent approach to customer service and gave Taronga's people and volunteers tools and ideas on how to deliver a world class customer service experience to guests. The key element of this plan was empowerment where staff and volunteers are given permission to fix and improve guest challenges on the spot. This has led to an increase in positive feedback from guests and an increase in the guest survey score of helpfulness from 87% in 2018/19 to 90% in 2019/20.

Taronga volunteers played an outstanding role in enhancing the guest experience at Taronga Zoo with a team of around 10 to 15 volunteers delivering key guest activities. They assist at the help desk with queries and wayfinding, deliver spot guiding experiences at key locations and deliver formal tours including the popular Gold Tour, Aussie Walkabout and bespoke tours for Make A Wish and other children's charities.

COVID-19 has had a dramatic impact on guest experience at Taronga Zoo. The guest experience team has been very agile in implementing significant changes to the management and coordination of the site from a guest perspective. When the Zoo reopened a new queuing and validation system was implemented, new signage for physical distancing and hand sanitation stations were installed and new COVID-19 guest experience roles were implemented in grounds to help at guest crowding hot spots. Volunteers have also played a key role in assisting guests and managing challenging precincts of the Zoo from a safety perspective. The Guest Experience team also focused on ensuring all guests were registered and had appropriate tracing details for NSW Health.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's guest services team play an integral role in the Zoo's overall experience. Volunteers were engaged to assist with greeting guests and answering questions during peak periods to ease congestion. Following the temporary closure the team have altered operations to ensure social distancing at key guest services points and increased cleaning at the hire centre, which has proven a popular offering with guests following the reopening of the Zoo.

Animal Encounters had strong start to the year with additional tours and encounters offered in peak periods. However, the impact of the temporary closure and being unable to offer animal encounters and tours due to physical distancing measures this heavily impacted the overall result.

Guest Learning and Engagement

Taronga Zoo

The celebration of NAIDOC week saw Taronga Zoo Sydney host MUSE @ Taronga, an outdoor exhibition featuring contemporary and traditional installation-based artworks created by environmentally driven and emerging First Nations artists. Inspired by Australian wildlife, the artworks provided guests with an insight into stories grown from the unique understanding and connection Aboriginal people have to Country and have had for more than 65,000 years.

The launch of the Wildlife Retreat at Taronga was also underpinned by this connectivity, immersing overnight guests in a highly engaging yet relaxing environment where people, wildlife, nature, First Peoples' culture and conservation efforts are interwoven. The Wildlife Retreat at Taronga features bespoke guest tours and talks, indigenous wallpaper and artwork throughout guest rooms and an in-room compendium.

One of the key achievements was the launch of the new African Savanah precinct. Taronga Zoo's peak summer period featured the Wild Squad Savannah trail, engaging children with African wildlife and building anticipation for the migration of animals across the site into their new exhibit spaces. The new precinct launched in June 2020 creating an immersive, African themed experience in the heart of Sydney. Guests engagement and learning opportunities are presented through traditional Kenyan educational and interactive installations of village life, community and music, animal sculptures, soundscapes and keeper presentations to build connection with the conservation story and Beads for Wildlife community conservation campaign.

A range of updated and new signage and collateral was delivered throughout the year showcasing conservation stories and guest learning opportunities including an update for Chimpanzees, Tasmanian Devils, Red Kangaroos, Lunar New Year, the Spider Talk and a new feature in the Blue Mountains Bushwalk showcasing one of Taronga's Legacy Species, the Regent Honeyeater.

Wild Squad continued to build a successful platform to engage young guests with new Wild Squad missions added to the Taronga App, supporting in ground activations and dynamic holiday activities facilitated by Youth at the Zoo volunteers. To coincide with the launch of Taronga TV and the closure of Taronga's two Zoos, a new digital Wild Squad experience was launched, allowing the engagement to expand beyond the in-ground experience to build an engaged community of children supporting conservation and wildlife. The new digital experience included weekly missions that provide activities to undertake in their home, or safely in a natural environment near their home, to provide meaningful and connective experiences during the time at home.

The closure of Taronga's two sites due to COVID-19 created an opportunity on re-opening to provide an educational and fun overlay, providing animal related facts to engage guests to encourage them to practice safe social distancing.

Taronga Western Plains Zoo

The Centenary Plan continued to progress at Taronga Western Plains Zoo with The Waterhole precinct being completed and opened in late June 2020. This new precinct features a number of engagement elements that focus the theme of a waterhole and creating behaviour change with the Litter Free Rivers educational messaging. The wayfinding in the area was also improved to help with pedestrian and traffic flow.

The Gateway to Africa redevelopment was also completed in June this year to improve the guest experience of the first exhibit on entry to the Zoo circuit, as well as engaging with guests to create a deeper understanding of the African Wild Dog species.

There were also several updates to educate guests and drive behaviour change outcomes, including the installation of the Choice Mart supermarket at the Sumatran Tiger exhibit, where guests can encourage brands to transform their supply chain to sustainable palm oil, and a focus on They're Calling on You at the Siamang exhibit, encouraging the recycling of mobile phones.

Zoo Friends

Zoo Friends had a strong start the financial year, performing well against both acquisition and renewal targets beyond the October school holidays. Taronga Western Plains Zoo local members continued to show particularly strong renewal numbers, and this continued throughout the year. Upon reopening, a huge demand for membership was seen throughout June, with membership sales significantly higher than the same time in previous years.

While somewhat interrupted by the impacts of the 2019/20 Bushfires and COVID-19, the member engagement strategy was refined throughout the financial year, and engagement with digital membership communications has improved. The acquisition strategy also trialled new channels that are shown to reach our key target audience, providing learnings for future acquisition campaigns.

The closure of both Zoos provided a number of unique challenges for Zoo Friends. While memberships were extended by a 3-month period to account for this, digital engagement was a big focus during this period. This included a customised weekly email program called 'Zoo Friends at Home' which included Taronga TV highlights, at home activities for kids, along with news and stories from around the Zoo.

Despite the challenges faced throughout the financial year, Zoo Friends membership continued to remain strong at the same level as the previous year, and even with the closure period there were 195,000 members visits through to the end of June.

Dreamnight

In December both Zoos opened their doors free of charge for an evening of magic and adventure to thousands of special needs children and their families. Taronga's people volunteer their time and enjoy the night just as much as the children. The children are selected by the 16 children's charity partners that work with Taronga because they face such adversity and health challenges. At Taronga over 3500 children with their families attended the night and over 200 children and their families attend at Taronga Western Plains Zoo. Feedback was excellent with many families saving the night is the highlight of their year!

Taronga TV Snapshot

Overview



37.6m

total views

1.39m livestream views

1.05m website views

Social Reach

748

posts were uploaded to
Facebook, Instagram and YouTube

56,193 new subscribers across
social media platforms

1.2m views on the highest
performing post

Live Streams

7 live cams were
uploaded to YouTube

400,000+ viewers
watched the Elephant Cam

500,000+ viewers
watched the two Tiger Cams

TarongaTV.com

76%

total views were unique visitors

5min 25sec average time spent
on the Taronga TV webpage – 2x as
long as any other Taronga webpage

Media

2,829

total media mentions

ENGAGE *and* INFLUENCE

Engage, grow and mobilise our members, supporters and networks to achieve positive outcomes for wildlife.

Key Achievements

Taronga Aboriginal Advisory Group, Cammeraigal Country

To launch NAIDOC 2019, community members were invited to Taronga Zoo to initiate conversations around how to best formalise a Taronga Aboriginal Advisory Group. A group to guide Taronga in sharing and documenting Cultural knowledge in a truthful and respectful way, celebrating Indigenous Cultures, and providing Cultural safety supporting social and emotional well-being for Taronga's people and young people in education programs.

The Taronga Aboriginal Advisory Group (TAAG), Cammeraigal Country was formed and four key focus areas were identified:

- Education and sharing story
- Employment and training
- Cultural knowledge, truth and validation, and
- Cultural competency and professional development.

Through this meaningful consultation and building trust with community, Taronga can continue to be supported and guided forward on the journey towards Cultural excellence; building strength in relationships, embedding cultural best practise and understanding the truth of Aboriginal Culture at Taronga Zoo.

Hatching Brilliant Ideas for the Planet

This year, Taronga extended its commitment to drive innovation in conservation through the success of Green Grant's to launch HATCH: Taronga's Accelerator Program. HATCH aims to inspire, support and launch innovative ideas and actions to help address some of the most pressing environmental

and conservation challenges currently facing our planet and sees finalists take part in a 14-week accelerator program.

Taronga Animal Welfare Event: Q&A with Temple Grandin

Taronga hosted an online Q&A event with prominent animal welfare advocate Professor Temple Grandin. Temple Grandin is a professor of Animal Science at Colorado State University and is renowned for her work in the livestock industry on animal behaviour, and design of livestock handling equipment. This event provided an intimate opportunity to tap into the perspectives of welfare expert Prof. Grandin virtually and proved to be a valuable opportunity for our people and Taronga university students to gain an insight into understanding animal behaviour. She described the importance of connecting people to wildlife, a key role of zoos, and the importance of animal conditioning to support good welfare. The Q&A event further embedded animal welfare within the culture of Taronga and demonstrates Taronga's ongoing commitment.

Collaboration to Boost Regional Tourism

Taronga Western Plains Zoo, Old Dubbo Gaol, Royal Flying Doctor Service and Wellington Caves collaborated to develop the region's first multi-attraction ticket called the Great Big Adventure Pass. The new pass allows visitors to purchase one ticket to visit four great attractions in Dubbo and Wellington. The Great Big Adventure Pass was launched in September 2019 and helps to communicate the tourism offerings for the region encouraging people to stay for longer and contribute to the local economy.

UN Convention Participation

Across August and September 2019, Taronga's CEO and the Director of Welfare, Conservation and Science, both participated in a UN Convention on Wildlife Trade in Geneva as part of the Australian Delegation. 153 countries that are Parties to the Convention on International Trade in Endangered Species, (CITES), negotiated to adopt decisions and resolutions to expand and strengthen the global wildlife trade regime. These discussions were influenced by input from more than 200 NGO's and inter-governmental organisations. In total, some 550 species were directly affected by the conclusions reached. From sea cucumbers to elephants many important decisions were made to improve protection for animals and plants threatened by illegal and unsustainable trade. Illegal wildlife trade is a key threatening process for many species and Taronga's support forms part of our commitment to our Legacy Species. Devoting time and expertise towards Australia's representations at this forum is another example of Taronga's leadership and commitment to disrupting illegal wildlife trade.

Reaching Our Communities through Digital Engagement

Building community awareness and understanding of Taronga's role in the full spectrum of conservation, beyond just being two Zoos, has long been an ambition and 2020 saw Taronga make significant advances.



Led by detailed audience and community research, a communications strategy was developed to connect people with the aspects of Taronga that they found most compelling and important. Careful implementation across all paid, earned and owned channels saw Taronga achieve measurable improvements in the number of people understanding the role that Taronga plays in conservation, the outcomes achieved and the level with which people intended to engage with and support Taronga as a result.

Taronga Talks

Through sharing stories of wildlife and conservation, Taronga Talks Podcast series aims to inspire change. Taronga talks has enabled guests and listeners to hear the amazing stories and achievements of many of Taronga's unsung heroes. Popular podcast episodes including interviews with Taronga's vets, keepers and Indigenous employees all highlighting much of the unknown and critically important work of Taronga. With 24 podcasts recorded it has had over 40k listens, rates 5 out of 5 stars and is popular around the world.

PERFORMANCE INDICATORS		2016/17	2017/18	2018/19	2019/20
Community Conservation	Number of Community campaign actions for the wild	31,884	81,408	137,191	92,111

Community Conservation Programs

Taronga's community conservation programs aim to inspire and motivate individuals, schools and businesses to choose behaviours that support wildlife conservation and environmental sustainability.



Raise Your Palm

Driving the transition towards a responsible palm oil industry.

Taronga's Tiger Trek aims to raise awareness about the benefits of sustainable palm oil and leverage action from guests to encourage companies to transition to 100% Certified Sustainable Palm Oil in their supply chains.

Through the Choice Mart supermarket experience at Tiger Trek, guests have sent 131,000 emails to retailers and manufacturers, raising their palm for critically endangered Sumatran Tigers.



Litter Free Oceans and Rivers

Encouraging individuals to understand their environmental impact and empowering schools and businesses to reduce their plastic use for the benefit of marine and freshwater species.

The Litter Free Oceans campaign allows individuals to calculate the number of avoidable single-use plastic items they use in a year and provides free educational toolkits to schools and businesses to reduce their plastic footprint. This has been extended to include a focus on regional NSW, through the Litter Free Rivers campaign.



Wildlife Witness

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

The Wildlife Witness smartphone app has had over 20,000 downloads, resulting in the reporting and intervention of sales of species such as Pangolins, Hornbills and Slipper Orchids across Southeast Asia. There were 38 actionable reports confirmed.

Taronga's ongoing partnership with TRAFFIC Southeast Asia supports their enforcement program and Wildlife Crime Analyst.



They're Calling on You

Recycling mobile phones to reduce landfill and support primate conservation.

Taronga have partnered with PhoneCycle, to re-use mobile phones and divert them from landfill. Over 56,000 mobile phones have been reused and recycled through the campaign, which has now generated over \$92,000 in support of the Jane Goodall Institute Australia's primate conservation work in the Maiko-Tanya Kahuzi-Biega ecosystem in the Democratic Republic of Congo.



Beads for Wildlife

Supporting people living side by side with wildlife in Northern Kenya through alternative and sustainable incomes.

The sale of beadwork through the Zoos' retail outlets provides communities in Northern Kenya with a source of income, in turn reducing human-induced pressures on wildlife such as poaching and habitat destruction.

This year, Taronga sold almost 10,000 beaded products across both Zoos with all profits returned to the crafts-women and their communities. This year saw the launch of the African Savannah precinct which includes a bespoke Beads for Wildlife retail outlet and an interactive experience allowing guests to email the Kenyan women beadworkers directly to say 'thank you'.



Fish for Good

Promoting a healthy future for marine life by encouraging sustainable seafood choices.

Taronga's seal show continues to encourage guests to choose MSC-certified seafood, educating over one million guests each year. For the third year in a row, Taronga was awarded the Marine Stewardship Council's Wave of Change award for Public Engagement.

Taronga and EPICURE were also awarded the Best Sustainable Seafood Venue for the use and promotion of MSC in the food service across Taronga Zoo including the Me-Gal restaurant at the Wildlife Retreat at Taronga, The View and the Fish Stop.



Beaders in Northern Kenya at Northern Rangelands Trust - Kira Mileham

(FROM LEFT) MATTHEW KEAN, MINISTER FOR ENERGY AND ENVIRONMENT, WITH ROSEMARY KARIUKI, MYKA CHAMPION FROM YOUR HIP HOP CLASS, AND CAMERON KERR AT THE LAUNCH OF TARONGA ZOO'S AFRICAN SAVANNAH PRECINCT - CHRIS WHEELER



“

5,749 pieces of media coverage were secured, highlighting the vital role Taronga plays in supporting wildlife.

”

Communications and Media Relations

Taronga enjoyed substantial support from the media throughout 2019/20 with traditional, digital and social media used to communicate Taronga’s conservation messages and vision, to highlight community education programs and to encourage visitation.

It was an incredibly successful year for Taronga in the media sphere, with high-profile editorial placements in global media ranging from the New York Times, Sydney Morning Herald, The Guardian and The Australian.

The Wildlife Crisis throughout summer gave Taronga an opportunity to further establish itself as a global leader in wildlife conservation. Throughout this period, 5,749 pieces of media coverage were secured domestically and internationally highlighting the vital role Taronga plays in supporting wildlife. This included facilitating more than 30 international media requests from 15 different countries, distributing five major media packages and facilitating all-in media calls with State and Federal Government Ministers.

In response to the closure of Taronga’s Zoos due to COVID-19, communication with key audiences continued with widespread media coverage around the launch of Taronga TV. In the first two weeks following launch, 2,239 pieces of media coverage were secured with an editorial reach of 241.81 million. In addition, during the two months post-launch, social media grew by an impressive 7.8% on Facebook, 3.4% on Instagram and 2.5% on Twitter.

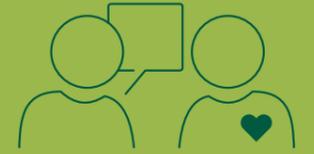
The official reopening of Taronga Zoo on 1st June 2020 provided significant exposure. Good will for the brand was demonstrated through a joint media call with NSW Treasurer and Environment and Customer Service Ministers, as well as coverage secured across all metropolitan TV news bulletins and in the Daily Telegraph and Sydney Morning Herald. This was followed shortly thereafter with an extremely successful launch of the African Savannah precinct which secured 997 pieces of media coverage in the days following launch with a combined editorial reach of 7,930,705. This coverage included evening news bulletins on all metropolitan TV news stations, large picture pieces in The Sydney Morning Herald and The Daily Telegraph, and seven live weather crosses on Channel 7 – Sunrise.

Additionally, the official opening of the Wildlife Retreat at Taronga generated significant exposure for Taronga Zoo as an iconic Sydney destination with mainstream news and travel media. Following the opening, more than 746 pieces of media coverage were secured in high-profile media such as The Sydney Morning Herald, The Australian Financial Review, The Australian and Getaway.

Other highlights throughout the year included widespread coverage of Taronga’s conservation work such as Greater Bilby and Bellinger River Turtle breeding programs, the launch of the Taronga documentary Who’s Who in the Zoo, animals’ births and milestones such as orphaned baby wombat Waru and the emergence of four koala joeys, numerous wildlife cases and releases as well as promotion of school holiday periods.

Engagement Snapshot

Taronga Talks



interviews with Taronga’s unsung heroes



24

podcast episodes



40,000

listens



5/5

star rating

PEOPLE *and* ORGANISATIONAL STRENGTH

Support and enable our people to achieve Taronga's vision and strategic objectives.

Key Achievements

Phase 1 Implementation of Project Elevate, SAP S/4Hana

As a key component of Taronga's Digital Technology Strategy, Taronga has embarked on rationalisation of Core applications and processes to address the requirements of growth and expanding scale of operations. Project Elevate is a multi-year endeavour with Phase 1 completed in 2019/20. Phase 1 of the program saw the implementation of SAP S/4Hana Public Cloud, a cutting-edge cloud-based ERP platform with features that make it possible to increase efficiency and automate processes, enabling better collaboration and next-generation user experience across all teams within Taronga.

Taronga is the first NSW Government agency to implement the SAP S/4Hana Multi-Tenant Public Cloud platform, the success of which is due in no small part to the ongoing SAP-Taronga partnership and valued SAP sponsorship. This, alongside the resilience of the project management team, technical resources and subject matter experts has led to the delivery of an exceptional outcome despite the added complexity of COVID-19 and employees working from home.

COVID-19 Response Coordination

Due to the nature of Taronga's business, the COVID-19 pandemic had a significant impact across all areas and required an immediate and strategic organisational response. A COVID-19 Taskforce was established to identify and respond to

matters affecting all aspects of Taronga's operations and people. With this leadership, the organisation responded proactively and collectively as needed to develop necessary business plans and implementation of operational adjustments, including closure of both Zoos for 67 Days from 25th March to 31st May 2020.

This ongoing emergency situation demonstrated an extraordinary amount of resilience, flexibility and adaptability from all teams across both Zoos. The Information and Digital Technology team implemented solutions to allow for large numbers of employees to work from home. The team also delivered a new solution to online ticketing required for reopening. The HR Team were successful in arranging redeployment opportunities, ensuring as many employees as possible had meaningful work as well as offsetting part of salaries and enabling these employees to support the community during this time. The Operations Teams at both sites were exceptional at adapting to new procedures and processes to ensure the safety of the Zoos for our people and guests.

eLearning Development

The Organisation Development and Learning Team excelled in the development of unique and inspiring eLearning Modules for internal and external stakeholders. The Australian Bushfire Crisis of 2019/20 saw Taronga develop an eLearning module for external veterinarians and veterinary nurses, distributing critical expert knowledge on

how to rescue, treat and rehabilitate wildlife impacted by the ongoing disaster. Since release, the module has been viewed close to 1600 times. In response to COVID-19 the People, Culture and Safety team developed an online resilience training module to empower our teams to succeed under pressure and enhance the capacity for flexibility, creativity and innovation.

Supporting Professional Development in Our People

Taronga is committed to supporting our people through providing personal development opportunities. A number of new initiatives were launched this year including a mentoring pilot program called Taronga Grow. The mentoring pilot program was launched in February 2020 and identified mentors and mentees from throughout the organisation, with thirteen effective pairings representing all divisions across Taronga. Additionally, the Taronga Grow Workplace group was launched to promote and share opportunities for skill building and personal development.

An additional offering to support the development of our people is the Mr Len Bleasel AM Scholarship. For the third year, the scholarship welcomed applications to further personal career or research objectives. Ten of Taronga's people were offered scholarships in a broad variety of courses including Diplomas of IT, Certificate III of Instrumentation, Education Support, Sustainability, Animal Training & Care, Mental Health and Psychology Courses.

Commitment to Safety and Mental Health Support

Safety and mental health have remained critically important focus areas for Taronga in 2019/20. Notable highlights include development of a safety management system called TarongaRISE. The brand is used not only to engage our people in safety, but it's as an effective message to help mitigate risks. The brand is widening within the organisation and can be seen by the success in our increased near miss and incident reporting. The organisation also invested in a mental health training program, where 65 employees were trained and accredited as mental health first aiders.

Contractor Management Portal

The Contractor Management Portal Project commenced in 2018 and was finalised in early 2020. The project was important to achieve safety and consistency in the way contractors are managed across the Taronga Zoo site. Two contractor management companies, Sitepass and Sine, were engaged to design and develop the online module for induction and document loading prior to contractors attending site, and an iPad sign-in module for contractors on arrival at site. The roll out of the Contractor Management Portal resulted in a reduction in contractor associated hazard reports through increased supervision and greater understanding of contractor risk management across stakeholders through training and shared learning.

Enterprise Risk Management Review

A detailed review and revision of Taronga's Enterprise Risk Management (ERM) framework was completed to ensure consistency in risk assessment and reporting across the organisation. As part of this process, Taronga's Risk Appetite and Tolerance Statement was updated and key metrics and parameters for risk identified to aid decision-making. The revised ERM framework provided a firm foundation on which to identify, assess and respond to risks arising from significant external events impacting Taronga's operations including the bushfires, drought and COVID-19 in the 2019/20 financial year.

Volunteer Programs

Volunteer programs this year saw over 575 volunteers across both Zoos assist in various roles including guest experience and animal observation through to administration and keeper volunteers.

Volunteer Recruitment, Induction and Support

A number of new volunteer roles were established at Taronga Zoo following the opening of the Taronga Institute of Science & Learning, the Wildlife Retreat at Taronga and the expansion of the volunteer team in the Registry of Wildlife Health.

Additional volunteer positions were also created in the People, Culture and Safety and Conservation Science divisions, along with a focussed position at Taronga Western Plains Zoo aimed at assisting with transport of sick and injured wildlife between wildlife carers and the Wildlife Hospital for treatment.

A complete package was developed to inform applicants to our Taronga Zoo Volunteer Keeper positions on the realities of the role and what to expect, with contributions from teams across the Zoo producing a comprehensive document.

Public Engagement

Over 5000 people have signed up to express their interest in volunteering with Taronga and there were over 1,200 applications received for our advertised volunteer roles. Taronga Zoo's Keeper Volunteer information session attracted over 400 attendees who learned about our keeping teams and heard from speakers representing each of our animal care teams.

Commitment to Volunteer Involvement

Strategic planning workshops specifically aimed at collecting input and feedback from our Volunteers were held at both Taronga Zoo and Taronga Western Plains Zoo with 50 volunteers attending across 6 sessions. This information will be incorporated into the organisations next strategic plan.

Volunteer Week 2020 was held via a new format including online, facilitated morning teas, an online awards ceremony and social media posts on Taronga's social media pages. Extensive consultation and facilitation with the Sydney Cultural Institution Volunteer Managers Network (SCIVMN) resulted in a coordinated approach to Volunteer Week benefits this year, with opportunities for online tours, content and educational presentations available and accessible to all volunteers regardless of location.

Citizen Science projects both Taronga-based and coordinated by other conservation organisations were communicated to volunteers to enable them to contribute to our vision of a shared future for wildlife and people from their own backyards along with students and YATZ. The participation in these programs received positive volunteer feedback.

For the first time, following consultation and coordination with multiple teams - online learning opportunities developed by the Taronga Training Institute, University Programs, YATZ and Formal Education teams were also opened to volunteers with a high rate of uptake. This opportunity for Volunteers to learn more about and from other teams at Taronga was well received.

VOLUNTEER NUMBERS	
People, Culture and Safety	11
Marketing, Fundraising and Commercial	11
Taronga Zoo Operations	381
Welfare, Conservation and Science	49
Corporate Services and Governance	3
Taronga Western Plains Zoo	119

“ Over 5000 people have signed up to express their interest in volunteering with Taronga. ”

PERFORMANCE INDICATORS	2017/18	2018/19	2019/20
Severity Rate Lost time injury frequency / workplace injuries for both Zoos	3.97	3.73	2.81
Employee Turnover	Taronga Zoo	13.19%	17.87%
	Taronga Western Plains Zoo	9.28%	14.84%



Human Resources

In 2019/20, Taronga recruitment practices were adjusted to account for COVID-19 and included redeployment of current employees into other government agencies to assist in the community's response to the pandemic. Taronga recruited 180 new employees, almost double the amount compared to last year, out of this 75 of these were employed in Ongoing (38) or Temporary (37) roles.

Taronga ensured employees received development opportunities by enabling applications for open positions within the organisation. This year 95 employees were appointed into roles which were a higher grade to their original position, including redeployments. An additional 24 current casual and temporary employees were gainfully employed into ongoing employment. Taronga remains committed to developing and retaining its employees whilst also maintaining a rigorous, merit and capability-based recruitment and selection process.

Taronga is operating a contact centre via redeployment in partnership with the NSW Department of Planning, Industry and Environment. The contact centre is fully staffed and managed by the Taronga team, and has been absorbed into the overall structure of the Commercial team for efficiency with Taronga's existing contact centre. This contact centre offers a service to individuals experiencing financial stress due to COVID-19 which assists in securing financial relief from energy bills. 57 Taronga employees have been redeployed to this program, including 5 team leaders. Out of the 57 there are 22 casuals, 8 temporary, 27 ongoing employees that have found meaningful employment during this crisis.

The second redeployment partnership is with NSW Health where Taronga has provided 16 senior team members part-time to form a team which will be performing challenging work in tracing contacts of those with confirmed cases of COVID-19. This work has multiple benefits, with its part-time nature providing some financial relief to Taronga while allowing these key members of the team to remain engaged with their Taronga responsibilities and projects in motion.

Other than the formal redeployment opportunities above, Taronga also partnered with HAYS Recruitment to deliver an EOI for employees to complete who are job seeking during the pandemic, mainly casuals, to broaden their opportunities for job applications.

Prior to the pandemic, Taronga conducted its Bi-Annual Casual Keeper Recruitment, this is an entry role into the Zoo Keeping Industry and is Taronga's largest recruitment activity. In July 2019, Taronga advertised for casual keepers across out three precincts in Taronga Zoo. Taronga received 685 applications, invited 109 candidates to assessment day, 60 candidates to interviews, conducted 72 reference checks and offered 26 positions and 7 were talent pooled. That is a 3.7% success rate, 60% of the successful candidates were previously TTI students and 88% were either previous or currently active Taronga volunteers.

HR continued to review and develop internal processes throughout this year, including:

- Introducing a revised Discount Policy and an accommodation ballot for employees and volunteers, a new benefit to compliment Taronga's growing group of accommodation products

- Replacing hard copy complimentary employee and volunteer tickets with digital E-Tickets in alignment with Centaman, saving approximately \$6k on printing and 44k pieces of cardboard annually
- In conjunction with First State Super, Taronga agreed on an engagement plan for 2020 to focus on building financial wellness, bridging the gender gap in superannuation and connecting employees with their super.

People Matter: Employment Engagement and Culture

Taronga's engagement and culture strategy centred around a clear, unified approach, where ongoing employee feedback would ensure Taronga remained on track to achieve engagement goals.

The NSW Public Sector engagement survey People Matter, remained a valuable tool in identifying the needs of our employees. In 2019, Taronga had a 67% response rate with an engagement rate of 76%. By reviewing survey feedback, Taronga identified 3 key themes that would be targeted across the organisation:

- Flexible Working
- Senior Management and Communications
- Recruitment, Career Development and Progression

Organisational and divisional initiatives were then aligned with these themes ensuring Taronga was united in responding to what employees felt mattered most.

During the year, a series of employee pulse surveys were released to capture progress in the three targeted areas. With the arrival of COVID-19, these surveys were adapted to encapsulate the most current and pressing needs of employees, gathering feedback on wellbeing, communication and evolving operational procedures.

Learning and Development

The organisational development and learning team have designed and supported a number of programs over the last 12 months.

- The on-boarding program has seen almost 200 volunteers and 229 employees complete their eLearning package, and more than 55 employees participated in the meet and greet sessions.
- The team have facilitated face-to-face and online workshops focussing on time management, enhancing communication and understanding behavioural styles through DISC profiling. The team have also supported strategy sessions, meet-and-greet and professional email writing webinars.
- Taronga's eLearning modules have a continued with the new look that has provided better user experience allowing the ability to move through the modules at a much quicker pace. This transition process has allowed the team to update many modules including the on-boarding packages for employees and volunteers. The team have been part of developing the following eLearning Modules:
 - Welcome to the Wildlife Retreat
 - Building Your Resilience
 - Treatment & Care of Burned Wildlife
 - The Koala Project (which included five eLearning modules

- Workplace by Facebook continues to be an engaging communications tool across both sites at Taronga. It provides the ability to live stream team updates, share behind-the-scenes action and gives opportunities to recognise team achievements and share these with the broader Taronga community. This was particularly useful during the temporary shutdown period where our leaders shared the latest developments with our people that were on and off site. Taronga currently have 1442 Active users, 268 Groups and an average of 66,753 messages sent between our people each week.

