

2021-2025

# STRATEGIC PLAN



**TARONGA**   
CONSERVATION SOCIETY AUSTRALIA

*For the Wild*



# Acknowledgement of Country

The Country on which we have the honour of standing each day always was, always will be Aboriginal land.

As a Taronga community, we acknowledge this and pay our deepest respect and gratitude to Cammeraigal (Taronga Zoo, Sydney) and Wiradjuri (Taronga Western Plains Zoo, Dubbo) Elders, past, present and emerging. We acknowledge their Country, lore, spirit, tradition and ongoing Cultural connections to place as the traditional custodians of the land on which we stand.

In a time of rapid environmental change, Taronga's commitment to education, wildlife, conservation and science has never been more critical. As a conservation community, we commit ourselves to the ongoing process of reconciliation within our field; to respect, connect, consult and be led by the complex and vital knowledge(s) of First Nations Peoples as we urgently work to safeguard the future of our planet.



# Introduction from the Chief Executive

At no time in history has Taronga's role and strategy been more critical for wildlife.

## Taronga's Role and Responsibility

Taronga's Strategic Plan 2021–2025 builds on Taronga's expertise in wildlife conservation, education and community engagement, to tackle some of the most pressing issues that humanity and our planet have ever faced. We recognise Taronga's important role and responsibility in the protection and restoration of nature through targeted action and by inspiring and engaging the two million guests we see at our Zoos each year.

The catastrophic events of 2019 and 2020 provided a catalyst for reflection as individuals, as organisations and as a society. Development of the Taronga Strategic Plan 2021–2025 has been guided by this clear need for change and uses the United Nations Sustainable Development Goals (UNSDGs) as a framework for aligning efforts for positive global outcomes. Taronga recognises the need for a revolution in attitudes and behaviours to reconnect the public with nature.

## State of the Planet

Taronga's vision is to 'secure a shared future for wildlife and people'. It is clear we are not living in harmony with nature. There are over 31,000 species threatened with extinction and 96% of the world's biomass is occupied by humans or domesticated plants and animals. Climate change places pressure on species and continues to exacerbate the frequency and severity of natural disasters. In Australia this has culminated in catastrophic bushfire events and drought. Wildlife trafficking disrupts ecosystems and contributes to the spread of infectious disease, including COVID-19. Each year 10 million hectares of forest is destroyed, driving species to extinction and intensifying climate change.

Wildlife conservation is not only essential for biodiversity and ecosystem health, it also has significant economic value: the richer the diversity of life, the greater the opportunity for medical discoveries, economic development and adaptive responses to the impacts of global climate change.

## Modern Conservation Zoo Organisations

In response to this, Taronga's Strategic Plan 2021–2025 further develops Taronga's position as a world leading modern conservation zoo organisation. Modern zoos have recognised their place as lead proponents in global conservation and education, and Taronga has embraced its contemporary mandate as an advocate and representative for wildlife – not just within our Zoos but across Australia and around the world. Taronga's reach extends far beyond the care of animals within its Zoos, with multiple programs both on site and in the field, including breeding and re-wilding species on the cusp of extinction, rehabilitation of injured wildlife including Marine Turtles and Koalas, and conservation science that enhances understanding and protection of environments.

## Acknowledgements

Taronga's Strategic Plan 2021–2025 has been developed in consultation with the Taronga Board, Management Team, our people at Taronga's two zoos and key stakeholders. I would like to thank them all for their contributions and expertise, enthusiasm and passion which enables our organisation to continually learn, evolve and grow.

I would also like to acknowledge the NSW Government, our volunteers, members, supporters and community whose support makes Taronga so much stronger as a wildlife conservation organisation. I look forward to working with you as we strive to achieve the ambitious goals in our Strategic Plan and secure a shared future for wildlife and people.



*Cameron Kerr*

**Cameron Kerr**  
Chief Executive  
Taronga Conservation Society Australia



# THE FUTURE





# United Nations Sustainable Development Goals

The challenges facing the health of our planet are increasing. Climate change continues to exacerbate the frequency and severity of natural disasters. The rate of extinction is accelerating through habitat loss, wildlife trafficking, pollution and other human effects. Society continues to face considerable inequality in access to basic needs, resources and opportunities.

These threats and the need to address them are recognised by the United Nations through their 2030 Sustainable Development Goals. These goals provide a blueprint to enable the global community to support a better and more sustainable future and a framework for shared and urgent action. Taronga strongly believes it has an important role in contributing to this global mission.