Employee Recognition

Taronga continues to recognise the efforts of people and teams through many formal and informal initiatives. In November 2019, 286 guests celebrated and recognised significant individual and team contribution at the 'Savannah' themed Silver Shovels Awards night held in the Taronga Institute of Science & Learning. The Directors Awards for Taronga Zoo were presented to Michael Shiels and the Project Joey Team for the launch of the Taronga Institute of Science & Learning. For Taronga Western Plains Zoo, Wayne Freeman was awarded for his individual effort, whilst the team award was presented to the Taronga Sanctuary Team for the Greater Bilby facility and work. Taronga also uses Workplace as a means to recognise our employees on a more regular basis, including our BASIC Quarterly Awards.

Equal Employment Opportunity

Taronga understands the importance of equal employment opportunity and anti-discrimination in the workplace. Taronga continues to illustrate this focus on diversity through recruitment initiatives, education as well as team training and workshops held onsite.

Taronga is committed to educating our people through training for teams in Aboriginal Culture Awareness and Supporting Aboriginal staff. This is key to part of the training within the Wildlife Retreat at Taronga which provided our team members with a safe cultural space for our Indigenous people. Taronga team members were involved in Indigenous Cultural Awareness Training and Supporting Aboriginal staff with Flic Ryan who covered topics such as Aboriginal Cultural Awareness, Aboriginal Strength-Based Practices, Supporting Aboriginal staff, Self-Care for Aboriginal staff, Lateral Violence and Teambuilding. The workshop was facilitated and held over two days for a total of 57 participants.

Taronga ran diversity and inclusion workshops across both sites in the last quarter of 2019 and in February 2020. These sessions were used to gather information, connect with our people and to identify potential opportunities and strategies.

During Reconciliation Week the Taronga shone a light on and featured some of our Indigenous team members in our weekly Humans of Taronga posts, highlighting what reconciliation means to them and the ways forward as a society and as a nation. Reconciliation NSW presented to our

Management Team during the monthly Management Forum on reconciliation and what this means for Taronga more broadly and specific actions to take moving forward together.

Flexible Working

With Flexible Work being an engagement theme of 2019, Taronga continued work on a framework that would allow employees easier access to flexible agreements on an as needs basis. In line with this, Taronga has also been reviewing how a more flexible approach can be integrated into the working culture.

With the working landscape quickly evolving with the impacts of COVID-19, the need for flexible working has increased more than ever. With a substantial number of employees needing to work fully remotely within a short period, Taronga responded by creating a 'Howto@Home' microsite that allowed employees to gain quick access to information that would help them be as productive as possible from their home. In addition, Taronga provided support to managers and employees with care responsibilities, assisting them to balance home and work demands.

Taronga Disability Action Plan

Taronga participates in the Department of Planning, Industry and Environment Steering Committee focusing on the cluster's Disability Inclusion Action Plan. Taronga understands that guests have varying needs and may require special assistance during their visit and have a range of services available to aid guests requiring additional assistance due to Autism. Additionally, work has begun on Taronga's on-site Guide Dog policy. Taronga is focused on the internal capacity of its Human Resources team and on increasing its ability to provide reasonable adjustments throughout the recruitment process and ensuring a safe environment for candidates and employees.

Taronga also ensures information about training and development opportunities is accessible and compliant with Web Content Accessibility Guidelines (WCAG 2.0 AA) standards.

Accessibility forms part of all capital works projects at Taronga. With many new developments underway currently, such as new animal exhibits and office refurbishments and upgrades these include:

- Disabled amenities
- Accessible walkways and lifts
- Modified equipment and work stations for students and employees

Taronga recently gained National accreditation through the Australian Department of Health and the Changing Places Transforming Lives Association in recognition of our new Adult Change Facility.

This is an important addition to our site facilities, providing private and safe space for people with severe and profound disabilities.

Taronga will continue to champion and develop processes to support and remove any barriers to inclusion and accessibility through various initiatives planned in the coming year.

Other Multicultural Themes 2019/20

Increasing the Proportion of Women in Leadership and Gender Diversity

Taronga is leading the commitment to increase the proportion of women in leadership positions, including from culturally and linguistically diverse backgrounds. Taronga's commitment to gender diverse leadership is evident through the current gender diversity on the Board, Executive and management teams. The Taronga Institute of Science & Learning is taking a leading role in promoting women in STEM careers through its education programs and the female driven science team. Taronga also participates in wider initiatives including the 'Women in Senior Leadership Mentoring Program,' and 'Lean in Circles'.

Response to COVID-19

Taronga has inclusive strategies that target all employees, volunteers and students; during COVID-19 these commitments only strengthened. Taronga's COVID-19 Safe Operations Plan was developed under advice provided by the NSW Health Department and the State and Federal Governments which included strategies to support our communities through this pandemic and challenging time.

Safety is Taronga's top priority and when visiting our sites, the safety of guests, the community and our animals is at the forefront of all our operations. The safety video that Taronga released utilises physical and hand movements to convey messaging as well as subtitles to assist guests to understand the safety measures and procedures.

During the Zoos' closure period Taronga maintained engagement with our Indigenous communities through working groups at both sites to ensure connection was sustained. Working in partnership with the Department of Community and Justice Services, the Burbangana Program provides opportunities for at risk young people living in out of home care to participate in a range of activities at Taronga Zoo that connect them to country, culture and wildlife. Whilst Taronga Zoo was closed the community and cultural programs team continued to connect with these young people through a specifically designed digital program focussing on reading and writing skills. This digital program provided Indigenous youth with an ongoing connection with Zoo teams ensuring trust and safety for when they return to face to face activities at Taronga Zoo.

Since reopening, Taronga continues to provide a place of respite and happiness for our communities across both Sydney and NSW.

Work Health and Safety (WHS)

Taronga's leadership have increased their visible leadership by actively undertaking safety interactions and observations with employees. The initiative provides opportunity for leaders to understand their divisional risk profile and to implement effective controls based on employee consultation. Taking a risk-based approach to safety continues to be Taronga's main strategy with collaborative safety in design workshops across multiple divisions to identify the risks early.

The work health and safety committees are consulted bimonthly with the aim to share learnings from past occurrence reports to prevent future incidence. They actively participate in the investigations of incidents and are part of the solution through our action plans within our incident reporting system.

Through visible work health and safety leadership and consultation with employees, Taronga continues to lower the risk of injuries and illness. Taronga's risk management framework focuses on the higher levels of control, looking at innovative prevention rather than reactive action. As a result, Taronga's hazard and near miss reporting has decreased by 13% and incident reports increased by 53%. 92% of control measures have been actioned and closed for the financial year. The asset management team continue to focus on implementing critical safety controls resulting in ongoing improvements of Taronga's assets and safer work practices across all divisions.

Key Initiatives

Taronga continued with its successful mental health program which comprised of upskilling our mental health first aid team to provide them with the confidence to identify risk factors and warning signs of mental health concern. Our teams have found solace in knowing there are trained mental health first aiders available to support their team members. The mental health team meet monthly to share peer review learnings and build capability.

Physical risks continue to be mitigated through ergonomic and workplace assessments across both Zoos. In house manual training was converted to an eLearning module with tool box talk reinforcement for high risk teams.

Prioritising health and wellbeing as a fundamental part of Taronga's culture has seen monthly awareness campaigns and team events promoting RUOK Day, World Mental Health Day and supporting initiatives such as Move in May, Movember, Skin Cancer, Healthy Heart & Kidney weeks. With strong support from our leadership teams, health and wellbeing initiatives have been well received and attended across both Zoos with positive feedback from employees.

Worker's Compensation and Injury Management

There were 294 near-miss and incidents reported in 2019/20, of which 48 resulted in worker's compensation claims. Five of these compensation claims were lost time injuries. Analysis of the compensation claims accepted in 2019/20 shows the majority of the injuries (27%) were body stressing followed by hitting objects with a part of the body. These results are an increase on last year.

Claims per 100 FTE

Incidence rate per 100 staff – FY17/18: 6.60
 Incidence rate per 100 staff – FY18/19: 5.08
 Incidence rate per 100 staff – FY19/20: **8.40**

Causation Factors

The causation factors from worker's compensation claims

CAUSATION FACTOR	2017/18	2018/19	2019/20
Falls, trips and slips	22%	23%	18%
Body stressing	26%	17%	27%
Hitting objects with a part of the body	12%	13%	21%
Being hit by moving objects	18%	33%	16%
Vehicle incidents and other	13%	10%	0%
Chemicals and other substances	0	4%	0%
Heat, electrical and other environmental factors	0	0	16%
Mental stress	0	0	2%

Notifiable Incidents

Taronga Zoo notified Safe Work Australia of one suspected case of Tularaemia which is a rare bacterial disease acquired from handling infected animals. The source is still unknown and Taronga are working closely with NSW Health to investigate the risks and controls. The regulators did not investigate the incident but provided insightful advice to assist with implementing better work practices and controls.

Improvement Notices

Ecoline, the operator of Wild Ropes, received 3 notifications of health and safety issues concerns raised by customers. These notices were investigated with Safe Work NSW who were satisfied with the safe system of work. No improvement notices were issued.

People Snapshot

Volunteer Programs



574

Taronga **volunteers**

COVID-19 Response



A specialised taskforce was formed to manage Taronga's COVID-19 response



67

days was the length of time Taronga's Zoos were closed



57

Taronga **employees** have been redeployed to meaningful work, including
 22 casuals
 8 temporary
 27 ongoing employees

FINANCIAL *and* ENVIRONMENTAL SUSTAINABILITY

Continuous improvement and integration of financial and environmental sustainability.

Key Achievements

Taronga Foundation and the Wildlife Crisis Appeal

The Taronga Foundation celebrated a successful year, where budgets were exceeded across most areas. Of note is the Wildlife Crisis Appeal which was activated in early 2020 during the devastating Australian bushfire crisis. The Wildlife Crisis Appeal raised funds to respond to the initial emergency response but also for the longer recovery of key species. Activity included mailings to existing donors and new audiences, special inground collections at keeper talks and Twilight concerts. Major donors and corporate partners rallied to support the crisis appeal. Support was gratefully received from across the globe.

\$1m Gift for Feed and Veterinary Care at Taronga Western Plains Zoo

During the closure of Taronga's two Zoos due to COVID-19, Taronga was delighted to be approached by a partner with an opportunity to apply for a grant to help feed and provide veterinary care for animals at Taronga Western Plains Zoo. Even greater was the news that a transformational \$1 million gift from The Kinghorn Foundation would be received, to support the essential care of our animals. Taronga is sincerely and deeply grateful to the Kinghorn Foundation and Perpetual Trustees for choosing to share the vision of 'a shared future for wildlife and people' at this critical time.

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Taronga continues to pursue best practise in environmentally sustainable design.

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International Recognition of Sustainability Initiatives

Taronga has been recognised for its outstanding sustainability initiatives, winning two international awards. At the 74th World Association of Zoos and Aquariums annual conference Taronga received the coveted Environmental Sustainability Award. The award recognises exceptional, comprehensive environmental sustainability programs. Taronga was recognised for its commitment to reducing waste to landfill, and minimising single use plastics across both Zoos. This included diverting 90 per cent of Taronga's waste from landfill and removing 80 per cent of all single use plastics from food and beverage outlets. At the Roundtable on Sustainable Palm Oil (RSPO) Excellence Awards in Bangkok, Taronga won the Outstanding Achievement Award for its Tiger Trek exhibit. Based at Taronga Zoo, Tiger Trek draws attention to the rapid habitat loss threatening the critically endangered Sumatran Tiger.

Sustainable Building Design

Taronga continues to pursue best practise in environmentally sustainable design for its buildings and capital works upgrades. The Wildlife Retreat at Taronga was designed with sustainability at the forefront with use of recycled water, energy efficient appliances and careful consideration of construction materials. The Waterhole Café at Taronga Western Plains Zoo utilised passive design with natural climate control in dining areas, and planting of deciduous trees to provide shade in summer and sun in winter. The landscaping also includes targeted and timed irrigation. Water from the children's water play area is reused elsewhere on site. The development also included a large ground-mounted solar array to generate clean electricity onsite.

Surviving the Drought at Taronga Western Plains Zoo

The past year has seen Taronga Western Plains Zoo adjust to the continued impacts of one of the most severe droughts on record. Water conservation was the top priority with very little access to river water during this period. The teams worked together to develop water conservation strategies and created opportunities to use water multiple times to stretch usage, including review of cleaning processes and animal husbandry practices. There was a focus on ensuring water conservation targets were met and that everyone worked together to see animals and people through the drought. With recent rain, the landscape is beginning to recover and turn from brown to green.





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Taronga is working towards assessing social and environmental sustainability along the supply chain.

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Environmental Sustainability

Taronga's sustainability commitment is to showcase best practice across both Zoos by embedding environmental sustainability into all aspects of the organisation.

Taronga strives to lead in the areas of resource efficiency, emissions reduction, recycling, behaviour change, and socially and environmentally sustainable supply chains.

Climate Change Mitigation

To mitigate the organisation's impact on climate change, Taronga became National Carbon Offset Standard (NCOS) certified and Carbon Neutral in 2018 – six years ahead of target. To further reduce greenhouse gas emissions, Taronga has begun the transition to renewable energy to power all operations. This means that Taronga's electricity needs not already met by onsite renewable generation will be supplied from offsite renewable energy projects such as wind and solar. This initiative will result in a 60-70% reduction in Taronga's carbon footprint, significantly reduce dependence on finite fossil fuels, and will support the local clean energy economy.

Taronga has implemented two new onsite solar installations this financial year including:

- Ground mounted solar photovoltaic at Taronga Western Plains Zoo's new Waterhole Precinct (99 kW)
- Ground mounted solar photovoltaic in Taronga Western Plains Zoo's Administration area (99 kW)

These solar panels, as well as those already installed at both Zoos in previous years, reduce Taronga's dependence on the electricity grid and also cut ongoing operational costs. Taronga continues to increase its fleet of electric buggy vehicles to minimise use of fuels.

Energy efficiency continues to be a priority for new development and existing infrastructure, including implementation of a resource monitoring dashboard which will provide greater insight into energy consumption and therefore reduction opportunities.

Diverting Waste from Landfill

As well as actively working to reduce waste generation, Taronga is continually searching for ways to recover waste destined for landfill. At Taronga Western Plains Zoo, work is underway to install a large composting vessel which will process food waste from public areas and kitchens, as well as compostable packaging sold onsite like coffee cups and straws. Not only will this reduce a significant amount of waste going to landfill but will 'close the loop' by producing a beneficial compost for use on Zoo pasture and gardens.

Taronga Zoo continues to divert the corn starch packaging sold onsite in separate recycling bins, to be composted together with the Zoo's animal waste. This includes compostable coffee cups and cutlery sold onsite.

This year, Taronga had an average diversion rate of 76% across both Zoos and is expected to reach the 90% diversion target once additional food waste recycling initiatives are implemented.

Sustainable Procurement

Taronga is working towards assessing social and environmental sustainability along the supply chain, including all business units, using a Sustainable and Ethical Supply Chain framework. The objective is to align Taronga's procurement processes and policies to ISO 20400 - Sustainable Procurement and meet the requirements of the Modern Slavery Act. In early 2020, two major beverage supplier agreements were negotiated to include several social and environmental outcomes which will be reviewed on an ongoing basis.

Taronga is committed to sustainable purchasing and use of recycled materials, including purchasing 100% recycled paper for 95% of office paper supply at both Zoos.

Litter Prevention

Beverage containers have been found to make up 44 per cent of the volume of litter in NSW (NSW EPA 2020). Since December 2017, Taronga has partnered with the Environmental Protection Authority to support the NSW Government's largest litter prevention program - Return & Earn. Taronga Zoo became one of the first collection points for the container deposit scheme, implementing a large reverse vending machine for the local community to recycle their containers and redeem the 10c deposit. Four additional smaller machines have been placed within the grounds of Taronga Zoo to service guests. Since the program's implementation, Taronga has diverted more than 2.5 million containers from landfill.

Marketing and Promotional Activities

Taronga Zoo

Taronga Zoo enjoyed success with a continually improving performance marketing strategy throughout the first half of the year along with supplementary activities such as school holiday campaigns and promotions. Half way through the summer campaign the 2019/20 bushfires hit NSW, and activity was pivoted from the initial admissions driving creative to a fundraising campaign to leverage the opportunity to support the recovery and rehabilitation of injured wildlife, a collaboration with the Taronga Foundation, proving to be one of the most successful donation appeal campaigns in Taronga history. Following the ongoing impact of the bushfires and the importance of community support Taronga utilised the Wildlife Crisis Appeal messaging and creative to deliver a 40% discount promotion in a full above-the-line campaign, something not trialled before, with record breaking success. This not only helped meet attendance targets but also built advocacy amongst our local and NSW community by educating the broader audience on our efforts in the bushfire crisis.

Following this came the closure of both Zoos due to COVID-19 which presented Taronga the challenge of remaining relevant and top of mind to our community whilst trying to broaden appeal and provide engaging and educational content to millions of people at home during isolation. On 1st April, Taronga launched Taronga TV – an online content series designed to allow Taronga to take our two beautiful Zoos directly into the living rooms of families all over the world. Taronga TV allows viewers to immerse themselves in fascinating content, including shows, keeper talks and 24/7 live-streams of seven incredible species including Sumatran Tigers, African Lions, Asian Elephants and Australian Sea Lions. The series has also allowed Taronga's online community to learn more about the critical work of Taronga's two wildlife hospitals, watching on as our veterinarians and veterinary nurses work to treat, rehabilitate and release rescued wildlife.

Taronga Western Plains Zoo

The year presented enormous challenges but also great opportunities. It began with the region in the grip of the worst drought on record. The Marketing and Communications team fielded increased media requests regarding the drought and by spring, the coverage was national, portraying dry and barren landscapes, empty dams and struggling communities. Although this helped communicate the plight of impacted regions it certainly made a 'come visit' message less motivating.

Against this backdrop, the team implemented an acquisition-led digital marketing campaign, with an always on layer and boosted activity to drive school holidays. The team leveraged PR opportunities wherever possible, including the widely celebrated arrival of a White Rhino calf and launch of the Great Big Adventure Pass (GBAP) – a new multi attraction ticket to the Zoo, Old Dubbo Gaol, Wellington Caves and Flying Doctor Visitor Experience.

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Taronga TV allows viewers to immerse themselves in fascinating content, including 24/7 live-streams of seven incredible species, including Sumatran Tigers.

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For summer, a video and photo shoot during challenging smoke haze and dust conditions, captured stunning new content of key experiences. Shortly after the activity commenced paid advertising was halted due to the prevailing conditions that escalated into the national bushfire emergency across December and January.

In early 2020, marketing highlights included an in-situ promotion targeting the key Newcastle market, publicising the GBAP with partner attractions. In February, autumn driving activity commenced with Digital OOH (Out of Home advertising), however all marketing activity was again halted as the COVID-19 pandemic escalated, resulting in the Zoo's closure.

A highlight for the year was the creation of Taronga TV during the Zoo's temporary closure period. The Marketing and Communications team, together with the human and animal stars of Taronga Western Plains Zoo, created content for Taronga's social media channels and website, keeping audiences engaged and connected.

The announcement of the Zoo's reopening date and then the actual reopening were major highlights for the year. The official opening of the new Waterhole precinct with the Minister for Energy and Environment and the Member for Dubbo in attendance, as well as strong visitation for the month of June, were a great way to end a tumultuous and unprecedented year.

Digital Marketing

Following solid growth last year optimisations were tested across all paid channels with targeting strategies, content strategies and weighting of spend across brand awareness vs performance marketing programs. This approach delivered significant growth for online ticket sales in the first 6 months of the year until it was necessary to pivot our focus to driving awareness and donations towards the Wildlife Crisis Appeal in December and January which went on to be the most successful digital donation appeal to date.

The following months of the year with COVID-19 site closures saw the Digital Marketing team lend their support to the newly launched Taronga TV platform, creating a hub on the Taronga website and embedding live camera feeds, YouTube videos, other forms of content and then pushing these to the Taronga audience through both above the line and below the line activity. The Digital Marketing team were also responsible for keeping the community informed on closure and reopening information, COVID-19 safety messaging and direct communications to stakeholders.

During the closure period the CRM Project continued to move forward with the new platform expecting to launch early in 2020/21.



Sumatran Tiger – Chris Wheeler

Retail

Taronga Zoo

Taronga Zoo's retail team continued to focus on products that have been sustainably produced. There has also been significant progress in reducing the number of suppliers used and working with them to gain accreditation that confirms no slave trade practices are occurring in their factories. Growth in sales per head was also achieved by realigning the stores and ensuring a strong product range for the appropriate audiences. This year, the overall retail sales were down on last year due to the temporary closure of the Zoo resulting from the COVID-19 pandemic. Prior to this retail revenue was ahead of budget.

Catering and Functions

Taronga Zoo

During 2019/20, Epicure continued to oversee catering operations at Taronga Zoo. Prior to the COVID-19 temporary closure of the Zoo in March, operations across the site were ahead of budgeted revenue and spend per head (SPH), however the final result saw that margin being eroded. SPH was also a key focus for the EPICURE team at the Retreat and a roll out of new menus saw improved results prior to the closure. Functions have also progressed well with sales ahead of budgeted revenue prior to the COVID-19 temporary closure. A new Sales and Marketing Director was introduced following a review of the team structure. Sustainability continues to be a focus and E-water was installed in all catering related areas on the Retreat site.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's retail team have had a continued focus on stock management control, and improved merchandising, particularly around new animal arrivals throughout the year and an environmentally friendly and sustainable product range.

Taronga Western Plains Zoo

The Bakhita's Café underwent a rebrand to the Zoo Café & Bar to provide greater continuity and to highlight the location of the café for visitors to the region.

The new Waterhole precinct opened in late June 2020 which features the open style café that boasts views of the Meerkats and other herd species. The new precinct proved extremely popular in its first week of opening.

Taronga Western Plains Zoo's Functions result was heavily impacted by the restrictions around gatherings and the temporary closure period. Special events held prior to this period included Valentine's Day, New Year's Eve Great Gatsby function and Father's Day which were highlights for the year. The Savannah Function Centre further reviewed the packages available providing further options to the weddings and conferences packages as well as commencing the development of a specific private events package.



Taronga Zoo

Roar and Snore

The Roar and Snore overnight experience in Sydney continued to go from strength to strength. Positive guest feedback was seen across the year and the TripAdvisor ranking remaining in the top 10 for specialty accommodation in Sydney.

Wildlife Retreat at Taronga

The 10th October 2019 saw the opening of the Wildlife Retreat at Taronga, the culmination of more than five years of work in planning, designing and creating the experience and the realisation of Taronga's latest extension to its transformational guest experiences and connect diverse audiences with wildlife and conservation. It also marks a significant investment in the diversification of income and future financial sustainability for Taronga. Reputation preceded reality, but the Wildlife Retreat at Taronga lived up to every expectation achieving customer satisfaction and recommendation ratings that ranked alongside the highest regarded accommodation in the world. Whilst bushfires abated guest numbers and COVID-19 required the total closure of the property less than 20 weeks after opening, the Wildlife Retreat at Taronga re-opened to strong demand and positive reviews in June 2020.

Wild Ropes

Wild Ropes continued to see a high volume of children climbers with the courses reaching capacity on numerous days throughout the year. Overall the team managed in excess of 26,000 climbers. The COVID-19 temporary closure impacted the revenue and resulted in a negative return compacted to budget. There is a desire to increase the capacity of the children's courses due to demand, so plans are being accessed to add an additional course for these guests.

Twilight at Taronga 2019

The Twilight at Taronga concert series saw another successful year with the added celebration of Twilight's 25th anniversary. With artists such as Broods, Bernard Fanning, Paul Kelly and Bjorn Again performing there was a strong mix for all demographics. In response to the Wildlife Crisis, Taronga focused on initiating a bushfire appeal, which saw the Major Events team quickly amend the theme of the series to align with this cause. It was successfully activated raising a record amount for the Taronga Foundation.

Taronga Western Plains Zoo

Overnight Programs

Taronga Western Plains Zoo's range of overnight guest experiences had a positive year despite temporarily closing due to COVID-19 pandemic. All accommodation products moved to the same online booking system to improve the booking process for guests and streamline internal operating systems.

Zoofari Lodge had a strong year despite the temporary closure period. A total of 9,654 visitors experienced the product, with occupancy of 77%. Following the reopening on 4th June the Zoofari Lodge tours and dining experience were modified in line with NSW Health guidelines. Zoofari Lodge also featured in the Zoo's marketing campaign on social platforms leading into spring which saw strong bookings follow.

Savannah Cabins accommodated 10,599 guests over 2019/20. Construction commenced at the Savannah Cabins on a new children's playground that will be exclusive for guests. Savannah Cabins packages were also streamlined to encourage multiple night stays which has seen positive results. Billabong Camp had 4,861 visitors experience this overnight program.

Billabong Camp continued to improve on its overall experience enhancing the offering with family games at the camp site and the addition of viewing lions and cheetahs during the walking tours. Both have been well received with positive feedback from guests.

Sustainability Snapshot

Waste Management



Environmental Sustainability Award from World Association of Zoos and Aquariums



90%

of Taronga's waste was diverted from landfill



80%

of single use plastics were removed from food and beverage outlets

Tiger Trek



Outstanding Achievement Award at the Roundtable on Sustainable Palm Oil (RSPO) Excellence Awards

Taronga Foundation

The Taronga Foundation celebrated several successes in 2019/20. Taronga was privileged to receive support throughout the year with donations generating income in excess of \$15m. These funds were generously donated from individuals, trusts and foundations and corporate partners.

Over the summer period Australia saw the devastating bushfires and severe drought impact animals across the country, supporters gave funds to enable Taronga wildlife and veterinary teams to respond to the emergency wildlife crisis, treating and caring for injured and affected native wildlife. Funds raised throughout the year also supported field conservation grants program, in-situ conservation partnerships, education and research projects. This continued support also enabled major redevelopments at both Zoos this year, including African Savannah at Taronga Zoo, and The Waterhole at Taronga Western Plains Zoo.

Taronga Foundation Patrons

The Taronga Foundation were delighted to have the support of:

- Mr David Paradise (Chair)
- Mr Nigel Adams
- Mr John Cleese
- Mr Guy Cooper PSM
- Mr Bradley Trevor Greive
- Ms Terry Kaljo
- Mr Justin Hemmes
- Mr Graham Humphrey
- Mrs Sandra Humphrey
- Mr Justin Miller
- Mr Maurice L Newman AC
- Mr Thomas O'Donnell
- Ms Gretel Packer
- Mr Harold Shapiro
- Ms Valentina Stojanovska
- Ms Deborah Thomas
- Mr George Wang
- Mrs Nikki Warburton

Philanthropy

Fundraising Events

The Foundation's fundraising events raised over \$900k in 2019/20, which included community fundraising events such as City to Surf, Dubbo Stampede and the Girl Guides partnership. In response to the necessary Zoo closures due to COVID-19, Taronga launched a new virtual challenge – Run Wild for Taronga where participants were encouraged to get active for a 30-day challenge to help feed Taronga's animals. The response to the virtual event was extremely positive with over 455 individuals signing up.

The Foundations annual gala dinner Zoofari 2019 – Back from the Brink raised significant funds for priority conservation projects in Australia, with a focus on Koala conservation programs. Guests were treated to an inspirational evening learning firsthand how their support would enable Taronga to restore hectares of primary Koala habitat, provide medicine and treatment to injured Koalas in Taronga's two Wildlife Hospitals and ensure that specialist team members are on hand to support breeding Koalas.

New Year's Eve at Taronga was another huge success with tickets for the event sold out quickly and generating income for the Foundation.

Major Gifts

Generous gifts were received from a number of individuals, donating to support the wildlife recovery work in Australia and conservation projects overseas, including support for the fully operational Taronga Institute for Science & Learning.

Taronga would like to acknowledge the following generous supporters who donated \$20,000 or more this financial year.

- Micky and Madeleine Arison Family Foundation
- Auxilium Foundation
- Beauval Nature
- ZooParc de Beauval
- Ms Dinah Beeston
- Bird Holcomb Foundation
- Mr Len Bleasel AM
- BridgeLane Foundation
- Champion Family Foundation
- Conen-Spence Trust
- Min Darling and Ian Darling AO

- Max and Dianne Denton
- Mr Jerry Ellis AO and Mrs Ann Ellis
- Mr Richard Elmslie and Ms Leslie Tilly
- Global Creatures and Moulin Rouge! The Musical
- Greater Good Charities
- Dr Sandra and Mr Graham Humphrey
- Mrs Ingrid Kaiser
- Kennard Hire Foundation
- The Kinghorn Foundation
- Maple-Brown Family Foundation
- The Minton Family Foundation
- Morgridge Family Foundation
- Mark and Louise Nelson
- Ottomin Foundation
- Ms Gretel Packer
- Paradise Family Foundation
- Penkun Holdings Pty Ltd
- K & J Prendiville Foundation
- Alan and Lynne Rydge
- Mr and Mrs John and Rosalinda Sample
- Skipper-Jacobs Charitable Trust
- The Dick and Pip Smith Foundation
- The Suters Family
- Turnbull Foundation
- Twynam Investments Pty Ltd
- Will and Jane Vicars
- Julia and Chris Vonwiller

Gifts in Wills

The Taronga Foundation is grateful to the generous supporters that have left gifts in their Wills, with bequests significantly contributing to Taronga's conservation work.

Friends of the Future Income
(Funds received from estates 2019/20)

- The Estate of The Late Miss Susan Bateman
- The Estate of The Late Mr Henry Beaver
- The Estate of The Late Mrs Wendy Beer
- The Estate of The Late Mrs Sonia Dowty
- The Estate of The Late Dorothy Gudgeon
- The Estate of The Late Mrs Dawne Hintze
- The Estate of The Late Ms Irene Hopkins
- The Estate of The Late Ms Melinda Knipers
- The Estate of The Late Dr Marie Knispel
- The Estate of The Late Ms Laraine Mcdermott
- The Estate of The Late Ms Ardelia Pisanello
- The Estate of The Late Mrs Beverley Potts
- The Estate of The Late Miss Joye Slater
- The Estate of The Late Ms Lisa Spender

“Over the summer, supporters gave funds to enable Taronga teams to respond to the emergency wildlife crisis.

”

Individual Giving

Taronga launched an emergency crisis appeal in response to the 2019/20 bushfires and existing and new supporters from over 52 countries around the world. Throughout the Taronga's 2020 Twilight Concert series funds were raised for wildlife rescue and recovery via cash donations collections on concert evenings. It was only made possible by Taronga's dedicated team of volunteers.

Regular Giving

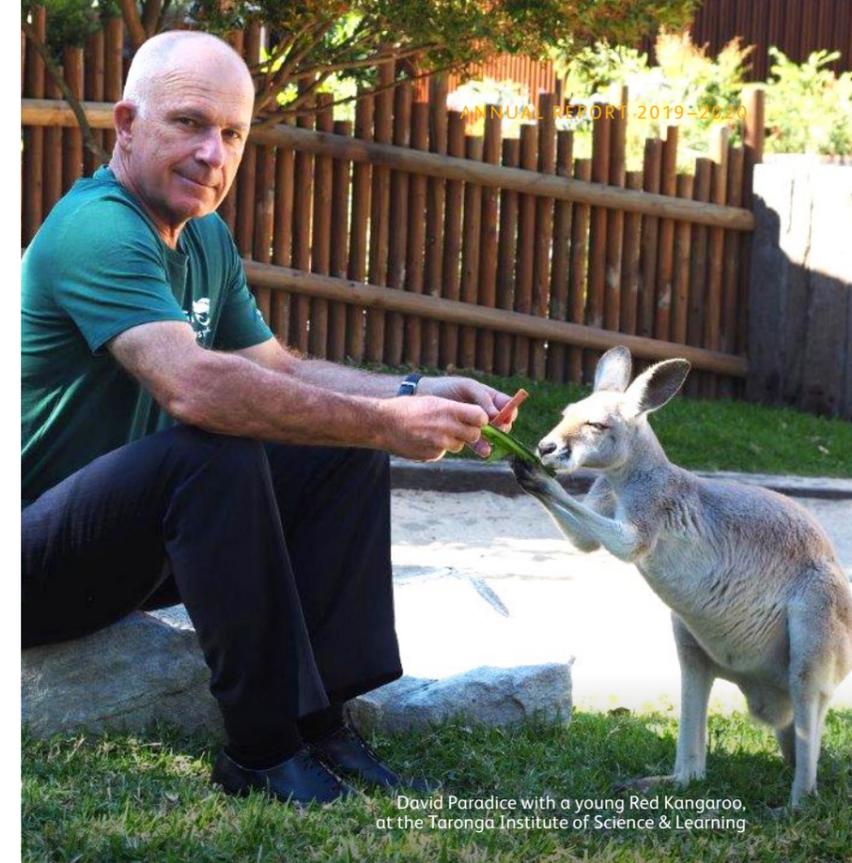
The Taronga Wildlife Defender regular giving program raised funds from new and existing supporters. New donors were acquired through cash conversion campaigns, face-to-face fundraising (on pause since March 2020 due to COVID-19 restrictions) and the introduction of a 2 step (digital lead sourcing followed up with telemarketing) campaign.

Zoo Parents

Zoo Parents continued to contribute income in 2019/20, and the program introduced a new Koala Zoo Parent adoption as a result of the bushfire wildlife crisis.

Corporate Partnerships

The Foundation secured over \$5m in financial support from corporate partners to fund Taronga's critical conservation work during the financial year. The success of Taronga's Corporate Partnerships program is attributed to over 60 long-term partners whose ongoing support during both the bushfires and COVID-19 was integral to the financial sustainability of the organisation. Additionally, Taronga engaged various new corporate partners throughout the year including Red Energy and Royal Caribbean International, joining Peters Ice Cream, Fairfax Media, QBE Insurance Australia and Coca Cola Amatil as a Principal Partner of Taronga's conservation efforts.



David Paradise with a young Red Kangaroo, at the Taronga Institute of Science & Learning

The Taronga Foundation Chairman's Report

In my first full year as Chairman I have thoroughly enjoyed getting to know Taronga, its programs, outcomes and supporters more intimately this year. It's heartening to see the strength of support Taronga received across the community this financial year net totalling \$11 million*.

I am incredibly grateful to all of Taronga's dedicated supporters committed to enabling Taronga to achieve its vision. All of the support has allowed for critical work in saving Australian native species impacted by the devastating bushfires and drought over the Summer period, provided vital support during the global pandemic looking after the animals which still need food and care in both Zoos, whilst still enabling the conservation programs here in Australia and across the globe to continue.

I would like to thank our wonderful Zoofari committee who organise the annual Zoofari fundraising dinner, where this year guests experienced pre-dinner drinks in the new state-of-the-art eco accommodation, Wildlife Retreat at Taronga. I am also deeply grateful to every one of our corporate partners and donors who have continued their support of Taronga in a most challenging year.

Finally, my thanks go to Taronga Chief Executive, Mr Cameron Kerr, the Chairman, Board members and the committed people at Taronga Zoo and Taronga Western Plains Zoo for their dedication to the organisation and the animals it supports. I commend the outstanding work done by Cameron and his team in possibly the most challenging year in Taronga's history, and take much pride in Taronga's position as a world-leading zoo, dedicated to preservation, conservation and scientific research.

David Paradise AO

Chairman, Taronga Foundation

*before grant distributions

CENTENARY CAPITAL PLAN

Deliver the Centenary Capital Plan on time and on budget to secure Taronga's position as a leading conservation and nature tourism organisation.

Key Achievements

Transformation of Taronga Western Plains Zoo

Taronga Western Plains Zoo has seen significant transformation under the Centenary Capital Plan and the past year has seen completion of several large projects. These projects effectively conclude the large investment in capital at Taronga Western Plains Zoo for the immediate term. The Waterhole precinct opened on 23rd June 2020 to the delight of returning visitors to the Zoo post the temporary closure. The Waterhole precinct saw an investment to redevelop the midway point of the Zoo circuit that had been relatively untouched since the Zoo opened in 1977. The Waterhole features an open style café with integrated animal habitats including Meerkats and Leopard Tortoise. The café boasts views of the horizon and neighbouring paddocks home to herd species. The precinct also features a water play area that tells the story of droughts and floods which are sure to be a popular drawcard for the warmer months of the year.

The Gateway to Africa precinct was also completed in June 2020. This development effectively delivered an exceptionally improved entry experience at Taronga Western Plains Zoo, by upgrading the existing moat which has in turn delivered an improved ambience for our guest viewing the African Wild Dogs exhibit, as well as providing enhanced circulation and landscaping outcomes.

African Savannah

After years of research, planning, construction and animal movements the new African Savannah precinct at Taronga Zoo opened to guests on 28th June, 2020. African Savannah is designed to allow guests come eye-to-eye with Giraffes, Zebras, Meerkats,

Fennec Foxes, Ostrich, Chimpanzees and African Lions all while learning about the conservation challenges facing these iconic species. The new habitats offer all species larger and more complex and flexible spaces, bringing key Savannah taxa together in one guest experience, including the existing Chimpanzee Sanctuary. The conservation story for African Savannah focuses on Taronga's partnership with the Northern Rangelands Trust (NRT) in Kenya. Taronga has been in partnership with the Biliqo-Bulesa Conservancy since 2012, which has an important population of Giraffe, Zebra and Lions, all which feature in Taronga's African Savannah. Taronga works with the NRT to provide security to wildlife and benefit local communities by supporting income streams.

Review of Asset Work Request Log

In 2019/20 the Asset Management team at Taronga Zoo undertook a project to reduce the maintenance work request log from 1600 down to 650. The log was reduced through fine tuning the work request process and reviewing and prioritising the outstanding work request backlog on workflow management system. Reducing the work request log was a crucial step in improving the workflow and maintenance reporting. The work request reduction resulted in fewer timeframe requests and workflow issues as well as reduced work request completion time frames.

Improving Asset Management Procedure and Policy

This year has seen a comprehensive audit of Asset Management procedures and policies, to manage safety and productivity as well as drive implementation of best practice. An initial review of the facilities department

“
An African themed play area for children to enjoy.
”

identified opportunities in existing work procedures, documentation and staff sign off which were reviewed and addressed. In the bigger picture, Taronga completed an Asset Management Maturity Assessment and developed an Asset Management Policy in line with NSW Government best practice. Taronga passed through the first phase of the Maturity Assessment which is a positive recognition of the work that the Taronga Executive and Asset Management team have done to ensure effective Asset Management at Taronga Zoo. Further phases of the Maturity Assessment will identify the strengths and areas for development in Asset Management at Taronga.

Scheduled Maintenance Process

Taronga maintenance was historically managed on a reactive basis. Industry best practice of shifting to a proactive maintenance schedule shows positive financial, safety and workload benefits. In 2019 the Asset Management Team embarked on a project to develop a proactive Maintenance Schedule for Taronga Zoo. A scheduled maintenance list was developed and all identified tasks and frequencies entered into the workflow system. Maintenance funding was prioritised to high priority maintenance areas that were having ongoing impacting on costs and employees. All work requests are now classified as either scheduled or reactive maintenance to establish tracking on this measure. This will assist to monitor the shift towards proactive maintenance and is a common industry maintenance reporting metric.

Capital Works and Project Planning

Taronga Zoo

Wildlife Retreat at Taronga

The much-anticipated Wildlife Retreat at Taronga and Lower Australian Habitat precinct was officially opened in October 2019. This one of a kind eco-retreat contains 62 bedrooms and wraps around a wildlife sanctuary, which is home to animals such as Wallabies, Echidnas, Bandicoots, Platypus, Koalas and Freshwater Eels. The five accommodation lodges have been constructed from sustainably sourced timber and have been designed and constructed to achieve a five-star GreenStar rating, which aligns with Taronga's sustainability endeavours.

The lodges have been nestled into the landscape and accompanied by a new standalone guest lounge and bar with an external deck overlooking the wildlife sanctuary. A new kitchen and dining area adjacent to the existing Taronga Function Centre has also been constructed. These structures are surrounded by new native Australian wildlife exhibits as well as offering public circulation that elevates guests to key vantage viewing points.

The precinct delivers a highly immersive and engaging experience that enables guests to view Australian wildlife in a natural and tranquil environment. This new experience provides Taronga with another means to pursue its conservation purpose through increased income diversification which will be reinvested into its conservation programs, as well as providing additional opportunities to deliver engaging interactions with native animals that promotes increase awareness about the threats these species face in the wild.

African Savannah

In 2020, the 12,000m²+ African Savannah precinct was successfully delivered. The development offers our guests a highly engaging, immersive and transformational experience with multiple viewing points of Giraffe, Lions, Zebra, Meerkats and Fennec Fox. The precinct has been designed to deliver a high quality and engaging Savannah experience in an urban context as well as capitalise on the one of a kind views of the Sydney harbour that the precinct offers. Furthermore, the precinct has incorporated world leading husbandry facilities and provides a solid platform for Taronga to engage and influence its guests to support its wildlife conservation programs.

The project was successfully delivered in a 24/7 operational environment without any major incidents or injuries and within budget.

Completion of Great Southern Oceans Filtration and Infrastructure Upgrade

In February 2020, the Great Southern Oceans Filtration and Infrastructure upgrade project was successfully completed. This project has addressed a number of long-term challenges with the existing filtration system and in turn delivered improvements in the efficiency and effectiveness of the existing water filtration system. The upgrade has delivered enhanced capabilities and systems to deliver improved water quality and environments for the animals that call great southern oceans home.

The project has addressed several issues associated with dilapidated infrastructure as result of the highly corrosive environment, as well as implementation of new control technology to automate the system and process wherever possible.

Taronga Centre Workplace Refurbishment

As part of Centenary capital program, there was a need to complete a strategic review of the site wide office accommodation, to assess current workplace provisions and future needs. This assessment identified that the Taronga centre ground floor and Hallstrom were under-utilised and represented an opportunity to effectively double the office capacity from 54 desks to over 116 desks. The Taronga centre refurbishment project was successfully completed in November 2019 and effectively delivered a large portion of the additional capacity required as well as providing a fresh environment that effectively promotes collaboration and cross department communications. The project involved opening and levelling the ground floor of the Taronga Centre to maximise natural light diffusion into the office workspace, deliver improved accessibility, increase flexibility and collaborative spaces for the Taronga team.

Upper Australia Precinct

The Upper Australia precinct will provide our guests with the opportunity to experience the uniqueness of Australian wildlife and gain deeper appreciation of Aboriginal cultural connection of caring for animals and country. The precinct design will strive to excite and inspire guests to act to protect wildlife and their habitats.

The upper Australia precinct project has steadily progressed forward, with the precinct vision and concept design being finalised in June 2020 and work commenced on the submission of a State Significant Development Application to the NSW Department of Planning. The project is on track to deliver a highly innovative and immersive experience that will deliver a truly unique and world leading Australian fauna and flora experience.

Taronga Western Plains Zoo

The Waterhole Café

The Waterhole Café and water play area at Taronga Western Plains Zoo was opened in June 2020 in time for the school holidays. The development has delivered a vastly improved and engaging guest experience, by delivering a revitalised precinct that includes 150-seat café with panoramic views, integrated animal exhibits to the dining experience, picnic facilities and an African themed water play area for children to enjoy.

The African inspired design incorporates rammed earth walls and incorporates passive design principles to takes advantage of natural ventilation and airflow. The café positioning offers extensive views overlooking herd species while allowing guests to dine with Meerkats and Star Tortoise. The development has also delivered dramatically improved husbandry outcomes with the creation of a purpose-built facility to improve the management and care of herd stock across the Taronga Western Plains Zoo.

“

The Wildlife Retreat at Taronga is a one of a kind eco-retreat containing 62 bedrooms and wraps around a wildlife sanctuary, which is home to animals such as Wallabies, Echidnas, Bandicoots, Platypus, Koalas and Freshwater Eels.

”

A pivotal element of the precinct is the exciting water play area for children with an African waterhole theme featuring hippopotamus and Elephant sculptures, and an extensive array of automated jets and misting systems.

The project team was instrumental in the delivery of an overall project outcome that has exceeded expectations, while also overcoming the challenges presented in completing the project in the context of COVID-19 restrictions.

Regent Honeyeater Zoo-based Breeding

Taronga successfully delivered a substantial expansion to Regent Honeyeater zoo-based breeding facilities in June 2020. The project was predominately funded by the Office of Environment and Heritage and enabled Taronga to design and construct purpose-built breeding, Creching aviaries Holding/Flocking facilities at Taronga Western Plains Zoo. The expansion of the Regent Honeyeater provides Taronga with capability and reliably to produce large numbers of birds for release. Increasing flexibility in holding large numbers of birds prior to release while appropriate sites and conditions are determined, allowing for an adaptive management release strategy. This project effectively provides Taronga with the platform and infrastructure to effectively pursue its conservation objectives for the Regent Honeyeater.

Gateway to Africa Successfully Revitalised

In June 2020, the revitalisation of the Gateway to Africa precinct was successfully completed. This project has delivered an improved entry experience at Taronga Western Plains Zoo, by way of substantial upgrades to the existing aged African Wild Dog exhibit that was over 40 years old. The project involved refreshing the primary exhibit viewing opportunities, replacing the existing moat delivering improved husbandry amenities and wholesale upgrades to the precinct public domain elements.

Solar Farms Delivered

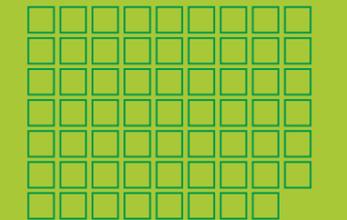
Taronga successfully delivered two new 100kw solar farms at the Taronga Western Plains Zoo in late 2019. The new solar farms are to be located at the Waterhole café area and the main administration precinct. The project demonstrates Taronga's commitment to continue to invest in sustainable initiatives that reduce it's impact on the natural environment.

Capital Works Snapshot

Wildlife Retreat at Taronga



5 accommodation lodges



62 rooms



1 native wildlife sanctuary



5 star GreenStar rating

Waterhole Café



150 Seat Café with panoramic views

1 water play area featuring hippopotamus and elephant sculptures

Facilities and Infrastructure Asset Maintenance

Asset Management

To support continuous improvement, Taronga has committed to undertaking an Asset Management Maturity Assessment in line with the new NSW Government Policy.

Taronga Zoo

The Asset Management team prioritised the completion of higher risk projects identified in the safe systems of work and risk identification project undertaken in 2018. Key projects identified included the ongoing improvements to the Great Southern Oceans filtration systems and associated operating procedures. The water treatment plant operations and reporting aligned with Environmental Protection Authority compliance and removal of the deteriorating timber ceiling around the suspended whales was also completed.

Works to install an additional pressure reduction valve and link line on the Zoo's internal fire service main commenced. These works will resolve the ongoing pressure issues in the fire main and reduce water wastage through leaks.

Taronga Western Plains Zoo

A focus of the Taronga Western Plains Zoo maintenance program has been to meet the development and improvements created by the capital works program. This has ensured that the asset improvements have integrated into our existing infrastructure. Animal containment has been improved and developed to allow significant animal movement and management throughout the site. Ongoing site presentation within our accommodation precincts has also been a focus.

Water management and conservation has been a significant focus due to the last 2 years drought conditions, reduction in our water allocation and the need to be meeting sustainability outcomes. Ongoing improvements to irrigation and water pumping systems have allowed monitoring and ability to direct water usage to high demand areas and maintain animal containment.

The opportunity to carry out focused pasture improvement across several exhibits and back of house areas was completed during the closure period. This has allowed for improved animal welfare outcomes, visitor enhancement and expectations and increased browse opportunities.

Visitor experience and site presentation have as always been a core focus for the team, with the aim to increase the immersive experience for guests both within the Zoo grounds and accommodation precincts.

Heritage Asset Management

Taronga proactively worked to conserve, where feasible, items on the Heritage and Conservation Register. Archival records were kept of any items removed.

The majority of Heritage database and s170 Heritage Register has been updated over the past 12 months, with the s170 Heritage register being transferred to Taronga's geographic information system.

Heritage upgrades to a number of high value heritage elements with the African Savannah Project were completed in the last 12 months, including the Giraffe house and the Pygmy hippopotamus night house.

Horticulture

Taronga Zoo's Horticulture team launched a joint project with local NSW National Parks and Wildlife staff and Mosman High School. The 'Save our Species' (SOS) program is facilitated through the Threatened Species Office and aims to establish some locally endangered flora species from collected seed and cuttings. Initial seedlings were brought to the zoo and cultivated in Taronga's nursery. Two endangered species have been planted in the native garden areas surrounding the Koala habitat.

Taronga continues to manage three browse plantations in the Greater Sydney region which provide high quality, sustainable and nutritional animal food. These plantations were significantly impacted by the severe drought conditions in 2019. To mitigate future risk, Taronga is investigating a number of mitigation strategies to ensure ongoing reliability of fresh and premium quality browse supply.

TARONGA ZOO *and* TARONGA WESTERN PLAINS ZOO'S PARTNERS IN CONSERVATION

Sponsorship supports the Taronga Foundation's contribution to conservation

Principal Sponsors



Crown Sponsors



Presidential Sponsors



Primary Sponsors

Genovese	APA Group	Bluejeans	Carlton United Breweries
TBWA	Brookfield	Epicure	
Treasury Wine Estates	Aruba	FlowBuilders	

Champion Sponsors

Minter Ellison	Hulsbosch	Suez	Bayer Cropscience
ASX	IXOM	Fujifilm	REM Systems
Troy Laboratories	Boehringer Ingelheim	Baby Jogger	NCR Corporation

Supporters

Virbac	NSW Fire Brigades Relief & Welfare	Tourism and Transport Forum	Aspen Pharmacare
Waterlogic Australia	Zoetis	Buds & Bowers	Pest Control Technologies Int.
Norton Rose Fulbright	Purple	BPAY Group	Macquarie Anglican Grammar School
Wet & Forget	KPMG	SASH Small Animal Specialist Hospital	
Kelato Animal Health			



SEA - CHRIS WHEELER

STATUTORY FINANCIAL STATEMENTS





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 Income Statement and the Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement 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 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015

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

Basis for Opinion

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

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

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

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

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

Other Information

Taronga's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The members of the Board of Taronga are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprises the signed statement pursuant to section 41C of the PF&A Act.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Board's Responsibilities for the Financial Statements

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

In preparing the financial statements, the members of the Board are responsible for assessing Taronga's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

The scope of my audit does not include, nor provide assurance:

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



Min Lee
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

9 October 2020
SYDNEY

TARONGA CONSERVATION SOCIETY AUSTRALIA (TARONGA)
FINANCIAL STATEMENTS AND NOTES
FOR THE YEAR ENDED 30 JUNE 2020

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 2020;
- b) the financial statements have been prepared in accordance with Australian Accounting Standards including the Interpretations, the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*;
- c) we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate; and
- d) we are of the opinion that there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.



Chair of the Board



Member of the Board

Sydney
9 October 2020

INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2020

	Notes	2020 \$'000	2019 \$'000
Revenue			
Sale of Goods and Services	2	66,203	81,496
Government Grants	3	32,480	33,496
Investment Revenue	4	1,264	2,080
Other Income	5	24,656	12,613
Gain/(Loss) on Sale of Assets		(27)	(5)
Total Revenue		124,576	129,680
Expenses			
Personnel Services	6(a)	54,999	54,556
Depreciation and Amortisation	6(b)	30,035	24,921
Finance Costs	6(c)	1,516	1,455
Operating Expenses	7	36,540	41,718
Total Expenditure		123,090	122,649
NET RESULT		1,486	7,031

The accompanying notes form part of these Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2020

	Notes	2020 \$'000	2019 \$'000
NET RESULT		1,486	7,031
Other comprehensive income:			
<i>Items that will not be reclassified to net result in subsequent periods</i>			
Changes in revaluation surplus of property, plant and equipment	11	8,725	69,685
Other comprehensive income for the year		8,725	69,685
TOTAL COMPREHENSIVE INCOME		10,211	76,716

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2020

	Notes	2020 \$'000	2019 \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	22(a)	37,613	34,156
Receivables	8	2,982	4,841
Inventories	9	1,459	1,467
Other Financial Assets	10	37,000	55,000
Total Current Assets		79,054	95,464
Non-Current Assets			
Property, Plant and Equipment	11		
-Land and Buildings		490,973	421,083
-Plant and Equipment		9,013	8,636
-Infrastructure		114,223	84,634
-Work-in-Progress		5,506	85,285
Total Property, Plant and Equipment		619,715	599,638
Right-of-use Assets	12	294	-
Intangible Assets	13	1,926	1,175
Total Non-Current Assets		621,936	600,813
Total Assets		700,990	696,277
LIABILITIES			
Current Liabilities			
Trade and Other Payables	15	18,681	24,746
Other Current Liabilities	16	12,395	11,814
Borrowings	17	166	2,061
Total Current Liabilities		31,242	38,621
Non-Current Liabilities			
Borrowings	17	53,509	51,862
Trade and Other Payables	15	7,646	7,411
Total Non-Current Liabilities		61,155	59,273
Total Liabilities		92,396	97,894
Net Assets		608,594	598,383
Equity			
Reserves		359,668	350,943
Accumulated Funds		248,926	247,440
Total Equity		608,594	598,383

The accompanying notes form part of these Financial Statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2020

	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total \$'000
Balance at 1 July 2019	247,440	350,943	598,383
Net result for the year	1,486	-	1,486
Other comprehensive income:			
Net change in revaluation surplus of property, plant and equipment	-	8,725	8,725
Total other comprehensive income	-	8,725	8,725
Total comprehensive income for the year	1,486	8,725	10,211
Balance at 30 June 2020	248,926	359,668	608,594
Balance at 1 July 2018	240,409	281,258	521,667
Net result for the year	7,031	-	7,031
Other comprehensive income:			
Net change in revaluation surplus of property, plant and equipment	-	69,685	69,685
Total other comprehensive income	-	69,685	69,685
Total comprehensive income for the year	7,031	69,685	76,716
Balance at 30 June 2019	247,440	350,943	598,383

The accompanying notes form part of these Financial Statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2020

	Notes	2020 \$'000	2019 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of Goods and Services		93,046	110,039
Interest Received		1,546	2,097
Government Capital Grant		11,570	17,709
Government Recurrent Grant		15,910	15,787
Government Other Grant		5,000	-
Insurance Proceeds		8,492	238
Total Receipts		135,564	145,870
Payments			
Personnel Services		(53,539)	(51,958)
Suppliers for Goods and Services		(46,283)	(49,068)
Finance Costs		(2,063)	(1,501)
Total Payments		(101,885)	(102,527)
Net Cash inflow from Operating Activities	22(b)	33,679	43,343
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of Property, Plant and Equipment		(48,068)	(62,554)
Proceeds from Sale of Other Financial Assets		18,000	-
Proceeds from Sale of Property, Plant and Equipment		5	90
Net Cash outflow from Investing Activities		(30,063)	(62,464)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings	17	-	26,500
Repayment of Borrowings		(158)	-
Net Cash flow from Financing Activities		(158)	26,500
Net increase/(decrease) in cash and cash equivalents		3,458	7,380
Cash and cash equivalents at beginning of the year		34,156	26,776
Cash and cash equivalents at end of year	22(a)	37,613	34,156

The accompanying notes form part of these Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

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 Public Non-Financial Corporation 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 State 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 2020 have been authorised for issue by the Board on 9 October 2020.

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. Financial Reporting Directions mandated 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 and infrastructure systems.

Critical Accounting Estimates

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

Rounding

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

c) Comparative Figures

The comparative figures in the Income Statement have been amended to represent insurance proceeds as revenue as referred to in Note 5. To enhance comparability, classification of expenses related to insurance claims is amended and as a result there have been minor movements in the

income statement and related notes. There is no impact on the net result for prior year. All other comparative information is presented for the preceding financial year that corresponds to the disclosures specified for the current financial year, except where an Australian Accounting Standard permits or requires otherwise.

d) Statement of Compliance

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

e) Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, 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.

f) Leases

Taronga leases land for browse plantations, warehouse for storage of equipment and office and warehouse equipment. Lease contracts are typically made for fixed periods of 2 to 10 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. Taronga does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by Taronga and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year there was no financial impact of revising lease terms to reflect the effect of exercising extension and termination options.

Right-of-use assets

Taronga recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Land and buildings 1 to 10 years
- Plant and machinery 1 to 5 years
- Motor vehicles and other equipment 1 to 5 years

If ownership of the leased asset transfers to Taronga at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

At the commencement date of the lease, Taronga recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- Fixed payments (including in substance fixed payments) less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate;
- Amounts expected to be paid under residual value guarantees;
- Exercise price of a purchase options reasonably certain to be exercised by Taronga; and
- Payments of penalties for terminating the lease, if the lease term reflects Taronga exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Taronga's leases, Taronga's incremental borrowing rate is used, being the rate that Taronga would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Taronga's lease liabilities are included in borrowings.

Recognition and measurement (under AASB 117 until 30 June 2019)

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.

g) 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.

h) 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.

i) 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 18 and Note 14 for further disclosures regarding fair value measurements of financial and non-financial assets.

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

Australian Accounting Standards effective in 2019-20

The accounting policies applied in reporting period are consistent with those of the previous financial year except the below that have been applied for the first time in 2019-20.

- AASB 16 Leases – This Accounting standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet. Taronga accounts for all leases under a single on-balance sheet model. Taronga has adopted the partial retrospective option in AASB 16, where the cumulative effect of initially applying AASB 16 is recognised on 1 July 2019 and the comparatives for the year ended 30 June 2019 are not restated. Refer to note 12 for further disclosure.
- AASB 15 Revenue from Contracts with Customers – Taronga has made a detailed assessment of its revenue streams and concluded that its accounting policies meet the requirements of revenue recognition as per AASB 15, therefore adoption of AASB 15 did not have an impact on Income Statement and the Statement of Financial Position for the financial year.
- AASB 1058 Income of Not-for-Profit Entities - The adoption of AASB 1058 did not have an impact on Other Comprehensive Income and the Statement of Financial Position for the financial year.

All other new or revised Australian Accounting Standards mandatory for 2019 Financial Statements are either not relevant to the operations of Taronga or do not have any impact on Taronga's results or disclosures.

Australian Accounting Standards issued but not yet effective

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

When the following Accounting Standards and amendments become mandatory, additional disclosures may be required. Taronga has made an assessment and determined that there will be no material impact on the Financial Statements.

- AASB 17 Insurance Contracts – mandatory for 2022 Financial Statements
- AASB 1059 Service Concession Arrangements: Grantors – mandatory for 2021 Financial Statements
- AASB 2018-5 Amendments to Australian Accounting Standards – Deferral of AASB 1059 – mandatory for 2021 Financial Statements
- AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business – mandatory for 2021 Financial Statements
- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material – mandatory for 2021 Financial Statements
- AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework – mandatory for 2021 Financial Statements
- AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059 – mandatory for 2021 Financial Statements
- AASB 2019-3 Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform – mandatory for 2021 Financial Statements
- AASB 2019-7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations – mandatory for 2021 Financial Statements

k) Major Event

The coronavirus (COVID-19) pandemic has emerged as a significant issue for Taronga with a major negative impact on Taronga's revenue from operations during the reporting year. This impact was due to an international travel ban and other COVID-19 related restrictions. Taronga closed both zoos for nine weeks from late March 2020.