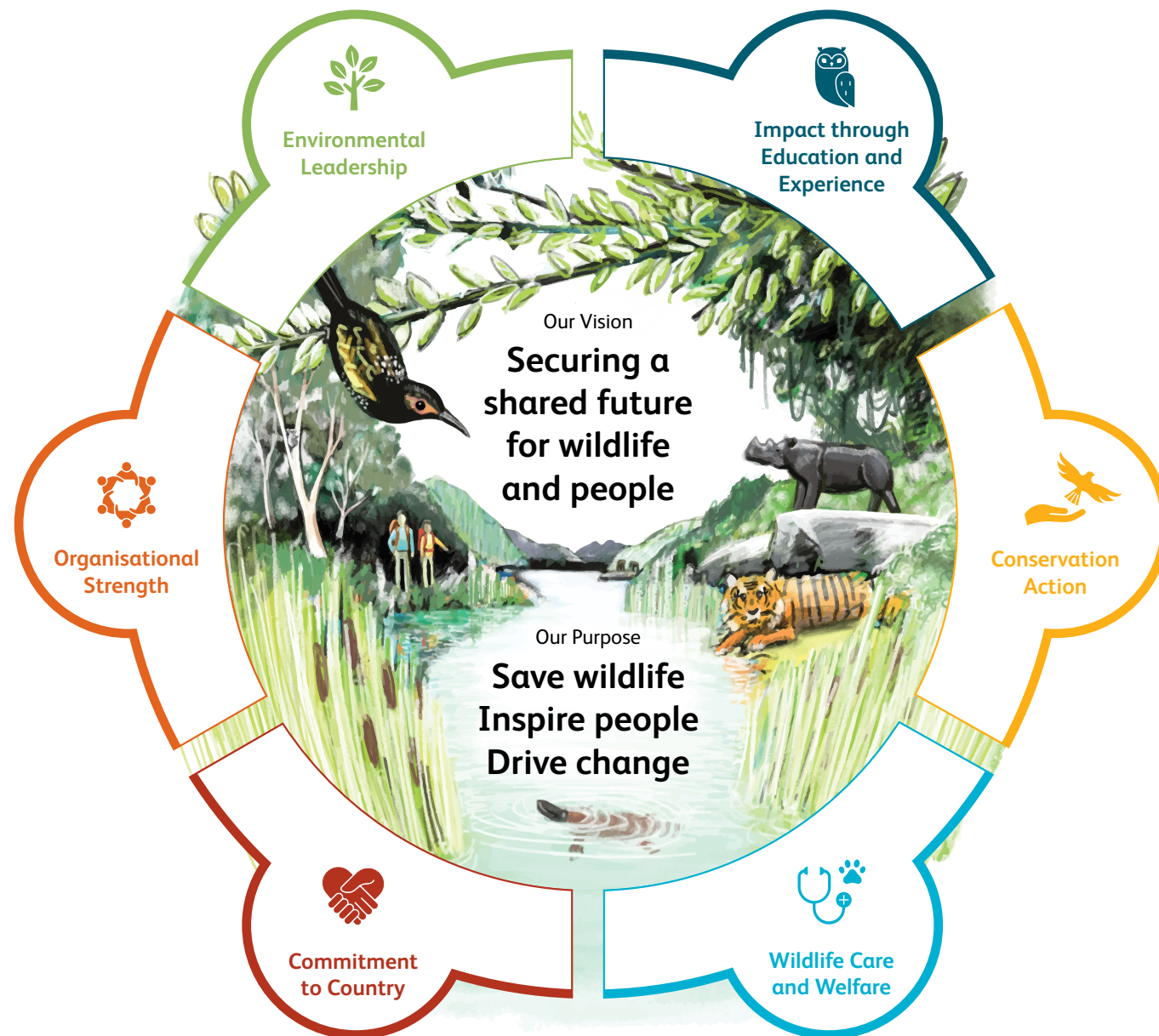
Taronga's Strategic Plan 2021–2025 identifies the relevant Sustainable Development Goals where it can play an important role, including:



 To learn more about the UNSDGs, please visit [un.org/sustainabledevelopment](https://un.org/sustainabledevelopment).







# Our Strategic Priorities

At no time in history has Taronga's role been more critical. We believe that a future without wildlife is not an option, and our Strategic Plan 2021–2025 charts a bold and ambitious path towards a shared future for wildlife and people.