In response to this crisis Taronga has implemented a number of management decisions to contain discretionary expenditure and redeployed employees to other NSW Government agencies where possible. Business disruption insurance claims have been made to the Treasury Managed Fund via icare and there have been ongoing discussions with NSW Treasury to determine the need for further financial support for Taronga.

2. Sale of Goods and Services

	2020 \$'000	2019 \$'000
Sale of goods	8,238	9,751
Rendering of services	57,965	71,745
Total Sale of Goods and Services	66,203	81,496

Recognition and Measurement

Until 30 June 2019

Sale of Goods

Revenue from sale of goods is recognised as revenue when Taronga transfers the significant risks and rewards of ownership of the goods, usually on delivery of the goods.

Rendering of Services

Revenue from rendering of services is recognised when the service is provided. This includes income from Gate Admissions, Catering Commission, Ropes Course, Accommodation, Car Park, Events and income from Zoo activities.

From 1 July 2019

Sale of Goods

Revenue from sale of goods is recognised when Taronga satisfies a performance obligation by transferring the promised goods. Taronga satisfies its performance obligations at the time of the sale of goods and at the same time the customer obtains control of promised goods. The payment is typically due at the time of transfer.

Rendering of Services

Revenue from rendering of services is recognised when Taronga satisfies the performance obligation by transferring the promised services. Taronga typically satisfies its performance obligations by providing entry to the guests visiting the zoos, providing catering facilities, ropes course experience, overnight accommodation, car parking facility, attendance to the events and experience from Zoo activities. The customer obtains control of the promised services upon delivery of the experiences and providing access to certain facilities. Payments are due upon reservation of services and at times upon providing access to certain facilities.

3. Government Grants

	2020 \$'000	2019 \$'000
<i>Grants to Construct a Recognisable Non-Financial Asset to be Controlled by Taronga:</i>		
Capital grant	11,570	17,709
<i>Grants without Sufficiently Specific Performance Obligations:</i>		
Recurrent grant	15,910	15,787
Other grant	5,000	-
Total Government Grants	32,480	33,496

Recognition and Measurement

Until 30 June 2019

The grants received from the NSW Government 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.

From 1 July 2019

Income from grants to acquire or construct a recognisable non-financial asset to be controlled by Taronga is received and recognised when Taronga satisfies its obligations under the transfer. Taronga satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed. Revenue is recognised upon receipt of cash and completion of the construction activities.

Income from grants without sufficiently specific performance obligations is recognised upon receipt of cash.

4. Investment Revenue

	2020 \$'000	2019 \$'000
Term Deposits and Bank Interest	1,264	2,080
Total Investment Revenue	1,264	2,080

Recognition and Measurement

Interest income is recognised using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

5. Other Income

	2020 \$'000	2019 \$'000
Sponsorship	5,133	4,127
Donations and Bequests	11,032	8,013
Proceeds from Insurance	8,492	238
Insurance Premium Hindsight Adjustments	-	235
Total Other Income	24,656	12,613

Recognition and Measurement

Sponsorship

Sponsorship revenue is brought to account as it is earned and is recognised when services are provided per sponsorship agreements. The value of goods and services received by way of sponsorship was included in 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.

Donations and Bequests

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

Proceeds from Insurance

Proceeds from insurance comprises of claims related to loss of revenue due to business disruption and destruction or damage to Taronga's assets. These claims are recognised as revenue upon receipt of approved payments.

6. Expenses

a) Personnel Services

	2020 \$'000	2019 \$'000
Salaries and Wages (including annual leave)	46,154	43,955
Superannuation - Defined Contribution Plans	4,450	4,186
Superannuation - Defined Benefit Plans*	251	2,326
Long Service Leave	813	613
Workers Compensation Insurance	480	788
Payroll Tax and Fringe Benefits Tax	2,850	2,688
Total Personnel Services	54,999	54,556

Recognition and Measurement

The personnel services is the expense incurred by Taronga on personnel services provided by The Department of Planning, Industries and Environment (DPIE).

*As the employment is undertaken by DPIE, 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 2020 a defined benefit superannuation actuarial gain of \$11,448 is included in superannuation defined benefit expense (\$2,010,501 loss in 2018/2019).

Personnel Service related costs amounting to \$2,056,397 have been capitalised during the year (\$1,825,180 in 2018/2019). These personnel service costs are excluded from the above.

b) Depreciation and Amortisation Expenses

	2020 \$'000	2019 \$'000
Depreciation		
Land and Buildings	21,167	18,488
Land and Buildings right-of-use assets	122	-
Plant and Equipment	1,856	1,506
Plant and Equipment right-of-use assets	39	-
Infrastructure	6,387	4,564
Amortisation		
Intangible Assets	464	363
Total Depreciation and Amortisation Expenses	30,035	24,921

Refer to Note 11, 12, and 13 for recognition and measurement policies on Depreciation and Amortisation.

c) Finance Costs

	2020 \$'000	2019 \$'000
Interest on Borrowings	2,050	1,745
Interest on Lease Liabilities	9	-
Amortisation of premiums relating to borrowings	(543)	(290)
Total Finance Costs	1,516	1,455

Recognition and Measurement

Finance costs consists of interest and other costs incurred in connection with the borrowing of the funds. Borrowing costs are recognised as expenses in the period in which they are incurred in accordance with Treasury's Mandate to not-for-profit entities.

7. Other Operating Expenses

	2020 \$'000	2019 \$'000
Advertising and Promotions	3,969	4,214
Animal Husbandry & Research Support	2,953	2,696
Assets Written off	1,623	1,854
Communication and Digital Technology	2,439	1,500
Contingent Labour	1,272	1,893
Contract Services	3,529	4,526
Cost of Goods Sold	2,954	3,851
Maintenance	5,340	7,387
Supply and Services	10,138	11,547
Utilities	2,123	2,250
Insurance Premium Hindsight Adjustment	199	-
Total Other Operating Expenses	36,540	41,718

Total Maintenance Expenses

	2020 \$'000	2019 \$'000
Maintenance expense - Contracted Labour and other (non-employee related) included in Note 7	5,340	7,387
Employee related Maintenance expense included in Note 6(a)	1,597	1,783
Total Maintenance expenses included in Note 6(a) and Note 7	6,938	9,170

Recognition and Measurement

Operating costs are recognised as an expense in the reporting period in which they are incurred. These expenses generally represent the day to day operating costs incurred in Taronga's normal operations.

Cost of Goods Sold

Cost of goods sold represents the amount of inventories sold during the year from retail activities and the cost of food and beverage for zoo activities.

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.

Supply and Services

Supply and Services includes operating costs such as animal transport, audit fees, bank charges, conservation activities, catering, insurance, legal, postage, printing and stationery, professional services, staff development, travel and vehicle costs.

8. Trade and Other Receivables

	2020 \$'000	2019 \$'000
Trade Receivables from Contracts with Customer	2,042	-
Sale of Goods and Services	-	3,858
Less: Allowance for expected credit losses	-	-
	2,042	3,858
Prepayments	940	983
Total Trade and Other Receivables	2,982	4,841

Recognition and Measurement

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.

Impairment

Taronga applies a simplified approach in calculating Expected Credit Losses (ECLs). Taronga recognises a loss allowance based on lifetime ECLs at each reporting date. Taronga has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

9. Inventories

	2020 \$'000	2019 \$'000
Held for Distribution		
Food for Animals	281	240
Stores and Spare Parts	235	210
	516	450
Held for Resale		
Souvenirs and Catering	943	1,017
	943	1,017
Total Inventories	1,459	1,467

Recognition and Measurement

Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories held for resale 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.

10. Other Financial Assets

	2020 \$'000	2019 \$'000
Term deposits:		
91 - 180 Days	21,000	-
181 - 270 Days	16,000	41,000
Over 270 Days	-	14,000
Total Term Deposits	37,000	55,000
Less: Allowance for expected credit losses	-	-
Total Other Financial Assets	37,000	55,000

Recognition and Measurement

Other financial assets include short term deposits that are due to mature between 3 and 12 months from the acquisition date. Term deposits due to mature within 3 months from the acquisition date are classified as cash and cash equivalents. Refer to note 18 for further disclosure on Other Financial Assets.

11. Property, Plant and Equipment

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2019 - fair value					
Gross carrying amount	85,285	583,894	17,712	117,607	804,498
Accumulated Depreciation	-	(162,811)	(9,076)	(32,973)	(204,860)
Net carrying amount	85,285	421,083	8,636	84,634	599,638
At 30 June 2020 - fair value					
Gross carrying amount	5,506	674,951	18,952	153,583	852,992
Accumulated Depreciation	-	(183,978)	(9,939)	(39,360)	(233,277)
Net carrying amount	5,506	490,973	9,013	114,223	619,715

Reconciliation

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

	Work in Progress	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2020					
Net carrying amount at beginning of year	85,285	421,083	8,636	84,634	599,638
Additions	43,138	9	490	-	43,637
Transfers	(121,380)	82,324	1,825	35,976	(1,255)
Disposals	-	-	(1,075)	-	(1,075)
Expensed	(1,536)	-	-	-	(1,536)
Revaluation increment	-	8,725	-	-	8,725
Depreciation expense	-	(21,167)	(1,856)	(6,387)	(29,410)
Depreciation on disposals	-	-	993	-	993
Net carrying amount at end of year	5,506	490,973	9,013	114,223	619,715

	Work in Progress	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 July 2018 - fair value					
Gross carrying amount	65,549	537,676	13,796	102,887	719,908
Accumulated Depreciation	-	(183,971)	(8,437)	(35,067)	(227,475)
Net carrying amount	65,549	353,705	5,359	67,820	492,433
At 30 June 2019 - fair value					
Gross carrying amount	85,285	583,894	17,712	117,607	804,498
Accumulated Depreciation	-	(162,811)	(9,076)	(32,973)	(204,860)
Net carrying amount	85,285	421,083	8,636	84,634	599,638

Reconciliation

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

	Work in Progress	Land and Buildings	Plant and Equipment	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2019					
Net carrying amount at beginning of year	65,549	353,705	5,359	67,820	492,433
Additions	63,322	-	704	-	64,027
Transfers	(42,411)	28,547	4,190	9,675	-
Disposals	-	(1,804)	(978)	(181)	(2,963)
Expensed	(1,175)	-	-	-	(1,175)
Revaluation increment	-	57,844	-	11,841	69,685
Depreciation expense	-	(18,488)	(1,506)	(4,564)	(24,558)
Depreciation on disposals	-	1,279	867	43	2,189
Net carrying amount at end of year	85,285	421,083	8,636	84,634	599,638

Recognition and Measurement

(a) Acquisition of Property, Plant and Equipment

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.

(b) 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.

(c) 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 based on market participants' perspective, using valuation techniques that maximise relevant observable inputs and minimise unobservable inputs.

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, plant and equipment" except plant and equipment and WIP 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.

(d) Interim Revaluations

At the reporting date, Taronga consults Valuer General NSW a cluster agency under The Department of Planning, Industry and Environment for an indexation advice to determine if the carrying value of its assets differs materially from the fair value. In the event the carrying value of assets differs materially from fair value, Taronga performs a revaluation based on the advice of Valuer General and updates its asset values.

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

Land

The value of the Taronga's land at the reporting date is based on a comprehensive revaluation conducted by Valuer General NSW and Aspect Property in March 2020 for Taronga Zoo and Taronga Western Plains Zoo respectively. The land has been valued at fair value having regard to current use as indicated by the zoning, heritage restrictions and other controls over the property. Taronga has formed the opinion that there was no material change to the valuation for the period to

30 June 2020. The next comprehensive revaluation for land is due to be performed during the financial year 2022-2023.

Mosman – Taronga Zoo (28.1 hectares)

Zoning: Special Activities 1 – Zoological Gardens under Mosman Local Environment Plan 2012.
As per Valuer General NSW valuation in March 2020, based on comparable values for open recreation land, \$77,275,000.

Dubbo – Taronga Western Plains Zoo (758.3 hectares)

Zoning: SP3 Tourist under the Dubbo Local Environment Plan 2011.
As per Aspect Property valuation in March 2020, based on comparable zoning values \$3,100,000.

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 Depreciated Replacement Cost. The valuation was conducted by the Estate Property Consultants Pty Ltd in October 2018. In the interim period up to June 2020 management has assessed the indexation rates in consultation with Valuer General NSW and formed the opinion that there was no material change to the valuation for the period to 30 June 2020. The next comprehensive revaluation for infrastructure is due to be performed during 2023-2024.

Buildings, Enclosures and Improvements

The value of Taronga's buildings, enclosures and improvements is based on a revaluation conducted by the Estate Property Consultants Pty Ltd in October 2018. In the interim period up to June 2020 management has assessed the indexation rates in consultation with Valuer General NSW. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2020. The next comprehensive revaluation for infrastructure is due to be performed during 2023-2024.

(e) Revaluation Increments/Decrements

Revaluation increments are recognised in other comprehensive income and credited directly to the asset revaluation reserve, except to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as loss in net result, the increment is recognised immediately as revenue in the net result.

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

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise. When revaluing non-current assets the gross amount and the related accumulated depreciation are separately restated.

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

(f) 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.

(g) 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	10.00%
Computer Equipment	33.30%
Other Items	20.0%
Infrastructure	The rate being determined by the estimated life of the asset (3 – 40 years as appropriate).
Buildings, 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 Amortisation
Financial Application and Other Software	10.0% - 33.3%

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

12. Leases

Right-of-use assets under leases

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Balance at 1 July 2019	314	141	455
Additions	-	-	-
Depreciation Expense	(122)	(39)	(161)
Balance at 30 June 2020	192	102	294

Lease liabilities

	Total \$'000
Balance at 1 July 2019	455
Additions	-
Interest Expenses	9
Payments	(170)
Balance at 30 June 2020	294

The following amounts were recognised in the statement of comprehensive income for the year ending 30 June 2020 in respect of leases where Taronga is the lessee:

Depreciation expense of right-of-use assets	(161)
Interest expense on lease liabilities	(9)
Total amount recognised in the statement of comprehensive income	(170)

Future minimum lease payments under non-cancellable leases as at 30 June 2020 are as follows:

	\$'000
Within one year	180
Later than one year and not later than five years	176
Total (including GST)	355
Less: GST recoverable	32
Total (excluding GST)	323

Recognition and measurement for leased assets (under AASB 16 from 30 June 2020)

Taronga assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Taronga recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

As a lessee, Taronga recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right-of-use asset is initially measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for dismantling and removing the asset or restoring the site on which it is located. In subsequent years right-of-use asset is measured at cost less any accumulated depreciation and impairment losses.

In relation to leases that had previously been classified as 'operating leases' under AASB 117, a lease liability is recognised at 1 July 2019 at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate at the date of initial application. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 2.44%. The corresponding right-of-use asset is initially recorded on transition at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating

to that lease recognised in the statement of financial position as at 30 June 2019. The exception is right-of-use assets that are subject to accelerated depreciation. In subsequent years right-of-use asset is measured at cost less any accumulated depreciation and impairment losses.

In applying AASB 16 for the first time, Taronga has used the following practical expedients permitted by the standard:

- not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 and Interpretation 4.
- applying a single discount rate to a portfolio of leases with reasonably similar characteristics
- relying on its previous assessment on whether leases are onerous immediately before the date of initial application as an alternative to performing an impairment review
- not recognise a lease liability and right-of-use-asset for short-term leases that end within 12 months of the date of initial application
- excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- using hindsight in determining the lease term where the contract contained options to extend or terminate the lease

The effect of adoption AASB 16 as at 1 July 2019 increase/ (decrease) is, as follows:

	\$'000
Assets	
Property, plant and equipment	455
Total assets	455
Liabilities	
Other Liabilities	455
Total liabilities	455
Equity	-
Accumulated funds	-

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

	\$'000
Operating lease commitments as at 30 June 2019 (GST included)	291
(Less): GST included in operating lease commitments	(29)
Operating lease commitments as at 30 June 2019 (GST excluded)	262
Weighted average incremental borrowing rate as at 1 July 2019	2.44%
Discounted operating lease commitments as at 1 July 2019	269
Add: contracts re-assessed as lease contracts	172
Add: Lease payments relating to renewal periods not included in operating lease commitments as at 30 June 2019	14
Lease liabilities as at 1 July 2019	455

Taronga had total cash outflows for leases of \$169,514 during 2019-2020.

13. Intangible Assets

	Software and other Intangibles
	\$'000
At 1 July 2019	
Cost (gross carrying amount)	2,416
Accumulated Amortisation and Impairment	(1,241)
Net carrying amount	1,175
At 30 June 2020	
Cost (gross carrying amount)	3,576
Accumulated Amortisation and Impairment	(1,650)
Net carrying amount	1,926
Year ended 30 June 2020	
Net carrying amount at beginning of year	1,175
Additions (acquisitions)	-
Transfers	1,255
Disposals	(94)
Amortisation	(464)
Amortisation on disposals	54
Net carrying amount at end of year	1,926
Software and other Intangibles	
\$'000	
At 1 July 2018	
Cost (gross carrying amount)	2,472
Accumulated Amortisation and Impairment	(934)
Net carrying amount	1,538
At 30 June 2019	
Cost (gross carrying amount)	2,416
Accumulated Amortisation and Impairment	(1,241)
Net carrying amount	1,175
Year ended 30 June 2019	
Net carrying amount at beginning of year	1,538
Additions (acquisitions)	-
Transfers	-
Disposals	-
Amortisation	(363)
Amortisation on disposals	-
Net carrying amount at end of year	1,175

Recognition and Measurement

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.

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.

14. Fair Value Measurement of Non-Financial Assets

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

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 (unadjusted) 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).

(a) Fair Value Hierarchy

2020	Level 1	Level 2	Level 3	Total Fair Value
	\$'000	\$'000	\$'000	\$'000
Property Plant and Equipment				
Land and Buildings	-	80,375	416,104	496,479
Infrastructure	-	-	114,223	114,223
	-	80,375	530,327	610,702
2019				
Level 1	Level 2	Level 3	Total Fair Value	
\$'000	\$'000	\$'000	\$'000	\$'000
Property Plant and Equipment				
Land and Buildings	-	71,650	434,718	506,368
Infrastructure	-	-	84,634	84,634
	-	71,650	519,352	591,002

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 Valuer General NSW and Aspect Property. 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 and infrastructure is measured using the cost approach. This valuation technique reflects the amount that would be required currently to replace the service capacity of the asset. Buildings and infrastructure are categorised as level 3.

(c) Reconciliation of Recurring Level 3 Fair Value Measurements

2020	Buildings	Infrastructure	Total
	\$'000	\$'000	Recurring Level 3 Fair value \$'000
Fair Value as at 1 July 2019	434,718	84,634	519,352
Additions	4,090	35,976	40,066
Disposals	(1,536)	-	(1,536)
Depreciation	(21,167)	(6,387)	(27,555)
Fair Value as at 30 June 2020	416,104	114,223	530,327

2019	Buildings	Infrastructure	Total
	\$'000	\$'000	Recurring Level 3 Fair value \$'000
Fair Value as at 1 July 2018	347,604	67,820	415,424
Additions	49,458	9,675	59,133
Revaluation increments recognised in other comprehensive income	57,844	11,841	69,685
Disposals	(1,701)	(137)	(1,838)
Depreciation	(18,488)	(4,564)	(23,052)
Fair Value as at 30 June 2019	434,718	84,634	519,352

15. Trade and Other Payables

	2020 \$'000	2019 \$'000
Current Liabilities		
Operating Expense Creditors	2,108	3,224
Capital Creditors	1,591	6,022
Accruals and Other Creditors	1,586	3,329
Personnel Services	13,396	12,171
Total Current Trade and Other Payables	18,681	24,746
Non-Current Liabilities		
Personnel Services	7,646	7,411
Total Non-Current Trade and Other Payables	7,646	7,411
Total Trade and Other Payables	26,327	32,157

Recognition and Measurement

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

(a) Personnel Services

	2020 \$'000	2019 \$'000
Current Liabilities		
Salaries and Wages Payable	1,527	1,375
Annual Leave Provision	3,136	2,700
Long Service Leave Provision	7,874	7,160
Defined Benefit Superannuation	860	936
Total Current Payable	13,396	12,171
Non-Current Liabilities		
Defined Benefit Superannuation	7,646	7,411
Total Non-Current Payable	7,646	7,411
Total Personnel Services	21,042	19,582

Recognition and Measurement

Since the Administrative Arrangement Order 2014 all employees are under the employment of DPIE, 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.

(a) 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.

(b) Long Service Leave and Superannuation

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

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

Superannuation expense is determined using the formulae specified in the Treasurer's Directions. All employees are entitled to superannuation benefits under one of the superannuation schemes, namely Aware Super (AS), State Authorities Non-Contributory Superannuation Scheme (SANCS), State Authorities Superannuation Scheme (SASS), and State Superannuation Scheme (SSS). All funds are administered by the Superannuation Administration Corporation trading as Mercer Administration Services (Australia) Pty Ltd.

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

(c) 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.

16. Other Current Liabilities

	2020 \$'000	2019 \$'000
Contract Liabilities - Current	12,395	11,814
Total Other Liabilities	12,395	11,814

Recognition and Measurement

Contract Liabilities represents payments received in advance for Zoo Admission, Overnight accommodation and other Zoo activities.

17. Borrowings

	2020 \$'000	2019 \$'000
NSW Treasury Corporation (TCorp) Borrowings	53,381	53,924
These loans are due to mature as follows:		
Not later than one year	-	2,061
Later than one year but not later than two years	8,245	-
Later than two years but not later than five years	11,612	17,327
Later than five years	33,524	34,536
Total NSW TCorp Borrowings	53,381	53,924
Lease Liability - Current	166	-
Lease Liability - Non Current	128	-
Total Borrowings	53,675	53,924

Recognition and Measurement

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process. Refer to Note 12 for accounting policy for lease liabilities.

Face Value and Capital Value of Loans

	2020 \$'000	2019 \$'000
Face Value of Loans	51,595	51,807
Add Unamortised Premium	1,786	2,117
Capital Value of Loans	53,381	53,924

Reconciliation of Changes in Liabilities Arising from Financing Activities

2020	1-Jul-19	Cash flows	Amortisation	30-Jun-20
	\$'000	\$'000	\$'000	\$'000
TCorp Borrowings	53,924	-	(543)	53,381
Total Liabilities from Financing Activities	53,924	-	(543)	53,381

2019	1-Jul-18	Cash flows	Amortisation	30-Jun-19
	\$'000	\$'000	\$'000	\$'000
TCorp Borrowings	27,714	26,500	(290)	53,924
Total Liabilities from Financing Activities	27,714	26,500	(290)	53,924

18. Financial Instruments

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

- Credit risk
- Liquidity risk
- Market risk

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

Taronga's Performance, Audit, Risk & Safety Committee is responsible for 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 Performance, Audit, Risk & Safety 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.

Financial Instrument Categories

Financial Assets Class:	Notes	Category	2020 \$'000	2019 \$'000
Cash and Cash Equivalents	22	Amortised Cost, Fair Value	37,613	34,156
Receivables (1)	8	Amortised cost	1,805	2,529
Other Financial Assets	10	Amortised cost	37,000	55,000
Financial Liabilities				
Class:				
Payables (2)	15	Financial liabilities measured at amortised cost	26,327	32,157
Borrowings	18	Financial liabilities measured at amortised cost	53,381	53,924

(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).

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, TCorpIM Funds facility, payables and borrowings.

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

Financial instruments are carried at amortised cost. 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.

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

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

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

Cash and Other Financial Assets

Cash and Other Financial Assets comprises cash on hand, Term Deposits with ANZ Banking Corporation, Westpac Banking Corporation, Bank of Queensland and TCorp. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 1.22% (2018/2019 2.64%), the weighted average interest rate for the period was 2.09% (2018/2019 2.65%). None of these balances are past due or impaired.

Receivables - Trade Debtors

Taronga applies the AASB 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. Taronga has identified the GDP and the unemployment rate to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 91 days past due.

The loss allowance for trade debtors is as below:

30-Jun-20	\$'000					Total
	Current	<30 days	30–60 days	61–90 days	>91 days	
Expected credit loss rate	0%	0%	0%	0%	100%	
Gross carrying amount	1,042	763	1	-	-	1,805
Expected credit loss allowance	-	-	-	-	-	-

30-Jun-19	\$'000					Total
	Current	<30 days	30–60 days	61–90 days	>91 days	
Expected credit loss rate	0%	0%	0%	0%	100%	
Gross carrying amount	2,450	24	55	-	-	2,529
Expected credit loss allowance	-	-	-	-	-	-

Taronga is not materially exposed to concentration of credit risk to a single trade debtor or group of debtors. Taronga's maximum exposure to credit risk at reporting date was \$1,805,000 (\$2,529,000 in 2019).

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

	2020 \$'000	2019 \$'000
Trade Receivables Owing from NSW Government Entities	540	544
Trade Receivables Owing from Non-Government Educational	763	18
Trade Receivables Owing from Tourism Operators	16	834
Trade Receivables Owing from Other Entities	226	542
Trade Receivables Owing from Sponsors	184	384
Trade Receivables Owing from Catering Franchise Operator	76	207
Less: Expected credit loss allowance	-	-
	1,805	2,529

b) 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.

Taronga maintains a direct payments facility of \$1.4m. This was unused at 30 June 2020.

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

30-Jun-2020	Weighted Average Effective Int Rate %	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
Non-derivative Financial liabilities								
Trade and Other Payables		5,285	(5,285)	(5,285)	-	-	-	-
Borrowings - Fixed Interest Rate	2.82%	53,381	(62,693)	(997)	(997)	(9,796)	(14,940)	(35,963)
Lease Liabilities	2.44%	294	(323)	(82)	(82)	(58)	(102)	-
30-Jun-2019								
		Carrying Amount \$'000	Contractual Cash flows \$'000	< 6 mnths \$'000	6-12 mnths \$'000	>1yr <2 yrs \$'000	2-5 yrs \$'000	>5 yrs \$'000
Non-derivative Financial liabilities								
Trade and Other Payables		12,575	(12,575)	(12,575)	-	-	-	-
Borrowings - Fixed Interest Rate	2.82%	53,924	(64,504)	(1,030)	(3,049)	(1,939)	(20,789)	(37,696)
Lease Liabilities		-	-	-	-	-	-	-

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

c) 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 below.

Cash held in TCorpIM Funds facilities is exposed to other price risk, a possible impact on profit/loss due to changes in unit price is shown below.

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:

	2020	2019
	\$'000	\$'000
Fixed Rate Instruments		
Financial Liabilities - Borrowings	53,381	53,924
Variable Rate Instruments		
Financial Assets	37,613	34,156

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

Summarised Sensitivity Analysis

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

	Carrying Amount	Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
2020	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	6,183	(62)	(62)	62	62
Receivables	1,805	-	-	-	-
Other Financial Assets	37,000	(370)	(370)	370	370
Financial liabilities					
Payables	26,327	-	-	-	-

	Carrying Amount	Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
2019	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	4,796	(48)	(48)	48	48
Receivables	2,529	-	-	-	-
Other Financial Assets	55,000	(550)	(550)	550	550
Financial liabilities					
Payables	32,157	-	-	-	-

In the above table the Cash and cash equivalents excludes funds held in TCorpIM Funds Facility as these funds are not exposed to interest rate risk.

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

Other Price Risk – TCorpIM Cash Fund

Exposure to 'other price risk' also arises through the investment in the TCorpIM Cash Fund, which are held for strategic rather than trading purposes. Taronga holds units in the following TCorpIM Funds trusts:

Facility	Investment Sectors	Investment Horizon	Carrying Amount	
			2020	2019
			\$'000	\$'000
Hour-Glass Investment – Cash Facility	Cash and money market instruments	Up to 1.5 years	31,430	29,360

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.

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 TCorpIM Funds facilities. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the TCorpIM Funds 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.

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 TCorpIM Funds 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 TCorpIM Funds statement).

	Change in unit price	Impact on profit/loss	
		\$'000 2020	\$'000 2019
TcorpIM Cash Fund	+/-10%	3,143	-
TcorpIM Cash Fund	+/-1%	-	294

Fair Value Measurement

Fair Value Compared to Carrying Amount

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

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

	Carrying Value		Fair Value	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial Assets				
Cash and Cash Equivalents	37,613	34,156	37,613	34,156
Receivables	1,805	2,529	1,805	2,529
Other Financial Assets	37,000	55,000	37,000	55,000
	<u>76,419</u>	<u>91,684</u>	<u>76,419</u>	<u>91,684</u>
Financial Liabilities				
Payables	26,327	32,157	26,327	32,157
Borrowings	53,381	53,924	59,046	58,176
	<u>79,708</u>	<u>86,081</u>	<u>85,372</u>	<u>90,334</u>

Fair Value Recognised in the Statement of Financial Position

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

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

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

2020	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Financial Assets at Fair Value				
TCorpIM Funds	-	31,430	-	31,430
	<u>-</u>	<u>31,430</u>	<u>-</u>	<u>31,430</u>
2019				
Financial Assets at Fair Value				
TCorpIM Funds	-	29,360	-	29,360
	<u>-</u>	<u>29,360</u>	<u>-</u>	<u>29,360</u>

19. Restriction on Revenue

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 \$21,666,000 (\$15,382,000 in 2018/2019) have been included in Accumulated Funds as at 30 June 2020. The unexpended restricted funds are held separately from Taronga's unrestricted funds.