Our six strategic focus areas reflect the overarching priorities for our organisation. We have developed ambitious goals that are aligned with our purpose and will help us achieve our vision to secure a shared future for wildlife and people. They focus the expertise, energy and enthusiasm of our people to maximise our impact.

Each focus area has specific goals with objectives and measures to monitor progress across the period of this Strategic Plan.

## Securing a shared future for wildlife and people

Our Vision

**Save wildlife. Inspire people. Drive change.**

Our Purpose

### Strategic Priorities



#### Impact through Education and Experience

Offer inspiring and fun experiences that connect people to wildlife, shaping wildlife friendly attitudes, beliefs and behaviours



#### Wildlife Care and Welfare

Global industry leader in wildlife care and continuous improvement in welfare



#### Conservation Action

Deliver world leading conservation action, recovery and science



#### Environmental Leadership

Lead environmental sustainability and climate change action



#### Commitment to Country

Commit to and embed a way of working that respects and includes Indigenous peoples, cultures and place



#### Organisational Strength

Enhance our reputation, financial position and organisational effectiveness





# Impact through Education and Experience

Offer inspiring and fun experiences that connect people to wildlife, shaping wildlife friendly attitudes, beliefs and behaviours

## Our Goals

01

Taronga's exhibits inspire our guests to understand their impact on the planet and the importance of conservation globally.

02

Engaging with Taronga drives people to take action to accelerate conservation outcomes.

03

Taronga's digital experience is easy to use, informative and attracts support and engagement with Taronga.

04

Taronga's education programs connect people with wildlife and nature and contribute to creating advocates and global leaders.

05

Taronga is recognised for iconic 'must do' wildlife and accommodation experiences in Australia.

## UN Sustainable Development Goal



118k+

students annually  
across both sites

## Taronga Institute of Science & Learning

The Taronga Institute of Science & Learning is a global centre of excellence in conservation, science and education. Through Taronga's formal education and school programs, the Taronga Training Institute and University degrees the Institute aims to create world class education and develop global leaders in conservation. Taronga sees over 118,000 students annually across both sites and aims to increase this reach year on year. Taronga will continue to seek out and develop impactful education and science partnerships to further leverage the Institute as a global hub of excellence.



Education at Taronga, from pre-school to PhD, aims to create global leaders in conservation. Global leaders have the passion, skills and knowledge to drive positive change and innovation for the environment. They take action, inspire others and are committed to creating a future where people and the planet thrive.





## Wildlife Care and Welfare

Global industry leader in wildlife care & continuous improvement in welfare

### Our Goals

01

The Taronga brand is associated with best practice welfare across all our stakeholder groups.

02

Taronga sets and leads industry benchmarks in wildlife healthcare and welfare.

03

Taronga is publicly recognised as a trusted advisor on matters of wildlife welfare, wildlife care, conservation and sustainability.

04

Increase both Taronga and the nation's capacity to respond to wildlife crises in conservation medicine and wildlife first aid through Taronga's wildlife hospitals.

05

Behavioral husbandry, welfare measures, dignity, respect and the role of each species in conservation are embedded in all aspects of wildlife care and management.

### UN Sustainable Development Goals



1500+

sick, injured and orphaned native animals treated annually

### Leading Wildlife Rescue and Rehabilitation Through Our Hospitals

Taronga is the leading provider of veterinary services in wildlife rescue and rehabilitation in NSW. Over 1500 sick, injured and orphaned native animals are treated each year at the Wildlife Hospitals. During the 2020 bushfires, the Wildlife Hospitals played a leading role in both the immediate rescue of wildlife and the rehabilitation of injured animals. Taronga provided treatment and care for more than 150 Koalas and worked with partners in the emergency rescue of Booroolong Frogs and Platypus. The announcement of plans to build new Taronga Wildlife Hospitals at Taronga Sydney and Dubbo leverages this expertise to deliver better outcomes through our wildlife hospitals and train the next generation of wildlife vets and vet nurses.





## Conservation Action

Deliver world leading conservation action, recovery and science

### Our Goals

01

Taronga is a leader in conservation in NSW, Australia and across the Indo-Pacific region.

02

Taronga is a leader in responding to threats exacerbated by climate change including drought, bushfire and biodiversity crises.

03

Taronga's science programs are recognised as authoritative and influential and improve outcomes in the wild and in zoos.

04

Taronga has meaningful impact on priority species in Australia.

05

Taronga has meaningful impact on priority species in Sumatra.