	Unexpended Amount	
	2020 \$'000	2019 \$'000
Taronga Foundation Program		
Capital and Conservation Program Fundraising	20,177	12,715
Externally Funded Projects	1,489	2,667
Total	<u>21,666</u>	<u>15,382</u>

20. Remuneration of Auditors

The Audit Office fees for auditing Taronga's financial statements were \$126,100 (\$105,500 in 2018/2019). The auditors received no other benefits.

21. Related Party Disclosures

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

(a) Chief Executive and Divisional Directors

Mr Cameron Kerr – Executive Director and Chief Executive
 Ms Narelle Beattie – Director
 Mr Nicholas Boyle – Director
 Mr Simon Duffy – Director
 Mr Steven Hinks – Director
 Ms Elizabeth Hodgson – Director (to 17 Jul 2020)
 Ms Karen Madden – Director (from 1 Sep 2020)
 Mr Paul Maguire – Director
 Ms Bettina Sammut – Director

Key Management Personnel Compensation	2020	2019
	\$'000	\$'000
Short-term employee benefits	1,816	1,731
Other long-term employee benefits	75	95
Total	<u>1,892</u>	<u>1,826</u>

The above compensation forms part of the personnel services provided by DPIE – refer note 6(a).

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

(b) Members of the Board

Mr Steven Crane – Chair
 Ms Nancy Fox – Deputy Chair
 Mr Roy Bendall
 Ms Penelope Bingham-Hall
 Dr Rosalind Dubs (to 29 Aug 2020)
 Ms Robyn Parker
 Dr Ian Roth
 Mr Ben Shields (from 13 Apr 2020)*
 Mr Graham Wackett
 Mr John Walkom

Board remuneration (including superannuation and payroll tax) of \$185,290 (\$185,205 in 2018/2019) was paid. This amount included honoraria of \$38,367 (\$38,367 in 2018/2019) paid to the Chair of

the Board and \$146,922 (\$146,838 in 2018/2019) paid to the other members of the Board. The rates of remuneration were fixed and approved by the Department of Premier and Cabinet. During the year members of Taronga's Board donated part of their honorarium to Taronga Foundation.

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

	2020	2019
\$10,000 - \$19,999	7	7
\$20,000 - \$29,999	1	1
\$30,000 - \$39,999	1	1
Board Members	9	9

Other than the above there were no transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

*No honorarium was remitted to this Board member during 2019/2020; the omission will be corrected in 2020/2021.

(c) Government Related Entities

During the year, Taronga entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. This includes grant funding from NSW Treasury (Note 3), insurance arrangements obtained from NSW Self Insurance Corporation, personnel services arrangements with DPIE (Note 6a), financing arrangements with TCorp (Note 6c), financial audit services from The Audit Office of NSW (Note 20), funding from NSW Family and Community Services for special indigenous programs, providing expertise to Lord Howe Island Board for its rodent eradication program, delivering accredited courses to students funded by NSW Department of Education, receiving asset valuation services from Valuer General of NSW, delivering administration services to Ministry of Health and DPIE.

22. Notes to the Cash Flow Statement

(a) Reconciliation of Cash and Cash Equivalents

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

	2020	2019
	\$'000	\$'000
Cash at bank and on hand	6,183	4,796
TCorp Hour-Glass cash facility	31,430	29,360
Total	37,613	34,156

(b) Reconciliation of Net Result to Net Cash Provided from Operating Activities:

	2020	2019
	\$'000	\$'000
Net Result	1,486	7,031
Depreciation and Amortisation	30,035	24,921
(Gain)/Loss on Sale of Assets	27	5
Amounts capitalised in prior years transferred to profit and loss	1,623	1,854
Change in Assets and Liabilities:		
(Increase)/Decrease in GST Receivable	1,080	(709)
(Increase)/Decrease in Accounts Receivable	736	(217)
(Increase)/Decrease in Inventories	8	(169)
Increase/(Decrease) in Creditors and Accruals	(2,859)	1,305
(Increase)/Decrease in Prepayments	43	(211)
Increase/(Decrease) in Contract Liabilities	581	7,226
Increase/(Decrease) in Employee Entitlements	1,301	385
Increase/(Decrease) in Unfunded Superannuation	159	2,213
Movement in Unamortised (Premium)/Discount on Loans	(543)	(291)
Net Cash Provided From Operating Activities	33,679	43,343

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

(c) Financing Facilities

A Direct Payments facility of \$1.4m was available to Taronga and unused at 30 June 2020.

23. Commitments for Expenditure

a) Capital Expenditure Commitments

Aggregate capital expenditure for the acquisition of property, plant and equipment contracted at balance date and not provided for:

	2020	2019
	\$'000	\$'000
Not later than one year	7,427	34,459
Later than one year and not later than five years	146	488
Later than five years	-	-
Total including GST	7,572	34,947

GST Input Tax Credit Claimable on Commitments amounts to \$688,398 (\$3,206,173 in 2018/2019).

24. Contingent Assets and Liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2020 (nil in 2018/2019).

25. Subsequent Events

Taronga receives its Recurrent Government Grants from DPIE which receives appropriations from Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Bill that is prepared and tabled for that year. Due to COVID-19, the State Budget and the related 2020/2021 Appropriation Bill has been delayed. However, pursuant to section 4.10 of the GSF Act, the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund. This authorisation is current from 1 July 2020 until the release of the 2020/2021 Budget or Appropriation Bill.

Other than disclosed above there were no other subsequent events occurring after balance date that have materially affected or may materially affect the results reported.

End of Audited Financial Statements



APPENDICES



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Appendix 1

Functions of the Taronga Conservation Society Australia

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

- 15 (1)** The Board may establish, maintain and control (Taronga) for the following purposes:
- carrying out research and breeding programs for the preservation of endangered species;
 - carrying out research programs for the conservation and management of other species;
 - conducting public education and awareness programs about species conservation and management; and
 - displaying animals for educational, cultural and recreational purposes.
- 15 (2)** The Board may also maintain and control:
- the zoological park established before the commencement of the Act on the land described in Schedules 3 and 4 under the name 'Taronga Zoological Park'; and
 - Other zoological parks on land or premises vested in or held by the Board, whether or not those parks were established by the Board, for the purposes referred to in this section.
- 15 (3)** The Board:
- may cooperate with, and provide funds and other assistance to, such scientific and other institutions, governments and other bodies and individuals as the Board may determine

- in connection with species conservation and management for other scientific and zoological purposes; and
- b) may investigate and carry out research into:
- the design of, and equipment and procedures in zoological parks; and
 - the care and well-being of animals kept in zoological parks are maintained and controlled by the Board; and
- 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 (NSW), Taronga has a Privacy Management Plan and Privacy Statement. Taronga's Privacy Management Plan was reviewed and revised in May 2020 to reflect the expanded scope of Taronga's operations and submitted to the Privacy Commissioner in accordance with Section 33(5) of the Act. It is available to members of the public and Taronga staff on Taronga's website: <https://taronga.org.au/about/privacy>

Taronga's Privacy Management Plan:

- details Taronga's commitment to protecting the privacy of our staff, students, guests, donors, digital community and others about whom Taronga holds personal information;
- describes the principles applicable to the collection, retention, storage, access and disclosure of personal information and how Taronga adheres to those principles;
- informs Taronga staff about how to manage and protect personal information;
- describes how a person can request access to and/or amendment of their personal information held by Taronga; and
- details complaint handling and review procedures.

For a copy of Taronga's Privacy Management Plan, please visit the website or contact:

Privacy Officer
Taronga Conservation Society Australia,
PO Box 20,
Mosman, NSW 2088
Phone: +61 (02) 9969 2400
Email: privacy@zoo.nsw.gov.au

In the 2019-20 year, Taronga received nil complaints with respect to privacy and was not required to conduct any reviews.

Appendix 3

Conservation Program and Population Management Program

Species that are cared for as part of a coordinated zoo association species management program (ASMP, EEP, SSP, GSMP), as well as species that are part of a coordinated managed program with ex-situ recovery actions, managed in partnership with a range state wildlife agency (NSW Office of Environment and Heritage, International Rhino Foundation, Parks Australia).

Species	Held at TZ	Held at TWPZ	Coordinator	Program
Addax		X	L Elliott*	ASMP
African Lion	X	X	L Ginman*	ASMP
African Wild Dog		X	D Noble	ASMP
Asian Elephant	X	X	A Embury	ASMP
Australian Little Penguin	X		M Rios Meza*	ASMP
Bellinger River Turtle	X		A Skidmore*	DPIE
Black and White Ruffed Lemur		X	L Grossfeldt	ASMP
Black-handed Spider Monkey		X	L Grossfeldt	ASMP
Blue-tailed Skink	X		L Cavanagh*	PA
Booroolong Frog (Northern cline)	X		M McFadden	DPIE/SOS
Bongo	X	X	C Magner*	ASMP
Broad-headed Snake	X		A Mitchell	ASMP
Brush-tailed Bettong	X		L Olds	ASMP
Brush-tailed Rock Wallaby	X		A Elphinstone*	DPIE/SOS/ASMP
Cheetah		X	L Elliott*	ASMP
Chimpanzee	X		B Pohl	ASMP
Cook Strait Tuatara	X		S Eyre	ASMP
Cotton-Top Tamarin	X		A Embury	ASMP
Eastern Whipbird	X		K Horsburgh*	ASMP
Eland		X	M Friedman*	ASMP
Fijian Crested Iguana	X		R Keenan	ASMP
Fishing Cat	X		T Rus	EEP
Francois Langur	X		A Hope	EEP
Ghost Bat	X		J Hockley	ASMP
Giraffe	X	X	E Liddicoat	ASMP
Goodfellow's Tree-kangaroo	X		M Richardson	GSMP / ASMP
Greater Bilby	X	X	V Nicholson	DPIE/SOS/ASMP
Greater One-horned Rhinoceros		X	N Boyle*	SSP
Hippopotamus		X	Y Pauligk	ASMP
Lister's Gecko	X		L Cavanagh*	PA
Meerkat	X	X	S Eyre	ASMP
Noisy Pitta	X		E Schmelitschek*	ASMP
Northern Corroboree Frog	X		M McFadden*	DPIE/SOS/ASMP
Plains Zebra	X	X	S Dentinos	ASMP
Plains-wanderer	X	X	M Shiels*	DPIE
Przewalski's Horse		X	F Cameron*	ASMP
Pygmy Hippopotamus	X		R Moss*	ASMP

Species	Held at TZ	Held at TWPZ	Coordinator	Program
Pygmy Marmoset	X		N Harmony	ASMP
Quokka	X	X	S Catwell	ASMP
Red Panda	X		S Cordell	ASMP
Regent Bowerbird	X		M Shiels*	ASMP
Regent Honeyeater	X	X	M Van Sluys* / E Schmelitschek*	DPIE/SOS/ASMP
Ring-tailed Lemur	X	X	D Noble	ASMP
Rose-crowned Fruit-dove	X		N Atchison	ASMP
Sacred Kingfisher	X		C Srb	ASMP
Scimitar-horned Oryx		X	D Burgoyne	ASMP
Siamang		X	L Grossfeldt	ASMP
Small-clawed Otter	X	X	L Booth	ASMP
Southern Black Rhinoceros		X	N Boyle*	IRF
Southern Cassowary	X		J Biggs	ASMP
Southern Corroboree Frog	X		M McFadden*	DPIE/SOS/ASMP
Southern Hairy-nosed Wombat	X		R Robbins	ASMP
Squirrel Monkey	X	X	L Grossfeldt	ASMP
Sumatran Tiger	X	X	J Biggs	GSMP / ASMP
Tasmanian Devil	X	X	J Biggs	ASMP
Western Lowland Gorilla	X		A Everett*	ASMP
White Rhinoceros		X	J Biggs	ASMP
White-browed Woodswallow	X		V Wilson	ASMP
White-cheeked Gibbon	X		H Thompson	ASMP
Yellow-spotted Bell Frog	X		M McFadden*	DPIE/SOS
Yellow-spotted Bell Frog	X		M McFadden*	OEH

*Staff member

Programs

ASMP – Australasian Species Management Program

EEP – European Endangered Species Program

SSP – Species Survival Plan

GSMP – Global Species Management Plan

DPIE – NSW Department of Planning, Industry, and Environment

SOS – Save our Species program, DPIE

IRF – International Rhino Foundation

PA – Parks Australia

Appendix 4

Animal transactions relating to conservation and population management programs**Animals transferred to Taronga Conservation Society Australia**

Gender Convention	Species Type	Name of Place Transferred from
2.2.0	Regent honeyeater	Collected From The Wild
0.1.0	Plains-wanderer	Collected From The Wild
30.14.0	Booroolong frog	Collected From The Wild

Gender Convention	Species Type	Name of Place Transferred from
1.4.0	Regent honeyeater	Adelaide Zoo, SA
0.2.0	Regent honeyeater	Melbourne Zoo, VIC
1.0.0	Greater Bilby	Taronga Western Plains Zoo, NSW
1.0.0	Quokka	Taronga Western Plains Zoo, NSW
0.1.0	Rose-crowned Fruit-dove	Featherdale Wildlife Park, NSW
1.0.0	White-browed Woodswallow	Melbourne Zoo, VIC
0.1.0	Noisy pitta	Cairns Zoom and Wildlife Dome, QLD
0.1.0	Southern hairy-nosed wombat	Monarto Zoo, SA
2.0.0	Bolivian Squirrel-monkey	Wellington Zoo, NZ
1.0.0	Greater Bilby	Taronga Western Plains Zoo, NSW
1.0.0	White-browed Woodswallow	National Zoo & Aquarium, ACT
1.0.0	Quokka	Taronga Western Plains Zoo, NSW
2.0.0	Ring-tailed lemur	Taronga Western Plains Zoo, NSW
1.3.0	White-breasted wood swallow	Hunter Valley Zoo, NSW
0.1.0	Greater Bilby	Dreamworld, QLD
1.1.0	Giraffe	Taronga Western Plains Zoo, NSW
1.1.0	Plains zebra	Taronga Western Plains Zoo, NSW
2.0.0	Lion	Werribee Open Range Zoo, VIC
1.1.0	Plains Wanderer	Collected From The Wild
0.3.0	African Lion	Monarto Zoo, SA
1.0.0	Greater Bilby	Currumbin Sanctuary, QLD
1.0.0	Greater Bilby	Dreamworld, QLD
0.1.0	Greater Bilby	Wildlife Sydney Zoo, NSW
1.0.0	Plains Wanderer	Werribee Open Range Zoo, VIC
1.0.0	Quokka	Halls Gap, VIC
1.0.0	Greater Bilby	Adelaide Zoo, SA
1.0.0	Greater Bilby	Monarto Zoo, SA
1.0.0	Greater Bilby	Alice Springs Desert Park, NT
0.1.0	Greater Bilby	Darling Downs Zoo, QLD
1.0.0	Plains zebra	Altina Wildlife Park, NSW
4.4.0	Regent honeyeater	Taronga, NSW

Animals transferred from Taronga Conservation Society Australia

Gender Convention	Species Type	Name of Place Transferred to
0.1.0	Rose-crowned Fruit-dove	Caversham Wildlife Park, WA
1.0.0	Eastern whipbird	Cairns Zoom and Wildlife Dome, QLD
0.2.0	Regent honeyeater	Adelaide Zoo, SA
1.1.0	Regent honeyeater	Moonlit Sanctuary, VIC
1.0.0	Greater Bilby	Gorge Wildlife Park, SA
0.1.0	Rose-crowned Fruit-dove	Healesville Sanctuary, VIC
1.0.0	Rose-crowned Fruit-dove	Featherdale Wildlife Park, NSW
4.4.0	Regent honeyeater	Taronga Western Plains Zoo, NSW
0.1.0	Brush-tailed Rock-wallaby	Devil Ark, NSW
4.0.0	Australian Little Penguin	Adelaide Zoo, SA

Gender Convention	Species Type	Name of Place Transferred to
1.0.0	Quokka	Gorge Wildlife Park, SA
0.2.0	Regent honeyeater	Symbio Wildlife Gardens, NSW
1.1.0	Noisy pitta	Cairns Zoom and Wildlife Dome, QLD
2.0.0	Regent honeyeater	Australia Zoo, QLD
0.1.0	Noisy pitta	Australia Zoo, QLD
0.0.1	Southern hairy-nosed wombat	Hunter Valley Zoo, NSW
1.1.0	Brolga	Featherdale Wildlife Park, NSW
1.0.0	Eastern whipbird	Featherdale Wildlife Park, NSW
0.2.0	Australian Little Penguin	National Zoo & Aquarium, ACT
0.3.0	Australian Little Penguin	Sydney Aquarium, NSW
0.0.150	Blue-tailed Skink	Release To Wild
0.0.150	Blue-tailed Skink	Release To Wild
0.0.183	Yellow-spotted Bell Frog	Release To Wild
0.0.10	Yellow-spotted Bell Frog	Release To Wild
0.0.10	Bellinger River Turtle	Release To Wild
0.0.20	Yellow-spotted Bell Frog	Release To Wild
9.11.0	Regent honeyeater	Release To Wild
1.1.0	Greater Bilby	Australian Wildlife Conservancy, NSW
1.1.0	Greater Bilby	Dreamworld, QLD
1.0.0	Greater Bilby	Taronga, NSW
1.0.0	Ring-tailed Lemur	Australia Zoo, QLD
1.0.0	Quokka	Taronga, NSW
0.1.0	Greater Bilby	Alice Springs Desert Park, NT
1.1.0	Greater Bilby	Halls Gap, VIC
0.1.0	Tasmanian devil	Dept. of Primary Industries and Water, TAS
2.0.0	Scimitar Oryx	Werribee Open Range Zoo, VIC
1.0.0	Tasmanian devil	Monarto Zoo, SA
2.0.0	Tasmanian devil	National Zoo & Aquarium, ACT
1.0.0	Greater Bilby	Taronga, NSW
1.0.0	Quokka	Taronga, NSW
2.0.0	Ring-tailed Lemur	Taronga, NSW
1.1.0	Giraffe	Taronga, NSW
1.1.0	Plains Zebra	Taronga, NSW

Includes transfers between Taronga and Taronga Western Plains Zoo

Appendix 5

Research Projects and Conservation Programs

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Georges Turtle (Bellinger River Snapping Turtle) virus: finding the source	Dr P Kirkland Dr K Rose Ms J Hall	NSW Office of Environment and Heritage, NSW Department of Primary Industries, NSW Health, Local Lands Services	NSW Office of Environment and Heritage

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
ANU AEC approval	Reintroduction of small mammals into Booderee National Park	Mr N Dexter Dr K Rose Ms J Hall Dr N Robinson Dr C MacGregor	Booderee National Park (Parks Australia); Forestry Corporation of NSW; Australian National University)	Threatened Species Commissioner, Parks Australia
4b/12/17 & UYSD AEC approval	Christmas Island Reptile Emergent Enterococcus, and Christmas Island blue-tailed skink translocation to Cocos (Keeling) Island	A/Prof D Phalen Dr K Rose Dr H Bender Ms J Hall Dr. J.S Eden Ms J Agius Mr JP Emery Dr N Mitchell Dr S Flakus Mr B Tiernan	University of Sydney, Parks Australia, Christmas Island National Park, University of Western Australia	Perpetual grant, Australia Pacific Science Fund, Holdsworth Wildlife Research Endowment, Parks Australia
	Invasive animals and confiscated wildlife: Pathogen Discovery and biosecurity	Prof E Holmes Dr J.S Eden Dr K Rose Dr H Bender Ms J Hall	University of Sydney	University of Sydney, DAWR
Western Sydney University AEC approval	Christmas Island Flying Fox Health, Ecology and Conservation	Prof J Welbergen Prof D Phalen Dr K Rose Dr H Bender Ms J Hall Mr S Surridge Ms S Flakus Dr D Spratt Dr D Westcott Dr J Martin Dr J West A/Prof E McDonald Madden	Christmas Island National Park (Parks Australia), University of Sydney, CSIRO, Western Sydney University, Royal Botanic Gardens Sydney	Taronga, Christmas Island National Park (Parks Australia), Western Sydney University, Hawksbury Institute for the Environment
	Platypus population dynamics and a national risk assessment	Dr N Jordan Dr K Rose Dr L Vogelnest Dr J O'Brien Prof R Kingsford Prof W Sherwin Dr G Bino Dr T Grant Dr J Gongora Adj Prof D Lunney A/Prof B Wintle Dr M Fleming Dr M Ronan Dr S Munks Mr S Lang Dr J Koehn Mr J Griffiths Mr D Papps	University of NSW, University of Sydney, University of Melbourne, OEH NSW, Qld Dept Environment and Heritage Protection, Forest Practices Authority, Dept Environment, Arthur Rylah Institute for Environmental Research, Cesar Pty Ltd.	ARC Linkage
	Flying-fox trypanosomes	Dr K Rose	Murdoch University	Murdoch University
	Prevalence of Salmonella and Campylobacter in Long-nosed Potoroo	Ms J Hall Dr K Rose	Melbourne University	Parks Australia, Melbourne University

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
3b/12/18, 4b1218	Centre for Pathogen Discovery	Prof E Holmes Prof V Sintchenko Dr J-S Eden Dr K Rose Ms J Hall Dr H Bender Dr B Hudson	University of Sydney, The Marie Bashir Institute for Infectious Diseases and Biosecurity, NSW Health	University of Sydney
University of Sunshine Coast AEC approval	Yellow fungus disease in free-ranging water dragons in Qld	Dr C Frere Dr S Shaw Dr K Rose Ms J Hall	University of Sunshine Coast, RSPCA QLD	National Significant Disease Investigation Scheme
	Uluru-Kata Tjuta NP Mala Census	Dr K Rose	Parks Australia	Parks Australia
3a/12/18	Fire management implications for biodiversity in Kakadu National Park	Dr K Rose	Parks Australia	Parks Australia
	Wildlife Health Preparedness	Dr K Rose Ms J Hall Dr H Bender	University of Sydney, Wildlife Health Australia	Environment Restoration Fund: Wildlife Rescue and Rehabilitation
	Temporal changes in persistent pollutants in New Zealand fur seals from NSW	Ms J Hall Dr H Bender	Department of Planning, Industry and Environment Science Division, National Measurement Institute	Department of Planning, Industry and Environment
	Determining the sequence and age of ossification of the appendicular skeleton of the short-beaked echidna	Dr L Vogelnest Dr G Tobias		
3e/04/19	Computed tomography (CT) imaging of the wombat gastrointestinal system	Dr S Carver Dr L Vogelnest	University of Tasmania	
	Characterisation of the reproductive cycle of the Bellinger River Turtle using ultrasonography, behavioural observations and oviposition.	Dr L Vogelnest Mr A Skidmore Ms G Liu		
	Haematologic and biochemical parameters of the critically endangered Regent Honeyeater (<i>Anthochaera phrygia</i>)	Mr P Thompson Dr L Vogelnest Dr F Hulst Dr K Vinette Herrin Dr G Tobias Dr P Meagher		
USYD AEC approval	Prevalence of koala retrovirus including KoRV B in Australian-based koalas	Dr K Vinette Herrin Dr L Vogelnest Mr P Thompson Dr D Higgins	University of Sydney	
	Dispersion of Aerosolized Bacteria from Asian Elephants (<i>Elephas Maximus</i>)	Dr L Vogelnest Ms E Paul Mr P Thompson Dr P Meagher	Purdue University	

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
4a/02/14, 4b/04/17, 3c/08/20	Satellite tracking of marine turtles released from TWH	Dr K Vinette Herrin Ms E Hall		SUEZ
4c/04/17	Use of pedigree to analyse the mode of transmission of koala retrovirus variants in Taronga Zoo koalas	Dr K Vinette Herrin Mr P Thompson Dr D Higgins Dr K Chappell	University of Sydney, University of Queensland	University of Queensland
	Characterisation of milk and spur secretion of the long-beaked echidna	Dr L Vogelnest Dr K Belov Dr E Undheim	University of Sydney, University of Queensland	
	Longitudinal Interferon Gamma Responses in a Captive Asian Elephant Population with a History of Tuberculosis	Dr K Plain Dr V Rutten Dr P van Kooten Mr P Thompson Dr L Vogelnest Dr D Begg	University of Sydney, Utrecht University, University of Pretoria	
	Tetanus antibody detection in Asian Elephants and Rhinoceros	Dr L Vogelnest Dr B Bryant Dr D Higgins Mr P Thompson Ms Y Muir	University of Sydney	
DPIE AEC approval	Monitoring of the Jenolan Caves captive and remnant population of the Brush-tailed Rock-wallaby	Dr L Vogelnest Dr D Ashworth	NSW Department of Planning, Industry and Environment	
2a/10/18	Investigation into tramadol as an analgesic for koalas	Dr M Govendir Dr L Vogelnest Mr P Thompson	University of Sydney	
3b/04/19	Investigation into the pharmacokinetics of injectable doxycycline in koalas as a potential treatment for chlamydia.	Dr M Govendir Dr L Vogelnest Mr P Thompson	University of Sydney	
	Investigation of pharmacokinetics of ceftiofur crystalline free acid in macropods	Dr M Govendir Dr L Vogelnest Mr P Thompson	University of Sydney	
	Early diagnosis and clinical management of chronic degenerative musculoskeletal disorders in zoo felids	Dr C Barton Dr D Phalen Dr L Vogelnest	University of Sydney	Jenna Donley Fund
	Periodontal disease and hypercementosis in captive black rhino	Dr B Bryant Dr M Campbell-Ward Dr L Tong		
	Vaccination practices and outcomes in zoo felids	Dr K Vinette Herrin	University of Sydney	Jenna Donley Fund
	Proventriculopathy in little penguins at Taronga Zoo	Dr G Tobias Dr L Tong Dr K Vinette Herrin Dr L Vogelnest Dr F Hulst		

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Python spinal osteopathy	Dr G Tobias Dr L Tong Dr K Vinette Herrin Dr L Vogelnest Dr F Hulst Dr T Allcock		
3b/11/16	Zoo Management of Lord Howe Island Woodhen and Pied Currawong associated with the Lord Howe Island Rodent Eradication project	Mr M Shiels Dr F Hulst Mr P Thompson	Lord Howe Island Board, NSW Office of Environment and Heritage	
3a/06/15	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 Dr J Day	Macquarie University	
	Molecular investigation of fatal isosporosis in chestnut-breasted mannikins in a zoological collection	Dr L Tong Ms S Johnson	University of Sydney	
	Developing a brain imaging database of rare and endangered Australian mammals	Dr A Bongers Prof K Ashwell Dr L Tong Mr C Slatyer Mr H Holewa	University of NSW, National Imaging Facility Australia, Lowy Cancer Research Centre, Australian Museum, CSIRO	
	Skeletal radioanatomy of echidnas: insights into unusual mammals	Dr L Vogelnest Dr R Nicoll Dr J Wheelhouse		
	Urinalysis reference ranges for monotremes and marsupials	Dr L Vogelnest Mr P Thompson Mrs N Miller Dr O Cohen		
5a/08/19	Pharmacokinetics of NSAIDs in black rhinoceros	Dr B Bryant Dr M Govendir	University of Sydney	International Rhino Foundation
	Animal welfare and veterinary ethics in wildlife emergency (bushfire) rescue	Dr M Campbell	Vets Beyond Borders	
4A0817	Assessing the ecological role of brush turkeys in urban Sydney	Dr A Burns Dr J Martin Prof D Hochuli	University of Sydney, Royal Botanic Gardens	
3b/08/16	Social foraging olfaction in marine predators	Dr B Pitcher Dr D Slip	Macquarie University	Macquarie University
	Flight initiation distance and urbanisation in birds	Dr B Pitcher Prof R Harcourt Prof D Blumstein	Macquarie University, University of California Los Angeles	
	Multimodal communication in marine mammals	Dr B Pitcher Prof R Harcourt Dr I Charrier	Macquarie University, CNRS France	CNRS France, Macquarie University

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Assessing social networks and fitness in the critically endangered, captive bred for release, Regent Honeyeater	Dr J Tripovich Dr B Pitcher Dr A Burns Mr A Elphinstone Dr R Crates D Ingwersen	Australian National University, Birdlife Australia	Winifed Violet Scott Charitable Trust
	Behavioural ecology of the critically endangered Plains-wanderer	Dr B Pitcher Dr A Burns Dr M Van Sluys		
3c/04/19	Understanding animals through their movement	Dr A Burns Dr A Ward Dr T Schaefer Dr J Krause Dr S Krause Dr M Wikelski	University of Sydney, University of New England, Max Planck Institute for Ornithology, IGB Berlin, Humboldt University, Lubeck University	ARC Discovery
3d/04/19	Evaluating the effectiveness of enrichment for zoo-based seals and sea lions	Dr A Burns Prof D Hochuli	University of Sydney	
	Great Barrier Reef Recovery Initiative	Dr R Hobbs Dr J O'Brien Dr M Hagedorn Dr J Daly Dr L Bay Dr M van Oppen Dr A Heyward	Australian Institute of Marine Science, Smithsonian Institution	Great Barrier Reef Foundation, Smithsonian Institution
3a/08/16	Semen cryopreservation techniques in skinks	Dr R Hobbs Ms L Keogh Dr M Whiting Mr J Baxter-Gilbert	Macquarie University	Macquarie University
19/119B	Developing a scent-based management tool for Dingoes and other wild dogs in Australia	Dr N Jordan C Price B Walker B Alting Dr H Bates Dr B Pitcher	University of NSW, Dingo Sanctuary, NSW NPWS	University of NSW Faculty Research Grant, Hermon Slade Foundation, University of NSW Startup funds, NPWS NSW
4349086/2/1 (UNSW)	Conservation of Lions and other large carnivores in Botswana	Dr N Jordan Dr J McNutt Dr K Golabek C Radford Prof T Rogers L Ransome Prof D Jones R Appleby Dr A King Dr K Rafiq	University of NSW, Botswana Predator Conservation Trust, WildSpy, Griffith University, Swansea University, Liverpool John Moores University	Columbus Zoo, University of NSW, Griffith University, Philanthropic donors (to BPCT), Crowdfunding through Experiment.com
3a/08/16	Does mating system drive sperm morphology in a lizard complex?	Dr R Hobbs Ms K James Ms L Keogh Dr M Whiting Mr J Baxter-Gilbert	Macquarie University	Royal Zoological Society of New South Wales

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
4b/06/17, 3b/06/20	Sanctuary flora & fauna surveys	Dr N Jordan Ms K Cornelsen Mr A Elphinstone Dr T Gale Prof R Kingsford Ms B Phu	University of NSW	University of NSW
4349086/2/1 (UNSW)	African wild dog communication and cognition	Dr N Jordan Dr J McNutt Dr K Golabek L Ransome	Botswana Predator Conservation Trust, University of NSW, Griffith University	Department of Education, Skills and Employment, National Geographic
3b/06/20 & 4a/06/18	Bilby survival and movement ecology	A Elphinstone Dr N Jordan Prof R Kingsford Ms K Cornelsen	University of NSW	Department of Education, Skills and Employment
	Developing indicators of reptile population health by leveraging long-term data on a non-classical model species.	Dr R Hobbs Dr L Schwanz	University of NSW	University of NSW Industry Network Seed Fund
UBR/RES/ACUC/010 (University of Botswana)	Leopard movement ecology	Dr N Jordan Dr J McNutt B Walker Prof T Rogers R N Setlalekgomo E Bennitt	University of NSW, Botswana Predator Conservation Trust, University of Botswana, Natural Selection	Natural Selection Conservation Trust
A-2019-935	An Integrated Approach to Understanding and Enhancing Outcomes for Rehabilitated Koalas in Peri-urban Environments	Dr D Higgins Dr J O'Brien Dr N Jordan Dr R Witt Dr K Leigh Dr B Bryant	University of Sydney, University of NSW, University of Newcastle, OEH, Port Stephens Koala Hospital, Port Macquarie Koala hospital	University of Newcastle Seed Funding
4c/12/13, 3a/10/16	Southern Corroboree Frog Captive Breeding and re-introduction	Mr M McFadden Dr P Harlow	NSW Department of Planning, Industry and Environment	
4a/12/17	Experimental re-introduction of Yellow-spotted bell frog to the Southern Tablelands, NSW	Mr M McFadden Dr D Hunter	NSW Department of Planning, Industry and Environment	
101025/05	Experimental re-introduction of Northern Corroboree Frogs to the Brindabella National Park, NSW	Mr M McFadden Dr D Hunter	NSW Department of Planning, Industry and Environment	
140203/01	Experimental re-introduction of Southern Corroboree Frogs to the field enclosures	Mr M McFadden Dr D Hunter	NSW Department of Planning, Industry and Environment	
AE16/19	Silver Spoon start to life: Nutritional Requirements of the critically endangered corroboree Frog	Dr P Byrne Dr A Silla Prof S Robinson Dr P Harlow	University of Wollongong	ARC Linkage

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
4a/10/19	Mate choice in corroboree frogs	Mr M McFadden Dr P Byrne Ms Shannon Kelleher	University of Wollongong	
19/2017	Big City Birds	Dr J Martin Prof D Hochuli Dr L Aplin Dr B Klump Dr G Fehlmann Ms J Penndorf	The University of Sydney Max Planck Institute for Animal Behavior	
A12217	Flying-fox Movement and Navigation	A/Prof J Welbergen Dr C Turbill Dr J Martin Dr J Meade Ms M Walker Ms E McCarthy Ms S Yabsley	Western Sydney University	ARC Linkage
2018/600	Nature In The City (assessing kids connection to nature)	Prof D Hochuli Dr J Martin Prof L Given Mr R Keith	The University of Sydney	
	Hollows As Homes	Dr J Martin Prof D Hochuli Dr B Law	The University of Sydney DPI Forestry	Wildlife Rescue and Rehabilitation Grants (Commonwealth)
	The Urban Field Naturalist Project	A/Prof T van Dooren Prof D Hochuli Dr J Martin Dr Z Sadokierski Dr A Burrell	The University of Sydney, University of Technology Sydney	
	Wild shark migration, movements and social networks	Dr J Day A/Prof C Brown Dr N Knott Dr T Guttridge	Macquarie University, NSW DPI Fisheries, Sonotronics, Bimini Biological Field Station	ARC Linkage, SeaWorld Research & Rescue Foundation
3a/06/15	Social preferences, activity patterns and learning in Port Jackson Sharks	Dr J Day A/Prof C Brown Ms J Kadar	Macquarie University	Woolworths, Macquarie University
	Resolving the warming East Australian Current's impact on a marine food web (AKA Sensing the seascape)	Dr D Slip Prof R Harcourt Dr I Jonsen Prof I Suthers A/Prof M Roughan A/Prof M Doblin Dr M Cox	Macquarie University, University of New South Wales, University of Technology Sydney, Australian Antarctic Division	ARC Linkage
4a/12/14	Bio-inspired camouflage to prevent shark attacks on surfers (AKA Making the waves safe)	Dr D Slip A/Prof N Hart Prof S Collin Dr C Huveneers Dr E Gennari Dr V Peddemors	Macquarie University, University of Western Australia, Flinders University, Oceans Research Shark Mitigation Systems Pty Ltd, NSW DPI Fisheries	"NSW Shark Management Competitive Annual Grants Program, ARC Linkage"
3b/08/16	Social foraging olfaction in marine predators	Dr B Pitcher Dr D Slip	Macquarie University	

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Environmental predictive models for shark attacks in Australian waters : an analysis of the Australian Shark Attack File	Dr D Slip A/Prof N Hart Prof R Harcourt Dr L Ryan Dr J Everett Dr V Peddemors	Macquarie University, University of New South Wales, NSW DPI Fisheries	
	Trophic interactions between key marine apex predators off the Uruguayan coast	Dr D Slip Prof R Harcourt Dr Vincent Raoult	Macquarie University, University of Newcastle, DINARA (Dirección Nacional de Recursos Acuáticos - National Direction of Aquatic Resources)	PADI Foundation
	Using camera traps to survey African clawless otters	Dr D Slip Prof R Harcourt Dr T McIntyre	Macquarie University University of Pretoria	
	Assessing the effectiveness of recovery plans for listed threatened marine species under the EPBC Act	Dr D Slip Prof R Harcourt	Macquarie University	
	Developing the next generation of animal telemetry tools	Dr D Slip Prof R Harcourt Dr I Jonsen	Macquarie University, Sydney Institute of Marine Science (Animal Tracking Facility), Bird Studies Canada and Arcadia University (MOTUS), Dalhousie University (on behalf of the Ocean Tracking Network) Vemco, US Office of Naval Research	Macquarie University, MOTUS, SIMS, Vemco, ONR/ATN
	Wildlife Assist - A mobile app to monitor provision of feed, water and shelter to wildlife following catastrophic events	Ms M Shaw Mr M Kemp Dr N Jordan Dr J Martin		Wildlife and Habitat Bushfire Recovery Program grant
	Assessing hydroponic fodder as a supplement to fodder and browse for zoo animals: cost, environmental impact, nutritional adequacy and behavioural benefits.	Ms M Shaw Dr M Campbell Dr B Bryant Dr Ben Pitcher		
	Investigating the diets of the critically endangered Regent Honeyeater (<i>Anthochaera phrygia</i>)	Ms A Jarman Ms M Shaw Dr Catherine Grueber	University of Sydney	
	Investigating the diets and vitamin E status of Plains Wanderer (<i>Pedionomus torquatus</i>)	Ms A Jarman Ms M Shaw Dr Catherine Grueber	University of Sydney	
	Investigating metabolic control in Australia's iconic Platypus and Echidna for application in biotechnology, conservation and captive management.	Dr F Grutzner Dr M Shaw Dr L Tong Dr G Tobias Dr B Forbes Dr P Sexton Dr C Deacon Dr W Warren	University of Adelaide, Flinders University, Monash University, Washington University	

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Gastric emptying and postprandial hormone production in specialist insectivores	Ms M Shaw Dr F Grutzner Dr K Jones Dr G Tobias Dr L Vogelnest	University of Adelaide	
	Investigating browse alternatives: agricultural by-products and hydroponic solutions	Ms M Shaw Ms A Kehlhofer		
	Investigation of risk factors contributing to proliferative spinal osteopathy in snakes	Dr L Tong Dr L Vogelnest Dr G Tobias Dr K Vinette Herrin Dr F Hulst Ms M Shaw Mr S Mansour	University of Sydney	
	Investigation of urolithiasis and fat necrosis in Quokkas	Ms M Shaw Dr L Tong Dr L Vogelnest Dr G Tobias Dr K Vinette Herrin Dr F Hulst Mr P Thompson		
	Nutrient composition of Echidna and Pangolin milk	Ms M Shaw Dr M Power	Smithsonian Institute, Save Vietnam's Wildlife Wombaroo	Zoo & Wildlife Foundation Nutrition Research Grant
	Gastropathology in the short-beaked echidna	Dr L Tong Ms M Shaw Dr G Tobias M Power	Macquarie University,	Australian Geographic
	Identifying optimal food plants for captive Lord Howe Island Stick Insects	Ms S Silcocks Dr M Lynch Ms M Shaw Mr M Magrath	Melbourne Zoo, Zoos Victoria	
	Comparative digestive anatomy of native and exotic animals	Ms M Shaw Dr L Tong		
	Global Challenge: The sustainability of zoo food	Ms M Shaw Ms A Kehlhofer Dr A Fidgett Ms A Crittenden Mr Z Murfet Ms F Torcasio	Monash University, San Diego Zoo Global	
	Disrupting illegal wildlife trade through forensic science	Dr P Meagher Dr L Tong Ms M Shaw Dr K Brandis Dr D Mazumder Dr D Ramp	University of NSW, ANSTO University of Technology Sydney TRAFFIC	Australian Geographic, For Animals Foundation
3c/12/19	Genetic management of the regent honeyeater breeding program	Dr J Day Dr V Sluys Dr B Pitcher Dr R Crates	Australian National University	Bioplatforms Australia

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
5c/08/19	Tracing origins, resource use and movements of green turtles in NSW: implications for conservation management	Dr J Day Dr P Meagher Dr J van de Merwe Dr O Coffee Dr R Pearson	Griffith University	Bioplatforms Australia, Wettenhall Environment Trust, James N. Kirby Foundation
	Population genetics of Yellow Spotted Bell Frogs and Booroolong Frogs	Dr J Day Mr M McFadden Prof S Donnellan Dr J Rowley	South Australian Museum, Australian Museum	Bushfire Wildlife Recovery Fund

Appendix 6

Post Mortem and Clinical Samples Supplied for Research and Teaching Purposes

Receiving Organisation	Individual	Sample and Purpose
University of Sydney/Taronga Zoo	M Govendir	Frozen liver and blood samples from assorted Australian mammals
Adelaide University/Taronga Zoo	M Shaw	Assorted Organ samples: Monotreme
Taronga Zoo	P Meagher	Turtle blood and carapace keratin; Tracing movement and resource use of marine turtles in NSW
Taronga Zoo	J Day	DNA samples; Genetic management of the Regent Honeyeater Breeding Program
University of Sydney	J Slapeta	Faecal samples: Western Lowland Gorillas and Chimpanzee
Victoria Museum	S Balasubramaniam	Blood: Plains Wanderer
Perth Zoo	M Boland	Faeces: Malayan Sun Bears
University of Sydney	R Odewahn	Blood: Ring-Tail Possum, Common Brushtail Possum, Tasmanian Devil, Koala and Eastern Grey Kangaroo
Taronga Zoo	L Vogelnest O Cohen	Urine: Southern Hairy-Nosed Wombat, Red Kangaroo, Short-beaked Echidna, Long-beaked Echidna, Koala, Quokka and Platypus
Macquarie University	M Power	Faeces: Grey-headed Flying Foxes
University of Sydney	Y Muir	Blood: Rhino and Elephants

Appendix 7

Scientific Associates

Consultant	Institution	Consultancy
Professor Michael Bryden	University of Queensland	Marine Ecology
Dr Gemma Carroll	University of Washington and NOAA Southwest Fisheries Science Centre	Marine Ecology
Professor Martina Doblin	University of Technology Sydney	Climate Change Research
Dr Jason Everett	University of Queensland	Oceanography
Professor Robert Harcourt	Macquarie University	Marine Ecology
A/Professor Nathan Hart	Macquarie University	Comparative Neurobiology
Dr Ian Jonsen	Macquarie University	Ecology
Professor Moninya Roughan	University of New South Wales	Oceanography

Consultant	Institution	Consultancy
A/Professor Phillip Byrne	University of Wollongong	Amphibian Reproductive Biology
Dr David Hunter	NSW Department of Planning, Industry and Environment	Amphibian Conservation Biology
Dr Aimee Silla	University of Wollongong	Amphibian Reproductive Biology
A/Professor Lee Skerratt	University of Melbourne	Amphibian Disease Research
Professor Frank Grützner	The University of Adelaide	Comparative Genome Biology
Professor Karen Jones	University of Adelaide	Nutrition
Dr Debashish Mazumder	Australian Nuclear Science and Technology Organisation	Illegal Wildlife Trade
Dr Michael Power	Smithsonian Conservation Biology Institute	Comparative Nutrition and Milk Composition
Professor David Raubenheimer	University of Sydney	Nutritional Ecology
Professor Steve Simpson	University of Sydney	Nutritional Ecology
Professor Ian Beveridge	University of Melbourne	Parasitology
Dr Nick Dexter	Parks Australia	National Park Manager
Dr John-Sebastian Eden	Westmead Institute for Medical Research	Pathogen Genetics
Professor Edward Holmes	University of Sydney	Pathogen Genetics
Mr Jason Lohrey	Arcticta	IT Services
Professor Paul Canfield	University of Sydney	Disease Research
Dr Laura Ryan	Macquarie University	Marine Ecology and Comparative Neurophysiology
Dr Rebecca Spindler	Bush Heritage Australia	Wildlife Reproduction
A/Professor Michelle Power	Macquarie University	Citizen Science, Nutrition, Microbiology
Professor Culum Brown	Macquarie University	Behavioural Ecology
Mr Andrew Gilbert	Bioplatforms Australia	Genomics
Mrs Margaret Hawkins	Taronga Conservation Society Australia (Emeritus)	Behavioural Biology
Professor Lesley Hughes	Macquarie University	Climate Change Biology
Professor Emma Johnston	University of New South Wales	Marine Ecology
Professor Richard Kingsford	University of New South Wales	Ecology
Emeritus Professor William Sherwin	University of New South Wales	Conservation Genetics
Dr Kate Wilson	NSW Department of Planning, Industry and Environment	Climate Change
Dr Jonathan Daly	Hawaii Institute of Marine Biology	Coral Biology
A/Professor Lisa Schwanz	University of New South Wales	Wildlife Reproduction
Professor Kathy Belov	University of Sydney	Genetics
Dr Kate Brandis	University of New South Wales	Illegal Wildlife Trade
Dr Georgina Child	Small Animal Specialist Hospital	Neurology
A/Professor Christina Dart	University of Sydney	Veterinary Anaesthesiology
Dr Nadine Fiani	Cornell University	Veterinary Dentist
Dr Paul Fowler	Royal North Shore Hospital	Obstetrics and Gynaecology
Professor Ian Fraser	University of New South Wales	Obstetrics and Gynaecology
Mr Michael Fruin	Horseshoe Express	Farrier
Professor David Gordon	Australian National University	Population Biology of Micro-organisms
Professor Martin Kluckow	Royal North Shore Hospital	Human Neonatology
Dr Jennie Mohler	University of Sydney	Ungulate Medicine

Consultant	Institution	Consultancy
Dr Michael Rodriguez	St Vincents Hospital	Neuropathologist
Dr Linda Vogelnest	Small Animal Specialist Hospital	Veterinary Dermatology
Professor Bill Walter	Mater Hospital	Orthopaedic Specialist
Dr David Spratt	CSIRO Sustainable Ecosystems	Veterinary Parasitology
Dr Graeme Allan	Veterinary Imaging Associates	Diagnostic Imaging
Dr Kelly Caruso	Eye Clinic for Animals	Veterinary Ophthalmology
Dr David Clarke	K9 Gums	Veterinary Dentistry
Dr Sarah Davies	Veterinary Imaging Associates	Diagnostic Imaging
Dr Bernard Hudson	Royal North Shore Hospital	Zoonotic Infectious Diseases
Dr Robert Nicoll	Veterinary Imaging Associates	Diagnostic Imaging
Professor Jacqueline Norris	University of Sydney	Veterinary Microbiology
Dr Cheryl Sangster	Consultant	Veterinary Pathologist
Professor Jan Slapeta	University of Sydney	Veterinary Parasitology
Dr Jeffrey Smith	Eye Clinic for Animals	Veterinary Ophthalmology
Dr Cameron Whittaker	Eye Clinic for Animals	Veterinary Ophthalmology
A/Professor David Phalen	University of Sydney	Veterinary Science
Dr Claire Dennis	Charles Sturt University	Veterinary Dentist
A/Professor Brian Hilbert	Charles Sturt University	Equine Surgeon
A/Professor Kristopher Hughes	Charles Sturt University	Equine Medicine
Dr David Simpson	Animal Referral Hospital	Veterinary Orthopaedics
Dr Luke Wells-Smith	Motion Equine Podiatry Consulting	Veterinary Podiatry
Professor Madeleine Van Oppen	Australian Institute of Marine Sciences	Coral Biology
A/Professor Martin Whiting	Macquarie University	Behavioural Biology
Dr Mary Hagedorn	Smithsonian Institution	Marine Physiology
Dr Ross Crates	Australian National University	Behavioural Ecology and Conservation
Mr Nick Patteson	NSW National Parks & Wildlife Service	Behavioural Ecology and Conservation
Dr Jason van de Merve	Griffith University	Ecology
Professor Kenneth Ashwell	University of New South Wales	
Dr Melinda Stewart	Starling Scientific	

Appendix 8

Paid Consultancies Undertaken by the Taronga Conservation Society Australia

Report/Services	Receiving Organisation
Veterinary Pathology Services	RSPCA QLD
Clinical Veterinary and Veterinary Pathology Consultancies	NSW Department of Planning, Industry and Environment (via MOU agreement)
Clinical Veterinary and Veterinary Pathology Consultancies	Parks Australia
Forensic Pathology Consultancy	NSW Police
Clinical Veterinary and Veterinary Pathology Consultancies	WIRES
Veterinary Pathology Services	Currumbin Wildlife Sanctuary
Veterinary Pathology Services	Native Animal Trust Fund
Veterinary Pathology Services	Ulysses Veterinary Clinic

Report/Services	Receiving Organisation
Veterinary Pathology Services	Sugarloaf Animal Hospital
Veterinary Pathology Services	University of Canberra
Veterinary Pathology Services	NSW Department of Primary Industries
Endocrinology Service	Perth Zoo
Endocrinology Service	Zoos Victoria (Melbourne, Healesville, Werribee)
Endocrinology Service	Australia Zoo
Nutrition Consultancy	Zoos Victoria (Melbourne, Healesville, Werribee)
Clinical Veterinary and Pathology Consultancy (dugong)	Sea Life Sydney Aquarium
Clinical Veterinary Consultancy (Examination of koalas ANU)	Biodiversity and Conservation, Department of Planning, Industry and Environment
Clinical Veterinary Consultancy (Examination of koalas)	WIRES
Clinical Veterinary Consultancy (Examination of eastern grey kangaroo)	WIRES, RSPCA
Clinical Veterinary Consultancy (bridled nail-tailed wallaby translocation)	Australian Wildlife Conservancy
Forensic Pathology Consultancy (Koalas)	Office of the Conservation Regulator - Department of Environment, Land, Water and Planning (Vic.)
Forensic Pathology Consultancy (Eastern grey kangaroo)	WIRES, RSPCA
Forensic Pathology Consultancy (Animal remains)	Greyhound Welfare and Integrity Commission (GWIC)
Forensic Pathology Consultancy (Canine)	RSPCA NSW, NSW Police

Appendix 9

Lectures and Presentations

Staff Member	Subject	Receiving Body
Nick Boyle	<i>Australian Bushfire and Platypus Recovery Actions</i>	United Nations and Wild Ideas Forum
Karrie Rose	<i>Australian Registry of Wildlife Health and Emerging Diseases in Australian Wildlife</i>	One Health Workshop, University of Sydney
Ben Pitcher/ Joy Tripovich	<i>Regent Honeyeater conservation breeding program: The influence of zoo-based life experience on post release fitness.</i>	10th Australasian Ornithological Conference
Phoebe Meagher and Jo Day	<i>Origins and resource use of green turtles in NSW: Increasing resolution using genetic and isotopic analysis</i>	Sea Turtle Foundation Health and Rehabilitation Symposium
Phoebe Meagher	Illegal Wildlife Trade and Forensic Science	CSIRO AIP Industry Day 'Solving Global Challenges'
Neil Jordan	A low-cost open-source satellite collar for mammals	The Dingo Dilemma: Cull, Contain or Conserve
Alicia Burns	Maximising the effectiveness of environmental enrichment	Taronga Training Institute
Karrie Rose	Common Diseases of Marine Turtles	Sea Turtle Foundation Health and Rehabilitation Symposium
Karrie Rose	Marine Turtle Necropsy Techniques	Sea Turtle Foundation Health and Rehabilitation Symposium
Hannah Bender	Pathways to Pathology	University of Sydney Pathology Interest Group
Jane Hall	Bellinger River Snapping Turtle Disease Investigation	Taronga Senior Education Lecture Series
Ben Pitcher	Is there a role for zoos in conservation?	Macquarie University
Karrie Rose	Evaluating Minimally-Invasive Sampling Techniques for the Assessment of Heavy Metal Exposure in Flying-Foxes	Wildlife Disease Association – Australasia
Karrie Rose	Outbreak of severe dermatomycosis in free-living Eastern water dragons in Brisbane, Australia associated with <i>Nannizziopsis barbata</i> -like fungal pathogen	Wildlife Disease Association – Australasia

Staff Member	Subject	Receiving Body
Karrie Rose	Distinct lineages of wobbly possum disease virus with hepacivirus co-infection in native Australian brushtail possums (<i>Trichosurus vulpecula</i>)	Wildlife Disease Association – Australasia
Karrie Rose	Sauropsid Papillomaviridae evolution and epizootiology - Discovery of two novel papillomaviruses in native and invasive Island geckos	Wildlife Disease Association – Australasia
Alicia Burns	Behavioural adaptations of urban-living brush turkeys.	Royal Botanic Gardens, Science Seminar Series
Karrie Rose/ Jane Hall	Investigating Emerging Wildlife Disease in Australia	Long-nosed bandicoot recovery team workshop
Justine O'Brien	Supporting Species and Ecosystem Conservation with Reproductive Science	6th NSW Reproduction Forum
Conservation Science Team	National Science Week Public Event	Taronga Institute of Science and Learning
Conservation Science Team	Women in Science at Taronga	Public event for International Day of Women and Girls in Science
Justine O'Brien	Welcome and Introduction - University of Sydney Bachelor of Science/Bachelor of Advanced Studies and Master of Education students	Taronga Institute of Science and Learning
John Martin	Urban Biodiversity	Taronga Institute of Science and Learning
Jane Hall	<i>Wildlife at Risk: Bellinger River Snapping Turtle: mortality investigation and virus ecology</i>	Taronga Institute of Science and Learning
Ben Pitcher	<i>Ethograms – Measuring Behaviour</i>	University of Sydney
John Martin	Ecology – Using Citizen Science	University of Sydney
Jane Hall	Ask An Expert Webinar	Taronga Education Team
Jane Hall	Bellinger River Snapping Turtle mortality investigation and a one health approach	University of Sydney
Monique Van Sluys	Wildlife Corridors. Wildlife at Risk Day	Wildlife at Risk' Year 11 Biology Depth Studies program, Taronga Institute of Science and Learning
Belinda Fairbrother	Purpose Driven Taronga	Maximus
Paul Maguire	Educational Leadership	National Flagship Leadership Program Independent Schools Association
Paul Maguire	Innovation and Leadership	The Cochlear Global Leaders Conference
Neil Jordan	Aspects of biodiversity conservation: surrogate species.	University of NSW
Neil Jordan	Ex-situ conservation	University of NSW
Neil Jordan	Disease and biodiversity	University of NSW
Neil Jordan	Conservation conflicts	University of NSW
Neil Jordan	Conservation Technology I	University of NSW
Neil Jordan	Conservation Technology II	University of NSW
Michelle Shaw	Comparing molecular and physiological adaptations to specialised insectivory in mammals to improve management	
Michelle Shaw	Food Safety	
Michelle Shaw	Nutrition Toolkit for Wildlife Carers	
Michelle Shaw	Applying One Welfare Framework When Feeding Companion Animals (Panel)	
Michelle Shaw	Taronga Nutrition Series: Monitoring and Assessing Diets	
Michelle Shaw	Supplementary Feeding of Orange-Bellied Parrot In Situ	
Michelle Shaw	Towards Sustainable Zoo Diets: A Study of Barriers and Solutions	

Staff Member	Subject	Receiving Body
Elizabeth Hall	Rescue Animals and Provide Basic Animal Care	TTI Certificate II Animal Care (online via BlueJeans with additional resources provided to compensate for online format)
Elizabeth Hall	Provide Basic First Aid for Animals	TTI Certificate II Animal Care (online via BlueJeans with additional resources provided to compensate for online format)
Elizabeth Hall	<i>Marine Turtle Husbandry and Satellite Tracking</i>	Marketing and Corporate Partners
Elizabeth Hall	Effects of Marine Debris on Wildlife	Year 11 and 12 students from 10 local high schools
Larry Vogelnest	Bushfires - Wildlife Response and Recovery	Free public event as part of 'The Busfire Catastrophe: What Now?' in the Sydney Opera House's Talks and Ideas Program
Elizabeth Hall	Seabird Intensive Care and Rehabilitation	Western Australian Seabird Rescue, Perth and Albany, WA
Kimberly Vinette Herrin	Marine Turtle Nutrition during Rehabilitation and Satellite Tagging of Marine Turtles at Taronga Wildlife Hospital	Sea Turtle Foundation Health and Rehabilitation Symposium 2019 Sea World, Gold Coast
Larry Vogelnest	Anaesthesia in Zoo and Wild Animals	Australian Society of Anaesthetists (ASA) National Scientific Congress (NSC) 2019
Larry Vogelnest	Careers in zoo and wild animal medicine	TTI
Larry Vogelnest	Tuberculosis - Anthroponosis and Zoonosis	Respiratory and tuberculosis group, Prince of Wales Hospital
Larry Vogelnest	Physical and chemical restraint of zoo and wild animals	TTI Certificate II Animal Care
Elizabeth Arthur	Tour and demonstration of chemical immobilisation equipment in the TWH	Australian Society of Anaesthetists (ASA) National Scientific Congress (NSC) 2019
Michael McFadden	Recovery efforts for the critically endangered southern corroboree frog (<i>Pseudophryne corroboree</i>)	World Congress of Herpetology
Michael McFadden	Taronga Zoo's Reptile and Amphibian Reintroduction Programs	Rewilding Australia Annual Event
Michael McFadden	Yellow-spotted Bell Frog Conservation Program	Amphibian Translocation Symposium
Michael McFadden	Improving the contribution of Australian ex-situ conservation breeding programs for threatened amphibian recovery	University of Wollongong Postgraduate Conference
Simon Duffy	Taronga's Commitment to Sustainability - Treading Lightly For the Wild	NSW Green Globes Awards
Simon Duffy	Taronga and Sustainability	University of Cambridge Institute for Sustainability Leadership
Simon Duffy	Taronga and Biodiversity	NSW Government Positive Impact Leaders Programme
Cameron Kerr	Technology in the Wild: The Future of Conservation	éffect- The Innovation Experience by SAP
Cameron Kerr	The Modern Zoo: Leaders in Conservation	KPMG
Cameron Kerr	New Strategies for Raising Revenues (panelist)	World Association of Zoos and Aquarium Conference
Paul Maguire	Working together towards a responsible palm oil future	ZAA Workshops 2019
Paul Maguire	Leadership in Conservation	Independent School Association Leadership Conference
Paul Maguire	Taronga Science in Action	Bioscience Education Australian Network (BEAN) conference
Bettina Sammut	Learning Strategies	11th Blended Learning & Innovation Summit

Appendix 10

Publications

Books

N/A

Book Chapters

Parrott, M. L., Dowling, E., Faulkner, T., Hughes, C., Keeley, T., Kelly, A., Miller, K., Pohl, B., **O'Brien, J. K.** & Hogg, C. J. (2019). Chapter 21 Captive research: working together for the common good. In: *Saving the Tasmanian Devil*. Eds C. Hogg, S. Fox, D. Pemberton, Belov, K. CSIRO Publishing. Pp 235-249.

Hobbs, R. J., Spindler, R. E. and **O'Brien, J. K.** (2019). Chapter 4: Strategic Gene Banking for Conservation: The Ins and Outs of a Living Bank. In: *Scientific Foundations of Zoos and Aquariums: Their Role in Conservation and Research*. Cambridge University Press. A. Kaufman, T. Maple and M. Bashaw (eds). Pp. 112-146.

Jordan, N. (2020). Making Sense of Scents: Olfactory Perception in Animals. Box A3, In: *Zoo Animal Learning and Training*, First Edition. Edited by Melfi, V.A., Dorey, N.R. & Ward, S.J. Wiley & Sons Ltd.

Buesching, C. D., & **Jordan, N.** (2019). The social function of latrines: A hypothesis-driven research approach. In *Chemical Signals in Vertebrates 14* (pp. 94-103). Springer, Cham.

Peer Reviewed Literature

Brink, H., Purcell, B. V., Letnic, M., Webster, H. S., Appleby, R.G., & **Jordan, N.R.** (2019) "Pets and pests: a review of the contrasting economics and fortunes of dingoes and domestic dogs in Australia, and a proposed new funding scheme for non-lethal dingo management", *Wildlife Research*, 46, 365-377.

Harvey E., **Rose K**, Eden J.S., Lawrence A., Doggett S.L., Holmes E.C. (2019) "Identification of diverse arthropod associated viruses in native Australian fleas", *Virology*, 535,189-199.

Charon J., Grigg M.J., Eden J.S., Piera K.A., Williams T., **Rose K.**, Davenport M.P., Anstey N.M., Holmes E.C. (2019) "Matryoshka RNA virus 1: a novel RNA virus associated with *Plasmodium* parasites in human malaria", *bioRxiv*, 624403.

Kadar, J., Ladds, M., Mourier, J., **Day, J.** & Brown, J. (2019) Acoustic accelerometry reveals diel activity patterns in premigratory Port Jackson sharks, *Ecology and Evolution*, 9, 8933-8944.

Adams, T.S.F., Mwezi, I. & **Jordan, N.R.** (2020) Panic at the disco: Solar-powered strobe light barriers reduce field incursion by African elephants *Loxodonta africana* in the Chobe District, Botswana. *Oryx*, <https://doi.org/10.1017/S0030605319001182>.

Salton, M., Kirkwood, R., **Slip, D.**, and Harcourt, R. (2019) Mechanisms for sex-based segregation in foraging behaviour by a polygynous marine carnivore. *Marine Ecology Progress Series* 624: 213-226.

Robinson, N.M., Dexter, N., Brewster, R., Maple, D., MacGregor, C., **Rose, K., Hall, J.** and Lindenmayer, D.B. (2019). Be nimble with threat mitigation: lessons learnt from the reintroduction of an endangered species. *Restoration Ecology*, 28, 1061-2971.

Ryan, L. A., Lynch, S. K., Harcourt, R., **Slip, D.**, Peddemors, V., Everett, J., Harrison, L.M. and Hart, N. S. Environmental predictive models for shark attacks in Australian waters. *Marine Ecology Progress Series*, 631, 165-179.

Pirotta, V., Reynolds, W., Ross, G., Jonsen, I., Grech, A., **Slip, D.**, and Harcourt, R. (2019) "A citizen science approach to long-term monitoring of humpback whales off Sydney". *Marine Mammal Science*, 36, 472-485.

Chang, W., Eden, J.S., Hartley W.J., **Rose K.**, Holmes E.C. (2019) "Metagenomic discovery and co-infection of diverse wobbly possum disease viruses and novel hepaciviruses in Australian brushtail possums". *One Health Outlook*, 1, 5.

Ban de Gouvea Pedroso, S., Phalen, D.N., Terkildsen, M., Blyde, D., March, D.T., Gordon, A.N., Chapman, P., Mills, P.C., Owen, H., Gillett, A., Lloyd, H.B., Ross, G.A., **Hall, J.**, Scott, J. Ariel, E., Yang, R., **Rose, K.A.** (2020) "Coccidiosis in green turtles (*Chelonia mydas*) in Australia: Pathogenesis, spatial and temporal distribution, and climate-related determinants of disease outbreaks". *Journal of Wildlife Diseases*, 56, 359-371.

Agius, J.E., Phalen D.N. **Rose K.** Eden, J.S. (2019) "New insights into Sauropsid Papillomaviridae evolution and epizootiology - Discovery of two novel papillomaviruses in native and invasive Island geckos". *Virus Evolution*, 5, vez051.

Fangmeier, M. L., **Burns, A. L.**, Melfi, V. A., & Meade, J. (2019) "Foraging enrichment alleviates oral repetitive behaviors in captive red-tailed black cockatoos (*Calyptorhynchus banksii*)". *Zoo biology*, 39, 3-12.

Rafiq, K., **Jordan, N. R.**, Wilson, A. M., McNutt, J. W., Hayward, M. W., Meloro, C., Wich, S. A. and Golabek, K. A. (2019) "Spatio-temporal factors impacting encounter occurrences between leopards and other large African predators", *Journal of Zoology*, 310, 191-200.

Jordan, N. (2020). Box A3: Making Sense of Scents: Olfactory Perception in Animals. *Zoo Animal Learning and Training*, 77-79.

Austen, J.M., **Hall, J.**, Zahedi, A., Goften, A., Ryan U. (2020) "Further characterisation of Haemocystidium chelodinae-like Haemoproteidae isolated from the Bellinger River snapping turtle (*Myuchelys georgesii*)" *Parasitology Research*, 119, 601-609.

Agius, J.E., Kimble, B., Govendir, M., **Rose, K.**, Pollard, C.L., and Phalen, D.N. (2020) "Pharmacokinetic profile of enrofloxacin and its metabolite ciprofloxacin in Asian house geckos (*Hemidactylus frenatus*) after single-dose oral administration of enrofloxacin" *Veterinary and Animal Science*", 9, 100116.

Hall, M.J., **Burns, A.L.**, **Martin, J.M.** and Hochuli, D.F. (2020) "Flight initiation distance changes across landscapes and habitats in a successful urban coloniser". *Urban Ecosystems*, 23, 785-791.

McIntyre, T., Majelantle, T.L., **Slip, D.J.**, and Harcourt, R.G. (2020) "Quantifying imperfect camera-trap detection probabilities: implications for density modelling", *Wildlife Research*, 47, 177–185.

Hall, J., Bender, H., Parrish, K., Taylor, D., Spark, P., Streeting, L., **Rose, K.** (2020) "Squamous Cell Carcinoma in Two Wild Bell's Turtles (*Myuchelys bellii*)", *Journal of Wildlife Diseases*, <https://doi.org/10.7589/JWD-D-19-00014>.

Jordan, N. R., Smith, B. P., Appleby, R. G., van Eeden, L. M., & Webster, H. S. (2020) "Addressing inequality and intolerance in human–wildlife coexistence", *Conservation Biology*, <https://doi.org/10.1111/cobi.13471>.

Rafiq, K., Hayward, M. W., Wilson, A. M., Meloro, C., **Jordan, N. R.**, Wich, S. A., McNutt, J.W. and Golabek, K. A. (2020) "Spatial and temporal overlaps between leopards (*Panthera pardus*) and their competitors in the African large predator guild", *Journal of Zoology*, <https://doi.org/10.1111/jzo.12781>.

Pulscher, L.A., Gray, R., McQuilty, R., **Rose, K.**, Welbergen, J., Phalen D.N. (2020) "Investigation into the utility of flying foxes as bioindicators for environmental metal pollution reveals evidence of diminished lead but significant cadmium exposure", *Chemosphere*, 254,126839.

Pollock, K. E., **O'Brien, J. K.**, Roth, T. L., Proudfoot, J., Niederlander, J., Micheas, L., Robeck, T. R. & Stoops, M. S. (2020) "Anti-Müllerian hormone in managed African and Asian rhino species" *General and Comparative Endocrinology*, 294, 113487.

Herbert C.A., Dassis M., Pye M., Jones P.W., Leong P.H.W., Thomas G., Cope H., Jarman A., **Hobbs R.**, Murray P.E., and Machovsky Capuska G.E. (2020) Development of light-weight video-tracking technology for use in wildlife research: A case study on kangaroos. *Australian Zoologist*., 40, 364-378.

Rafiq, K., **Jordan, N.R.**, Meloro, C., Wilson, A., Hayward, M & McNutt, J.W. (2020) Optimal scent marking strategies of a solitary carnivore: boundary and road scent marking in the leopard. *Animal Behaviour*, 161, 115-126.

Setyo, L., Donahoe, S.L., **Rose, K.**, Spielman, D. (2020) "Mammary Neoplasia in Common Brushtail Possums: Case Report and Retrospective Identification of Additional Cases". *Australian Veterinary Journal*, 98, 243–246.

Duan T. March, **Kimberly Vinette-Herrin**, Andrew Peters, Ellen Ariel, David Blyde, Doug Hayward, Les Christidis, Brendan P. Kelaher (2018). Hematologic and biochemical characteristics of stranded green sea turtles. *Journal of Veterinary Diagnostic Investigation*, 30(3), 423-429.

Campbell-Ward, M. L., Bryant, B. R., Peaston, A.E., Tamlin,V., **Tong, L.** and Sangster, C. (2020). "Mast cell tumors in cheetah (*Acinonyx jubatus*): a case series." *Journal of Zoo and Wildlife Medicine*, 51 (4), In Press.

McFadden, M.S., De Vos, N. and Hunter, D.A. (2020). Pseudophryne corroboree (Southern Corroboree Frog). Predation. *Herpetological Review*, 51(1):102.

Grey Literature (non-peer reviewed)

Jordan, N. R. and Appleby, R. G. (2019) Dog owners could take the lead on dingo conservatiuon with a 'Fido fund'. The Conversation, <https://theconversation.com/dog-owners-could-take-the-lead-on-dingo-conservation-with-a-fido-fund-118124>.

Thesis and Reports

Pisani Fraser, T. Masters by Research thesis: "Assessing the effectiveness of recovery plans for listed threatened marine species under the EPBC Act", Macquarie University.

Bassett, L. Honours thesis: "Determining the relationship between age, sex, body condition and heavy metal exposure on the faecal microbiome of the critically endangered Christmas Island Flying-fox (*Pteropus melanotus natalis*)", University of Sydney.

Furnani, B. Honours thesis: "Evaluating the effectiveness of enrichment for zoo-housed seals and sea lions", Macquarie University.

Shaw, M. (2020) Orange-Bellied Parrot (*Neophema chrysogaster*) Supplementary Feeding Program, Zoos Victoria and Department of Primary Industry, Parks, Water and Environment Tasmania.

Conference and Workshop Proceedings

Mansour, S., **Tobias, G., Tong, L., Vogelnest, L., Vinette Herrin, K., Hulst, F.** and **Shaw, M.** (September 2019) Investigation of risk factors contributing to proliferative spinal osteopathy in snakes. American Zoo & Aquarium Association Nutrition Advisory Group Conference Proceedings, St. Louis, MO, USA

Silcocks, S., Lynch, M., **Shaw, M.** and Magrath, M. (September 2019) Identifying optimal food plants for captive Lord Howe Island Stick Insects (*Dryococelus australis*). American Zoo & Aquarium Association Nutrition Advisory Group Conference Proceedings, St. Louis, MO, USA

Fidgett, A., Crittenden, A., Kehlhofer, A., Murfet, A. and Torcasio, F. (September 2019) Towards Sustainable Zoo Diets: A study of barriers and solutions. American Zoo & Aquarium Association Nutrition Advisory Group Conference Proceedings, St. Louis, MO, USA

Tamlin, V., Peaston, A. and **Campbell-Ward, M.** (July 2019) Molecular characteristics of cheetah mast cell tumors. Australian and New Zealand College of Veterinary Scientists Oncology Chapter Science Week Proceedings, Gold Coast.

Workshops Convened

Bender, H. Australian Animal Pathology Standards Program Roadshow: Equine Pathology - Convened, Sydney, Australia, 5-6 August 2019

Bender, H. Australian Society of Veterinary Pathology Conference: Neuropathology - Convened, Perth, Australia, 13-15 September 2019

Rose K., Hall J., Bender H. Covid-19 focused Taronga/NSW Wildlife Biosecurity Meeting - Convened, via Video-conference

Rose K., Hall J., Bender H., O'Brien, J. K. Biosecurity PPE training with NSW DPIE's Emergency Management Training Officer Jamie Maddocks - Convened, via Video-conference

Ginman, L and **Price, D.** (2019). *Breeding of Sumatran Tiger*. Thylacinus.

Appendix 11

Staff Representation on External Committees

Name	Committee
C. Kerr	President, Zoo and Aquarium Association
C.Kerr	Board Member, International Rhino Foundation
C.Kerr	Board Member, Jane Goodall Institute Global
C.Kerr	Member, University of New South Wales Scientific Advisory Committee
V Moushigian	Member, Australian Institute of Health and Safety
E Hall	Member, NSW Office of Environment and Heritage
E Hall	Member, Wildlife Rehabilitation Standards Advisory Group
E Hall	Member, NSW Wildlife Council, NSW Office of Environment and Heritage."
F Hulst	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
F Hulst	Primary Veterinary Advisor, Zoo and Aquarium Association Amphibian Taxon Advisory Group
F Hulst	Member, Zoo and Aquarium Association Nutrition Group
P Meagher	Member, American Elmsobranh Society,
P Meagher	Member - Society for Wildlife Forensic Science
G Tobias	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Tong	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Tong	Member, Australian Society of Veterinary Pathology
K Vinette Herrin	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Vogelnest	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Vogelnest	Primary Veterinary Advisor, Zoo and Aquarium Association Australian Marine Mammals and Penguins Taxon Advisory Group
L Vogelnest	Member, Zoo and Aquarium Association Elephant, Primate and Bird Veterinary Advisory Groups
L Vogelnest	Member, Department of Agriculture and Water Resources, National Zoo Animal Health Reference Group
D. Slip	Member, International Union for the Conservation of Nature / Species Survival Commission Boa and Python Specialist Group
M. Shaw	Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG)
M. Shaw	Nutrition advisor for Western Lowland Gorilla Species Survival Plan
M. Shaw	Member, Canadian Association of Zoos and Aquariums Nutrition Advisory and Research Group (CAZA-NARG)
M. Shaw	Member, European Zoo Nutrition Research Group
M. Shaw	Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG)
M. Shaw	Member, Comparative Nutrition Society (CNS)
M. Shaw	Member, European Zoo Nutrition Research Group
M. Shaw	Nutrition advisor for EAZA Monotreme and Marsupial TAG
M. Shiels	Regent honeyeater recovery team.
N. Jordan	Member, Research Committee, The Carnivore Conservancy, Tasmania
N. Jordan	Member, Botswana Carnivore Forum Advisory Committee
N. Jordan	Member, Human Wildlife Conflict Focus Group, Botswana
R. Hobbs	Steering committee member, FaunaBank
R. Hobbs	Member, CRC Working Group on Coral Cryopreservation and Repository Building
J. O'Brien	NSW Department of Industry, Planning and Environment Science Cluster Committee

Name	Committee
J. O'Brien	Member, NSW Department of Industry, Planning and Environment Platypus Steering Committee
J. O'Brien	Co-chairperson, Regulatory Subcommittee of the International Embryo Technology Society's Parent Committee on Companion Animals, Non-Domestic and Endangered Species (CANDES)
J. O'Brien	Taxon Leader (Non-human Primates), Research Subcommittee of the International Embryo Technology Society's Parent Committee on CANDES
J. O'Brien	Reproduction Co-advisor, Association of Zoos and Aquariums (AZA) Rhino Advisory Group
J. O'Brien	Reproduction Advisor, AZA Penguin Taxon Advisory Group
J. O'Brien	Reproduction Advisor, AZA Polar Bear Research Council
H. Bender	Australian Society for Veterinary Pathology Committee
H. Bender	Australian Animal Pathology Standards Program
H. Bender	Editorial Panel - Veterinary Pathology
K. Rose	Marine Debris Working Group – NSW DPIE
K. Rose	Christmas Island Reptile Advisory Panel - Parks Australia
K. Rose	Christmas Island Flying Fox Advisory Panel - Parks Australia
K. Rose	Wildlife Disease Association Int'l– Grants Committee
K. Rose	Wildlife Health Australia – Universities Committee
K. Rose	Wildlife Health Australia - State Coordinators Committee
K. Rose, H. Bender, J. Hall	NSW Wildlife Biosecurity Committee
J. Hall	Member, Wildlife Disease Association Australasia Section
J. Hall	Member, Wildlife Health Australia
J. Hall	Member, Churchill Fellows' Association of NSW
J. Hall	Wildlife Disease Association International Student Awards Committee, Committee member
S. Duffy	Chair, Jane Goodall Institute Australia Board
S. Duffy	Jane Goodall Institute Australia Global Advocacy Committee
S.Duffy	Jane Goodall Institute Australia Fundraising Risk and Governance Committee
S. Duffy	Jane Goodall Institute Australia Programs Fundraising and Communications Committee
S. Duffy	ZAA Elephant Steering Committee and Taxonomic Advisory Group
A. Elphinstone	Council Member Royal Zoological Society NSW
A. Elphinstone	Plains-wanderer National Recovery Team
A. Elphinstone	ZAA Wildlife Conservation Committee
A. Elphinstone	Member Regent honeyeater National Recovery Team
A. Elphinstone	Member, NSW Department of Industry, Planning and Environment Platypus Steering Committee
M. Van Sluys	Member, International Union for Conservation of Nature (IUCN) Amphibian Specialist Group
N. Boyle	Committee Member ZAA Animal Management Committee (formerly ASMP)
N. Boyle	Advisory Board Member Conservation Centres for Species Survival
N. Boyle	Committee Member NSW Schools and Animal Care Ethics Committee
N. Boyle	Executive Committee Member Southern Black Rhino Sustainability Program
N. Boyle	Wildlife Deserts Advisory Committee
K. James	Australian Society of Zoo Keepers (ASZK) Committee
D. Fryday	Committee Member, The Australian Rhino Project, Young Australians for Rhinos
B. Bryant	Member, International Veterinary Advisory group consulting to the Sumatran Rhinoceros Rescue Team for the field capture and translocation of Sumatran Rhino in Kalimantan
B. Bryant	Veterinary Co-advisor AZA RhinocerosTAG Rhino Research Council
B. Bryant	Member, International Rhino Foundation Advisory Board

Name	Committee
B. Bryant	Member, Sumatran Rhino Husbandry and Propagation Expert Advisory Board
B. Bryant	Primary Veterinary Advisor, ZAA ungulate Veterinary Advisory Group
M. Campbell	Secretary/Treasurer, Australian and New Zealand College of Veterinary Scientists Zoo and Wildlife Medicine Chapter
M. Campbell	Chair, Subject Examinations Committee, Australian and New Zealand College of Veterinary Scientists Zoo and Wildlife Medicine Chapter
M. Campbell	Chairperson, NSW Exhibited Animals Advisory Committee
M. Campbell	Co-convenor, Zoo and Aquarium Association (ZAA) Veterinary Specialist Advisory Group
M. Campbell	Primary Veterinary Advisor, Zoo and Aquarium Association (ZAA) Nutrition Veterinary Advisory Group
B.Sammut	SAG Convenor Human Resources Advisory Group - ZAA
B.Sammut	Aboriginal Workforce Development Community
S. Hinks	Board Committee Member, Regional Development Australia - Orana
C. Ford	Committee Member Zoo and Aquarium Association Standards and Accreditation Committee
C. Ford	Metapopulation Subgroup Coordinator, Bilby Recovery Team
C. Ford	Member, Christmas Island Reptile Advisory Panel
N.Calatayud	Coordinator, IUCN SSC Amphibian Specialist Group - Genome Resources
N.Calatayud	Fellow of the Zoological Society of San Diego
M. McFadden	Member, NSW Declining Frog Working Group
M. McFadden	Member, Corroboree Frog Recovery Team
M. McFadden	Co-convenor, Zoo and Aquarium Association (ZAA) Amphibian Taxon Advisory Group
M. McFadden	Member, International Union for Conservation of Nature (IUCN) Translocation Specialist Group
M. McFadden	Member, International Union for Conservation of Nature (IUCN) Amphibian Specialist Group
M. McFadden	Member, Bellinger River Turtle Expert Reference Group
M. McFadden	Member, Christmas Island Reptile Advisory Panel
C. Dryburgh	President, Australasian Society of Zoo Keeping
A. Skidmore	Member, Bellinger River Turtle Expert Reference Group
A.Carter	ASZK Training Committee
L.Davis	Fundraising Institute of Australia Conference Committee

Appendix 12

International Travel

Staff Member Name	Destination	Date of Travel	Reason for Travel	Comments
Cameron Kerr	Sydney - Abu Dhabi - Geneva - Abu Dhabi - Sydney	14/08/19 - 29/08/19	As part of the Australian Government delegation to participate in the 18th meeting of the Conference of the Parties to the Convention of International Trade in Endangered Species	
Nick Boyle	Sydney - Abu Dhabi - Geneva - Abu Dhabi - Sydney	14/08/19 - 29/08/19	As part of the Australian Government delegation to participate in the 18th meeting of the Conference of the Parties to the Convention of International Trade in Endangered Species	

Staff Member Name	Destination	Date of Travel	Reason for Travel	Comments
*Dr Benn Bryant	Dubbo - Sydney - Jakarta - Bandar Lampung - Jakarta - Sydney - Dubbo	19/07/19 - 3/08/19	Travel to Indonesia to provide reproductive health exams and veterinary assistance for Sumatran Rhinoceroses	Funded by the International Rhino Foundation.
*Dr Justine O'Brien	Sydney - Jakarta - Bandar Lampung - Jakarta - Sydney	19/07/19 - 29/07/19	Travel to Indonesia to provide reproductive health examination and sperm biobanking assistance for Sumatran Rhinoceroses	Funded by the International Rhino Foundation.
Monika Townsend	Sydney - Toronto - Chicago - Los Angeles - Sydney	19/08/19 - 01/09/19	To attend Goway Corroboree and Tourism Australia USA Marketplace 2019 tourism tradeshow	
*Nick de Vos	Sydney - Los Angeles - Sydney	21/08/19 - 26/08/19	Onsite review of platypus exhibit at San Diego Zoo to ensure suitability before the transfer of Platypus from Taronga to the zoo in 2019	Funded by San Diego Zoo Safari Park
*Lachlan Manning	Sydney - London - Jersey - London - Sydney	06/09/19 - 24/09/19	To attend the Endangered Species Recovery Course at the Durrell Conservation Academy, UK	Funded by Mr Len Bleasel AM Scholarship
Claire Ford	Sydney - Singapore - Frankfurt - Valencia - Zurich - Singapore - Sydney	15/09/19 - 22/09/19	To represent Taronga at the European Association of Zoos and Aquariums annual conference	
*Rena Moss	Sydney - Nadi - Los Angeles - Denver - Los Angeles - Nadi - Sydney	04/10/19 - 13/10/19	To attend Giraffe Care and Husbandry Workshop	Zoofriends Fellowship funded.
Amy Hackett	Sydney - Kuala Lumpur - Singapore - Sydney	29/09/19 - 08/10/19	To attend the Tourism Australia South East Asia Marketplace 2019 tradeshow and post trade show sales calls	
*Larry Vogelnest	Sydney - Jakarta - Pangakan Bun - Jakarta - Sydney	15/09/19 - 22/09/19	To be part of a specialist team performing a surgical procedure on a sun bear in Indonesia	Funded by the Orangutan Foundation International Australia
*Anthony Britt-Lewis	Sydney - Los Angeles - Sydney	24/10/19 - 09/10/19	Accompanying Platypus transfer to San Diego Zoo Safari Park	Funded by San Diego Zoo Safari Park
Monika Townend	Sydney - London - New York - San Antonio - Dallas - Los Angeles - Sydney	24/10/19 - 11/11/19	To attend the Tourism Australia UK Marketplace and Destination NSW USA Roadshow	
Cameron Kerr	Sydney - Buenos Aires - Washington - New York - San Diego - Sydney	01/11/19 - 15/11/19	To attend the World Association of Zoos and Aquariums Conference and meet critical stakeholders in USA	
Nick Boyle	Sydney - Ho Chi Minh City - Phu Quoc - Ho Chi Minh City - Sydney	16/11/19 - 20/10/19	To represent Taronga at the Southeast Asian Zoos and Aquariums Association annual conference	
Amy Hackett	Sydney - Chengdu - Shanghai - Shenzhen - Guangzhou - Sydney	06/11/19 - 23/11/19	To attend the Tourism Australia Greater China Marketplace 2019 and post trade show sales calls	
Bridget Bedggood	Sydney - Auckland - Sydney	18/11/19 - 22/11/19	To attend the Pacific Area Incentives and Conferences Expo to showcase Taronga to an extensive business audience in New Zealand.	

Staff Member Name	Destination	Date of Travel	Reason for Travel	Comments
Andrew Elphinstone	Sydney - Singapore - Jakarta - Bandar Lampung - Jakarta - Sydney	21/01/20 - 26/01/20	Facilitate workshops with International Rhino Foundation and Yayasan Badak Indonesia to support conservation program in Sumatra	
Nick Boyle	Sydney - New York - Los Angeles - Sydney	29/02/20-06/03/20	Attend the Jackson Wild Summit in New York to represent Taronga on the conservation and recovery efforts of Australian wildlife and threatened species, focusing on the recovery of koalas.	
*Justine Powell	Sydney - Orlando - Sydney	20/01/20- 02/02/20	To undertake the Contemporary Professional Animal Training and Management Workshop and visit trainers from Disney's Animal Kingdom, Busch Gardens and Sea World to discuss their use of training and conditioning techniques for preventative health.	Funded by Mr Len Bleasel AM Scholarship
*Lisa Cavanagh	Sydney - Perth - Christmas Island - Pulu Blan Madar - Pulu Kembang - Pulu Plan Madar - Pulu Blan - Perth - Sydney	10/03/20 - 18/03/20	To escort 150 critically endangered Blue-tailed skinks, which is extinct in the wild from Taronga Zoo to Cocos Islands to undertake the second translocation of this species to the wild.	Supported by Virgin Australia and Parks Australia

*costs fully funded by external party (incl Fellowship)

Appendix 13

Workforce Diversity

Workforce Diversity Achievements in 2019/2020 include:

Aboriginal Education Scholarships and Traineeship	Indigenous traineeships have been delivered in partnership with the Taronga Training Institute with current training and the employment model being reviewed.
Aboriginal Cultural Awareness Training	A program was developed in the year to deliver Cultural Awareness training that provided team members the opportunity to develop their skills in working with Aboriginal people in ways that respect the diversity of Aboriginal cultures and support strengths in Aboriginal individual's families and communities. This training was held across two days for 56 team members which included a combination of Taronga's leaders, front line staff, HR Team members and Wildlife Operations. Culture has been a priority in the development of training for teams working in the Wildlife Retreat, an eLearning module was developed and rolled out across the organisation. A Cultural Awareness eLearning module is also in development for all new hires to complete, this includes information on Taronga's Cultural Programs and guidance on Acknowledgements to Country.
Workforce Diversity Celebrations	Reconciliation Week, International Women's Day, Harmony Day and Sydney Mardi Gras were amongst the celebrations to promote a greater understanding of EEO groups. Throughout these celebrations Taronga held team lunches, morning teas and other gatherings to acknowledge these special occasions. To celebrate the Sydney Mardi Gras Taronga flew the rainbow flag above the entrance in Sydney for the first time in our history. The team also promoted these celebrations on Workplace spreading awareness and engagement across the organisation. Due to COVID-19 NAIDOC Week was postponed to November 2020.

Aboriginal Employment Strategy	Taronga is working on the Aboriginal Employment strategy and has been actively engaging with various stakeholder and community representatives throughout the past year. The Wildlife Retreat at Taronga has provided an opportunity for a number of identified and targeted roles that were actively recruited and filled in the past year.
Reconciliation Action Plan	Taronga continues to partner with Autism Spectrum Australia to deliver Access @ Taronga Zoo activation which has been received positively by the communities by providing early entry into the zoo. This program provided us with a great opportunity to revisit Taronga's inclusion strategies. Taronga also supports volunteers with disabilities to be placed on various roles throughout the zoo. In addition, Taronga installed Hearing Loops facilities in the major Taronga buildings open to guests including the Tiger Trek and Centenary Theatre and Taronga Institute of Science and Learning.
Work Placement Program	Taronga's HR and Community Programs team begun revising the work placement programs as part of the works on the Employment Strategy and prior to COVID-19 Taronga had strong targets to create more opportunities in this space. This has been placed on hold for the time being.
Gender Diversity Leadership Group	Taronga's commitment to gender diverse leadership is evident through all recruitment processes and the current leadership group. Taronga's participation in wider initiatives including the 'Women in Senior Leadership Mentoring Program,' in addition to 'Lean in Circles' with various management team members participating in the program.
Return To Work Parents	Taronga have and will continue to communicate and consult with employees returning to work after periods of parental leave. Taronga gives due consideration to any flexible work requests outside of the parental leave period. Taronga is also working towards the 'if not, why not' commitment from NSW government in making all roles flexible by 2020 using the Make Flexibility Count Framework.
Disability Plan	Taronga continues to partner with Autism Spectrum Australia to deliver Access @ Taronga Zoo activation which has been received positively by the communities by providing early entry into the zoo. This program provided us with a great opportunity to revisit Taronga's inclusion strategies. Taronga also supports volunteers with disabilities to be placed on various roles throughout the zoo. In addition, Taronga installed Hearing Loops facilities in the major Taronga buildings open to guests including the Tiger Trek and Centenary Theatre and Taronga Institute of Science and Learning.
Community Service Program	Our Community Programs team continues to deliver Burbangana and Walanmarra Programs. These programs were developed to create a new outreach program for Indigenous youth to gain practical, career development skills in horticulture, carpentry and animal care. In addition, the Community and Cultural programs team delivers a partnership with the Department of Juvenile Justice, facilitating community service placements and practical work experience for low risk offenders.

Key Workforce Diversity strategies proposed by Taronga for 2020/21 include:

Cultural Plan	Taronga will continue to consult and engage with Aboriginal Advisory Groups, on Cammeraigal and Wiradjuri Country to continue to work towards the 2021 targets. These targets include multiple areas that include but are not limited to employment, education and procurement.
Aboriginal Employment Strategy	In collaboration with Department of Planning Industry and Environment Taronga had continued to work to the Aboriginal Employment Strategy developed for 2016-2019. In 2020-2021, this dedication to the strategy and collaboration will continue. Cultural Awareness programs are now part of both employee and volunteers induction process.
Leadership Training In Mental Health Awareness	Taronga currently have 39 representatives that are accredited and practice Mental Health First Aid supporting teams across the organization. Mental Health Masterclass refresher training facilitated by the World Mental Health Institute ensures a consistent and effective approach to supporting our people. Taronga recognises mental health issues within wider society is on the rise and therefore ongoing refresher training and workshops will ensure our representatives have the ability to stay in touch with the latest methods of providing support. This has been particularly important during the COVID-19 lockdown and the implications have been felt in our people.
Workforce Diversity Celebrations	Taronga's commitment to the promotion of Equal Employment Opportunity has and will continue to evolve. Taronga's Diversity strategies support Aboriginal Employment, Disability, Multiculturalism and Women in Leadership. The Wildlife Retreat Employment Strategy allowed for appropriate workplace support to ensure all internal and external stakeholders were able to engage with the benefits of a diverse Taronga workforce.

Additional Human Resources Reporting Requirements

Movements in salaries and wages

- 2.5% increase to salaries, wages and salary related allowances TCSA Salaried Employee Award effective 8 July 2019
- 2.5% increase to salaries, wages and salary related allowances TCSA Wages Employee Award effective 8 July 2019
- 2.5% increase to salaries, wages and salary related allowances TCSA Retail and Restaurant Award effective 8 July 2019

Amendments to personnel policies and procedures

Taronga is currently undertaking a full policy review. The following personnel policies were updated during the 19/20 year, to ensure their consistency with applicable legislation:

- Travel Policy and Procedures
- Biosecurity Policy
- WHS Policy

Amendments to industrial relations policies and practices

Taronga is currently undertaking a full policy review, this includes consulting regarding changes to the following industrial Awards to ensure their consistency, compliance with the Government Sector Employment Act 2013 and to ensure that all industrial instruments are relevant to Taronga employees:

- Taronga Conservation Society Australia Salaried Award
- Taronga Conservation Society Australia Wages Award
- Taronga Conservation Society Australia Retail and Restaurant Award

EEO Target Groups (Permanent and Temporary Staff Only)

Trends in the Representation of EEO Groups

EEO Group	"Benchmark or Target"	2017	2018	2019	2020
Women	60.0%	62.4%	63.7%	53.5%	61.7%
Aboriginal People and Torres Strait Islanders	2.6%	2.4%	2.5%	1.4%	1.4%
People Whose Language First Spoken as a Child was not English	19.0%	5.4%	6.3%	5.3%	5.1%
People with a Disability	n/a	1.8%	1.2%	0.8%	0.9%
People with a Disability Requiring Work-related Adjustment	1.5%	0%	0%	0%	0%

Trends in the Distribution of EEO Groups

EEO Group	"Benchmark or Target"	2017	2018	2019	2020
Women	100	96	94	93	90
Aboriginal People and Torres Strait Islanders	100	80	76	87	99
People Whose Language First Spoken as a Child was not English	100	92	102	103	95
People with a Disability	100	85	89	88	89
People with a Disability Requiring Work-related Adjustment	100				

Appendix 14

Senior Executive Service

2019/20 – Senior Executive Bands

Band	Total Senior Executives	Average Remuneration (package) end current year
SE Band 1	13	\$213,851
SE Band 2	1	\$345,549
Total	14	\$223,258

In 2019/20 5 positions in the Senior Executive Bands were filled by female employees. 5.83% of total employee-related expenditure in 2019/20 related to Senior Executives.

Appendix 15

Senior Staff

Executive

- Cameron Kerr BSc (Hons), MCom – *Executive Director and Chief Executive*
- Stephanie Hedt BaS, Grad Cert Bus – *Executive Officer* (until 10 Jan 2020)
- Angeli Aquino BA, GradDipPP – *Executive Officer* (from 13 Jan 2020)

Taronga Zoo Operations

- Simon Duffy AM, BEd, BTeach GAICD – *Director, Taronga Zoo*
- Paul Maguire, PSM, BEd – *Director, Guest Experience and Community Conservation*
- Rodd Stapley, BSc – *Head of Asset Management*
- Anne Kehlhofer, BSc (Hons), MA, – *Manager, Environmental Sustainability* (Until 20 December 2019)
- Bridget Corcoran, BSc, BA, Cert IV T&A – *Manager, Environmental Sustainability* (From 3 April 2020)
- Emma Pollard, BAppFin, BLLB (Hons), MIEL, Grad Cert Tertiary Education (Mng't) – *Manager, Tertiary Programs and Business Development* (until 25 March 2020)
- Natalie Scobie, BBus (Hosp Mgt) - *Manager, Tertiary Products & Marketing* (From March 2020)
- Courtney Frost (Employed by the Department of Education), BSc, BTeach – *Manager, School Education (Parental Leave)* (until 31 March 2020)
- Matthew Nelson (Employed by the Department of Education), BEd (Prim) – *Manager, School Education (Parental Cover)* (From 31 March 2020)
- Lucinda Cveticanin, BAppA Bed – *Manager, Community and Cultural Programs*
- Elio Bombonato – *Manager, Wildlife Operations (Acting)* (1 July, 2019 – 30 November 2019)
- Amanda Everett, BA – *Manager, Wildlife Operations (Acting)* (From 1 December 2019)

Taronga Western Plains Zoo

- Steve Hinks, DipMgt, DipBus, MMgt – *Director, Taronga Western Plains Zoo*
- Kathleen Oke, Cert IV T&A, Cert IV FM, Cert IV Hort, Dip Mgmt – *Facilities and Asset Operations Manager*
- Bruce Murdock, Ad. Dip Nutritional Med, Cert III Zoo Keeping – *Life Sciences Operational Manager*
- Jodie Kubski, Cert IV HRM, Certificate IV T&A, Certificate IV BusMgmt – *Operations Manager*

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*
- Dani Jones, Dip HR, BA Hosp. Mgt – *Organisational Development and Learning Manager*

Welfare, Conservation and Science

- Nick Boyle, BSc (Comms)/LLB – *Director Welfare, Conservation and Science*
- Dr Justine O'Brien, BScAgr (Hons), PhD (Veterinary Science) – *Manager Conservation Science*
- Andrew Elphinstone, BSc (Env), MEnv – *Manager Conservation and Recovery Programs*
- Claire Ford, BSc – *Manager Population Development and Welfare*
- Dr Larry Vogelnest, PSM, BVSc (Hons), MVetStud (Wild Med Husb), MANZCVS (Zoo Medicine) – *Senior Veterinarian Taronga Zoo*
- Dr Benn Bryant, BVSc, MVS, MANZCVSc (Zoo Medicine) – *Senior Veterinarian Taronga Western Plains Zoo*
- Michelle Shaw, BSc, MSc, PhD candidate – *Zoo and Wildlife Nutritionist*

Corporate Services and Governance

- Narelle Beattie, BCom, MA, CA – *Director Corporate Services and Governance*
- Paul White, JP, MACS CP – *Head of Information and Digital Technology*
- True Swain, JD, MBA, M. Pro Dev, B. CPM, GAICD – *Head of Capital Programs*
- Cassandra Long, MNet&SysAdmin – *Manager IT Operations*
- Emma Roberts, BA FCCA – *Manager Finance*
- Leonard Lek, BCom, CPA – *Manager Finance (Projects)*
- Bruno Da Silva, B of Agr. Ec, MBA, Prince 2 Practitioner (Project Management) – *Manager Procurement*
- Marigold Magnaye – *Manager Governance (until February 2020)*
- Emma Pollard, BAppFin, BLLB (Hons), MIEL, Grad Cert Tertiary Education (Mng't) – *Manager Governance (from 26 March 2020)*

Marketing, Commercial and Fundraising

- Libby Hodgson, BA (Hons) – *Director, Marketing, Commercial and Fundraising*
- Janelle Blue, BBiomedSc – *Head of Marketing, Communications and Digital*
- Alex Emson, HND BusMgmt – *Head of Commercial Operations*
- Leila Davis, Dip Mktg – *Head of Taronga Foundation*
- Helen Wright, Dip IDM – *Fundraising and Memberships Manager*
- Suzy Scheiblin, BA – *Corporate Partnerships Manager*
- Mark Manton, BVA (Hons) – *Manager, Corporate Partnerships (from 17 September 2019)*

Appendix 16

Employee by Category

Program Area	Ongoing			Temporary			Casual			Total		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Executive	10	13	13	2	1	1	0	0	0	12	14	14
Clerical	120	109	122	61	72	67	54	52	48	235	233	237
General	26	25	26	1	0	2	1	1	1	28	26	29
Professional	14	14	16	1	1	0	3	4	5	18	19	21
Services	56	69	60	5	7	36	373	340	313	434	416	409
Technical	5	4	7	2	2	1	1	0	0	8	6	8
Trades	166	170	180	18	17	22	115	95	98	299	282	300
Total	397	404	424	90	100	129	547	492	465	1034	996	1018

Appendix 17

Government Information (Public Access) Act

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews Carried Out by the Agency	Information Made Publicly Available by the Agency
Yes	Yes

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total Number of Applications Received
1

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

	Wholly	Partly	Total
Number of Applications Refused	0	0	0
% of Total	0%	0%	

Schedule 2 Statistical Information About Access Applications to be Included in Annual Report

Table A: Number of Applications by Type of Applicant and Outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	0	1	0	0	0	0	0	0	1	100%
Total	0	1	0	0	0	0	0	0	1	
% of Total	0%	100%	0%	0%	0%	0%	0%	0%		

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of Applications by Type of Application and Outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	0	1	0	0	0	0	0	0	1	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	0	1	0	0	0	0	0	0	1	
% of Total	0%	100%	0%	0%	0%	0%	0%	0%		

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid Applications

Reason for Invalidity	No. of Applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	

Table D: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters Listed in Schedule 1 of Act

	Number of Times Consideration Used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other Public Interest Considerations Against Disclosure: Matters Listed in Table to Section 14 of Act

	Number of Times Consideration Used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	1	100%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timeliness

	Number of Applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	0	0%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	0	

Table G: Number of Applications Reviewed Under Part 5 of the Act (By Type of Review and Outcome)

	Decision Varied	Decision Upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	0	0	0%
% of Total	0%	0%	0	

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for Review Under Part 5 of the Act (By Type of Applicant)

	Number of Applications for Review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

Table I: Applications Transferred to Other Agencies

	Number of Applications Transferred	% of Total
Agency – Initiated Transfers	0	0%
Applicant – Initiated Transfers	0	0%
Total	0	

Appendix 18

Public Interest Disclosures

In accordance with the *Public Interest Disclosures Act 1994* (NSW), Taronga has a Public Interest Disclosures Policy that is available to all staff via the Taronga intranet. The policy designates senior officers of Taronga (the Executive Director and Chief Executive, Executive Team and Manager, Human Resources) as being responsible for receiving public interest disclosures on behalf of Taronga.

Taronga Conservation Society Australia had no public interest disclosures in the period 1 July 2019 to 30 June 2020.

Appendix 19

Consultants' Fees Incurred in 2019/20

Consultants Equal to or More Than \$50,000

Management Services

Nous Group Pty Ltd - \$106,210
Strategy Planning and Support

Consultants Less Than \$50,000

During the year eleven consultancies were engaged in the following area:
Management Services – \$23,832
Conservation Services – \$3,476
Capital Projects – \$22,926

Total Consultancies less than \$50,000 = \$50,234

Total Consultancies = \$50,234

Appendix 20

VIP Visits to Taronga and Taronga Western Plains Zoos in 2019/2020

Israeli President Reuven Rivlin
Secretary of the Ho Chi Minh City Party Committee, Nguyen Thien Nhan
The Hon. Sussan Ley, Federal Minister for the Environment
The Hon. Dominic Perrotett, NSW Treasurer
The Hon. Matt Kean, NSW Minister for Energy and Environment
The Hon. Victor Dominello, NSW Minister for Customer Service
The Hon. Rob Stokes, NSW Minister Planning and Public Spaces
The Hon. Melinda Pavey, NSW Minister for Water, Property and Housing
Senator Andrew Bragg, Senator for New South Wales
Ms Felicity Wilson MP, Member for North Shore
Mr Dugald Saunders MP, Member for Dubbo
Indonesian Consul General Mr Heru Hartanto Subolo
Canadian Consul General Ms Angela Bogdan
Ms Margaret Atwood
Ms Trinny Woodhal
Ms Meg Lanning and fellow ICC Women's T20 World Cup Captains
NOVA 96.9 radio hosts Fitzy and Whippa
Mr Mike Campbell, guitarist from Fleetwood Mac
Mr Ian Armitage, Actor from Young Sheldon
Mr Dan Brown, artist from The Amity Affliction
Mr Mark Henry, Olympian and sporting personality
Ms Annie Bing, International designer
ATEEZ, South Korean pop band
World Rally Championship Drivers, Kris Meeke, Teemu Suninen, Essapekka Lappi

Appendix 21

Multicultural Policies and Services Program

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
Promote, respect and accommodate cultural difference amongst Taronga staff	Provide and promote vocational educational opportunities at Taronga particularly for people from non-English speaking backgrounds.	The Taronga school work experience program at both sites delivers VET opportunities to a significant number of students from a non-English speaking background.	Ongoing
	Providing policies in accordance with the Multiculturalism Act 2000 eg Holy Days Religious Duty Policy.	An internal review was completed of Taronga's Multicultural Policies and Service Program and assessment against NSW Government policies and requirements.	Ongoing
Continuing development of Taronga's internal communications	To provide and disseminate information to all employees regardless of cultural and language background.	The implementation of Workplace by Facebook has been very successful over the past two years. All content is fully accessible to all employees and volunteers. This includes recordings of major updates and presentations, as well as internal group updates.	Ongoing Program to improve internal communication strategy.
Ensure Taronga's recruitment activities support the principles of EEO and the promotion of a culturally diverse workforce	Ensure all Taronga employment practices and process are flexible and inclusive to help ensure a wide range of applications from diverse backgrounds.	An internal review of mediums and practices to attract candidates to apply for vacant positions was completed and recruitment practices refined and adapted. This internal review resulted in an updated job advertisement template.	Ongoing
		Successfully recruited and appointed Indigenous Traineeship positions within the Australian Fauna Precinct.	Current traineeship positions being reviewed to ensure retention, employment level and further training opportunities are provided.
	Ensure a range of vacant positions at both Zoos are made known to a selection of organisations with multi-cultural community reach.	Review of all cultural content being developed for guest and student engagement to ensure community consultation and Indigenous staff involvement throughout all stages.	All content being reviewed and supported by Community.
		A range of zoo vacancies have been directly advertised with several multi-cultural organisations and via DPE Committees.	Ongoing
		A review was completed of the multi-cultural organisation that should be utilised when recruiting for Wildlife Retreat vacancies.	Ongoing
		A selection of zoo vacancies created and appointed as both preferred and targeted Indigenous roles at both sites.	Increase in Indigenous positions available in the Taronga Retreat and across both Zoos.
Promote understanding of multi-cultural communities	Provide opportunities to increase understanding of and experience multi-cultural communities.	Provide opportunity for staff and guests to reflect and help challenges faced by multi-cultural communities in the home countries of environmental and wildlife conservation issues. These include: Illegal wildlife trade, sustainable seafood fishing practices and Palm Oil production in South East Asian rainforests.	Ongoing

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
		Development of storyline and key stakeholder relationships for the detailed design and delivery phase of the Savannah precinct at Taronga Zoo Sydney, focussing on the Wild Dogs at TWPZ, the Wildlife Savannah at TZ, and the Wildlife Retreat at Taronga focussing on indigenous culture.	Ongoing
Promotion of Taronga's Zoos and the services of Taronga within ethnic communities	Focus on and engage guests from overseas through foreign language publications and ethnic print/broadcast media.	Taronga delivers on its commitment to expanding 7.5% of its advertising budget on advertising Taronga's services throughout the ethnic community. Advertised in post arrival publications including Sydney Official guide in multiple languages – English & Chinese.	Ongoing Program
		The Taronga Zoo Tourism team have this year continued their push into new markets. There has been continued growth and engagement through the agent base in our main target markets and continue to focus on both FIT and Group travel. The team also focused on Business events with more engagement in this sector. The team continue to focus on Inbound Tour Operators (ITO's), Online Travel Agents (OTA's) and front line travel agents as well as a renewed focus on invigorating our presence in travel brochures and publications as well as in-market promotions.	For 20/21 the Taronga Zoo Tourism team will be working on various projects to improve and digitise booking processes for all tourism bookings. The team will also focus on brand and product awareness and industry engagement ahead of the reopening of International borders in 2021.
		Taronga Education program Wildlife Workshops specifically developed and targeted to inbound students. Utilising travel organisations including JTB, Kintestu, Jalpak, and foreign language schools.	Ongoing Program
		Media mailout included ethnic/community press and broadcast media.	Ongoing program will continue in accordance with requests received.
		PR and media department at both Zoos hosted various media teams and regional DNSW famil groups from foreign countries.	Ongoing Program
		Joint Partnership with Sydney Opera House to utilise the services of an in-market representation company in China, the service provider, act as an extension of the Sales Team at Taronga Zoo and updates the local Chinese Travel agents and Wholesalers about activities and promotions at Taronga Zoo.	Ongoing program
Integrate ethnic affairs initiatives into all Taronga business and capital plan activities	Ensure all relationships with key country personnel are strong and supportive of long term outcomes.	African Savannah Precinct opened in 2020 and was successfully integrated into Taronga site after liaising with Kenyan High Commission to ensure authentic cultural elements were included in design.	Ongoing process of consultation (Based on specifics of each project)

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
		Provided opportunities and support for eight employees to work in-situ and support local communities' projects and conservation programs internationally utilising the Zoo Friend Conservation Fellowships program. Most of these fellowships that included international travel components were postponed due to COVID-19	Ongoing
		Participated in various Tourism Trade events including overseas Missions hosted by DNSW and Tourism Australia aimed at targeting overseas agents. Assisting to develop significant growth in this sector for Taronga. Some of these planned travels were postponed due to COVID-19.	Ongoing
Increased support for multi-cultural groups during COVID-19	Ensuring continued engagement and embedding understanding across our people.	Taronga continued all engagement with Indigenous communities via working groups at both sites in Dubbo and Sydney. In reopening, Taronga provided a place of respite and reprieve during a difficult period for all communities across Sydney and NSW.	On-going
Increase the multi-cultural service capacity at both Zoos	Continue to embed employees training and volunteer training in customer service with a particular focus on cultural appreciation and diversity.	The new Customer Service Strategy INSPIRE was launched to meet the diverse needs of our guests.	Ongoing
		Cultural Awareness Training at Taronga was rolled out for a variety of team members in 2019 and 2020. The Wildlife Retreat at Taronga's training had a significant cultural drive in the developed training. All team members at Taronga had the opportunity to complete the accompanying eLearning module which had an overview of the Cultural factors that are woven into the Retreat as well as an overview of our aboriginal history. This training ensures enhanced cultural support in communication throughout all roles in the organisation.	Reviewing the content for the Wildlife Retreat eLearning Module as well as the Cultural Awareness module to ensure Customer Service Strategy is not only included but embedded.
		NESB and ESL schools targeted by the Taronga Department of Education Zoo mobile focusing on regional areas of NSW and inner city schools many of whom were students face challenges visiting the zoo. Some of the planned visits have taken place using remote platforms or have been postponed to a more appropriate time.	Ongoing
		Community Zoomobile supporting disadvantaged community and regional organisations and special events such as NAIDOC. Some of the planned events were postponed to a more appropriate time (COVID-19).	Ongoing

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
		The continued expansion and increased scope for Burbangana and Walanmarra - Community and Cultural Programs at both Taronga and Taronga Western Plains Zoo. These programs are developed and launched in partnership with FACS and act to both support and mentor highly disadvantaged and at-risk children.	Ongoing
		This year additional funding received to develop another program in partnership with NSW Health and FACS for trauma effected young people in out of home care. The development of this program has been slowed however, resourcing in the form of a new Community Program Coordinator will drive this progress.	Ongoing
		The delivery of "Animals of the Dreaming," a cultural outreach program for schools and YATZ team members created in partnership with an Aboriginal Elder Colin Hardy OAM.	Ongoing
		Support programs and student services programs are available and accessible to ESL students of Taronga Training Institute.	Ongoing
	Provide overseas guests with translated material including maps to ensure a high value onsite experience	Availability of language translated maps of Taronga, distributed at the Zoo's information desk – traditional Chinese. This includes specific promotional maps such as Lunar New Year which is provided in Mandarin, Korean and English. Animal fact sheets are provided in the following languages: Korean, Spanish, Chinese, Vietnamese, German, Italian, and French.	Ongoing
		Taronga's app offers a Mandarin-language option.	Ongoing
		The Taronga and TWPZ app use symbols and pictorials that have been designed and tested to function for use by non-English speaking guests.	Ongoing
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature	Continue this principle to all the directional signage, and interpretive signage through the capital plan as it unfolds. For example, the installation of visually communicative devices and less words with more symbols/pictorials.	Ongoing
		Some signage in the Australian Fauna Precinct in Traditional Chinese.	Ongoing Program

Appendix 22

Internal Audit and Risk Management Attestation for the 2019/20 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 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	Compliant
	3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
	3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

The Chair and Members of the Corporate Services, Audit and Risk Committee are:

- Chair – Ms Nancy Fox
- Member – Ms Penny Bingham-Hall
- Member – Mr Graham Wackett
- Member – Mr Roy Bendall



Steve Crane
Chairman
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 2019/20 was in accordance with the Premier's Memoranda and Treasurer's direction.

Appendix 24

Risk Management and Insurance Report

Taronga's Risk Management Policy enables Taronga to identify and treat risks arising from its unique operating environment which encompasses wildlife conservation, education, research, tourism, commercial operations, charitable fundraising and a large and complex capital works program across both sites. In 2019/20, the Policy was reviewed and revised in line with:

- AS/NZS ISO 31000 – 2009 Risk Management – Principles and Guidelines;
- Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03); and
- NSW Treasury's Risk Management Toolkit (TPP 12-03)

to:

- assist the Board in discharging its duties to direct strategy, build value and monitor the performance of Taronga;
- support Taronga's management of risk and decision making;
- provide a tailored risk management approach to the timely identification, systematic analysis and effective management of Taronga's key strategic and operational risks; and
- protect the interests of Taronga's wide range of stakeholders.

In 2019-20, a detailed review and revision of Taronga's Enterprise Risk Management (ERM) framework was completed to ensure consistency in risk assessment and reporting across the organisation. As part of this process, Taronga's Risk Appetite and Tolerance Statement was updated and key metrics and parameters for risk identified to aid decision-making. The revised ERM framework provided a firm foundation on which to identify, assess and respond to risks arising from significant external events impacting Taronga's operations including the bushfires, drought and COVID-19 in the 2019-20 financial year.

Taronga's Risk Management Policy is reviewed and approved annually by the Taronga Board. The Board is also issued a summary of high and extreme enterprise risks, any material changes in Taronga's ERM register and key risk trends at each bi-monthly meeting. The detail of the ERM register is reviewed bi-monthly by Taronga's Performance, Audit, Risk and Safety Committee. The Committee also reviews internal and external audit reports which may identify weaknesses in existing risk management processes or emerging risks.

Insurance

As a Non-Financial Public Corporation, Taronga is part of the NSW Government's self-insurance scheme the Treasury Managed Fund (TMF). The TMF is administered by icare and provides cover to Taronga for all its major assets and significant risks arising from its operations.

Contributions

Contributions (premiums) are calculated initially at a whole of government level to reflect the total cost of the fund. Contributions are then adjusted for a number of factors including an individual agency's claims experience and risk profile. A summary of contributions (exc. GST) by line of business is below for the 2019/20 and previous 2018/19 financial year.

Line of Business	Insurance Costs (Excl. GST) 2018/19	Insurance Costs (Excl. GST) 2019/20
Liability	\$81,680	\$82,950
Property	\$485,800	\$479,560
Motor	\$60,620	\$46,400
Miscellaneous	\$25,610	\$34,570
Workers Comp	\$798,917	\$479,572
Total Contributions	\$1,452,627	\$1,123,052

Appendix 25

Investment and Liability Performance

Taronga has placed funds on deposit through NSW Treasury Corporation (TCorp). This deposit is similar to bank deposits 'at call' and the return payable on these funds can vary. At 30 June 2020 Taronga had \$31 million invested as at-call deposits with TCorp's Hourglass cash facilities. Performance of these investments is detailed below:

Performance of Investment Facility Against Benchmark*

Performance % pa	1 Year	3 Year	7 Year	10 Year
Actual	1.14	1.82	2.28	2.99
Benchmark	0.85	1.53	1.99	2.68
Variance	0.30	0.29	0.29	0.30

*Bloomberg AusBond Bank Bill Index.

Taronga had \$37 million invested in fixed term deposits with various banking institutions at 30 June 2020. The average interest rate earned on these deposits was 1.22% pa.

Liability Performance

At 30 June 2020, Taronga had total borrowings of \$53.3 million. These borrowings represent fifteen fixed interest rate loans with TCorp maturing at various dates out to 2030.

Liability Performance	Actual	Benchmark
Market value of borrowings at 30 June 2020*	\$59.0m	n/a
Cost of funds pa	2.82%	2.82%**

*Market value of borrowings represents the value if all debt had to be settled at 30 June 2020 and is different to the capital value based on maturity dates, which is the value used for borrowings reported in the Financial Statements.

**TCorp advises that the benchmark portfolio is identical to the debt portfolio and, as such, debt portfolio performance is equal to benchmark portfolio performance.

Appendix 26

Annual Report External Production Costs

No external production costs were incurred in the preparation of the Taronga Conservation Society 2019/20 Annual Report.

Appendix 27

Funds Granted to Non-Government Community Organisations

Name Of Recipient Organisation	Amount of Grant	Program Area
Jane Goodall Institute Australia	\$30,000	Conservation Partnership for Chimpanzees (Tchimpounga Sanctuary)
International Rhino Foundation	\$37,200	Conservation Partnership for Asian Rhino's
International Rhino Foundation	\$72,825	Conservation Partnership for Reforestation in Sumatra
Northern Rangelands Trust	\$25,000	Conservation Partnership for Lion, Zebra, Giraffe, African Elephant in Kenya
Save Vietnam's Wildlife	\$20,000	Conservation Partnership for Pangolin in Vietnam

Name Of Recipient Organisation	Amount of Grant	Program Area
Australia Wildlife Conservancy	\$15,000	Conservation Partnership for Great Desert Skink in Australia
Sahara Conservation Fund	\$15,000	Conservation partnership to support the monitoring of released Addax in Morocco
Free the Bears	\$15,000	Conservation Partnership for Sun Bear in Cambodia
Zoo & Aquarium Association Inc Wildlife Conservation Fund (TRAFFIC partnership)	\$25,000	Conservation Partnership in support of TRAFFIC SE Asia
Transfrontier Africa NPC	\$10,000	Field Conservation Grant, South Africa
Fundacion Projecto Titi	\$9,814	Field Conservation Grant, Colombia
Herp Conservation Ghana	\$9,995	Field Conservation Grant, Ghana
Colobus Conservation	\$10,000	Field Conservation Grant, Kenya
Pan African Sanctuary Alliance	\$9,670	Field Conservation Grant, Cameroon
Conservation International	\$9,871	Field Conservation Grant, Indonesia
Agriculture and Bio-conservation Organization for Youth Empowerment and Rural Development (ABOYERD)	\$9,990	Field Conservation Grant, Cameroon
Borneo Nature Foundation	\$10,000	Field Conservation Grant, Indonesia
Botswana Predator Conservation Trust	\$15,000	Field Conservation Grant, Botswana
Cheetah Outreach Trust	\$16,600	Field Conservation Grant, South Africa
Endangered Wildlife Trust	\$10,000	Field Conservation Grant, South Africa
Tree Aid Niger	\$10,000	Field Conservation Grant, Niger
Tree Kangaroo Conservation Program, Woodland Park Zoological Society	\$19,000	Field Conservation Grant, Papua New Guinea
National Trust for Nature Conservation	\$18,920	Field Conservation Grant, Nepal
The Wildfowl and Wetlands Trust	\$10,000	Field Conservation Grant, Madagascar
Mara Elephant Project	\$10,000	Field Conservation Grant, Kenya

Appendix 28

Land Disposal

Pursuant to clause 4(1) of the Annual Reports (Statutory Bodies) Regulation 1985, Taronga declares that no property was disposed of during the year ended 30 June 2020.

Appendix 29

Cyber Security Annual Attestation Statement for the 2019/20 financial year for Taronga Conservation Society Australia

I, Steve Crane am of the opinion that Taronga Conservation Society Australia have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives for Taronga Conservation Society Australia.

Risks to the information and systems of Taronga Conservation Society Australia have been assessed and are managed.

Taronga Conservation Society Australia is working to continuously improve the management of cyber security governance and resilience.



Steve Crane
Chairman
Taronga Conservation Society Australia

Appendix 30

Payable Analysis Data

Aged Payables Analysis by Quarter	Current	31-60	61-90	91+	Total
September quarter	1,628,411	29,229	290	29,468	1,687,397
December quarter	3,415,598	62,367	24,885	3,755	3,506,605
March quarter	397,706	10,910	14,077	(3,682)	419,011
June quarter	2,257,823	164,276	28,131	67,163	2,517,393

Accounts Paid on Time by Quarter	Target	Actual	Total Paid	Paid on Time
September quarter	100%	95%	36,927,920	35,028,741
December quarter	100%	94%	57,444,590	54,089,057
March quarter	100%	91%	30,274,408	27,431,989
June quarter	100%	85%	18,116,615	15,400,157

Average days taken to process accounts in September quarter	27
Average days taken to process accounts in December quarter	28
Average days taken to process accounts in March quarter	30
Average days taken to process accounts in June quarter	34
Average days taken to process accounts in 2020	30

No interest has been paid on overdue accounts in the 2019/20 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.