### UN Sustainable Development Goals



50k+

frogs, tadpoles and eggs from species that are functionally extinct in the wild were bred at Taronga and released

### Brought Back from Extinction

To date Taronga has brought back six reptile and amphibian species from the brink of extinction. Taronga has bred and released more than 50,000 frogs, tadpoles and eggs from species that are considered functionally extinct in the wild. Important research informs these programs to continue to deliver strategies to maximise breeding and release success. The announcement of a new Reptile and Amphibian Conservation Centre expands on this work and significantly improves our efforts in the fight against extinction.



Taronga takes a 360 degree approach to conservation. We aim to conserve wildlife and critical habitats, and see people – our guests and local and global communities – as central to our work, our investment and, ultimately, outcomes for nature. The effectiveness of these efforts are measured in the wild. A good example of this approach is Taronga's work for the Regent Honeyeater, where we breed this critically endangered species for release to the wild; partner to protect and restore box iron-bark woodland areas; and inspire community action through school education, tree planting programs and sustainable timber community campaigns.





# Environmental Leadership

Lead environmental sustainability and climate change action

## Our Goals

### 01

Taronga is recognised for its leadership and expertise in sustainability and climate change.

### 02

Taronga effectively supports UN Sustainable Development Goals and State Plans.

### 03

Taronga plays an active role in influencing and creating resilience in wildlife, habitats and communities in a changing environment.

### 04

Taronga's supply chains are sustainable and ethical including modern slavery considerations.

### 05

Taronga Zoo and Taronga Western Plains Zoo are increasingly resilient to the impacts of climate change.

## UN Sustainable Development Goals



## \$1M

onsite solar installations  
at Taronga Western  
Plains Zoo in 2019/20

## 500kW

of onsite renewable  
energy generation

## Addressing Climate Change

Since 2018, Taronga has maintained Climate Active certification and carbon neutral status to offset the organisation's greenhouse gas emissions. Taronga has also begun the transition to renewables, with the goal to match operational electricity needs with clean power. This initiative will support local renewable energy projects and reduce Taronga's carbon footprint by a massive 60–70%.





## Commitment to Country

Commit to and embed a way of working that respects and includes Indigenous peoples, cultures and place

### Our Goals

01

A strong connection, trust and partnership between Taronga and Traditional Custodians.

02

Taronga empowers Indigenous people and communities.

03

Taronga and our people have a better understanding of our place in supporting and valuing Culture and Community.

04

Taronga is a culturally safe environment for all people.

05

Indigenous cultural commitments and protocols are understood and embedded across Taronga.

### UN Sustainable Development Goals



5

Youth Program graduates employed at Taronga

### Indigenous Youth Program providing Career Opportunities

The Taronga Zoo Burbangana and Taronga Western Plains Zoo Walanmarra Youth Programs have continued to operate in partnership with the NSW Government. The programs connect trauma affected young people to Country, Culture and wildlife. Taronga has employed graduates from the programs, representing a significant achievement for these young people and Taronga. Importantly, the programs overall deliver over \$2 of social value for every \$1 invested. Taronga is committed to continuing and expanding these programs.





## Organisational Strength

Enhance our reputation, financial position and organisational effectiveness

### Our Goals

01

Taronga is widely recognised as a trusted organisation that inspires community support, positive sentiment and action to improve conservation outcomes.

02

Taronga has the financial strength to support its future growth.

03

Taronga's Foundation grows significantly to enable the expansion of our conservation work.

04

Capacity to deliver Taronga's strategy is evident in its:

- a. culture
- b. skills and agility of all its people (including volunteers)
- c. leaders' capability.

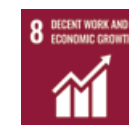
05

Taronga's business enablers support efficient operations and a positive user experience for our people.

06

Taronga provides a safe environment for its people and guests striving to rise beyond zero harm.

### UN Sustainable Development Goal



\$110m+

raised by the Taronga Foundation since 2000

### Taronga Foundation Supporting Conservation

Generous Taronga Foundation supporters have contributed in excess of \$110 million over the past 20 years. Their response to the broad range of fundraising activities has been the critical backbone allowing Taronga to deliver conservation outcomes for animals in Australia and around the globe, as well as enabling the vitally important expansion of infrastructure at both Taronga Zoo Sydney and Taronga Western Plains Zoo.

(FROM LEFT) MATT KEAN, MINISTER FOR ENERGY AND ENVIRONMENT, WITH ROSEMARY KARIUKI (AWARDED LOCAL HERO 2021), DANCERS FROM YOUR HIP HOP CLASS, AND CAMERON KERR AT THE LAUNCH OF TARONGA ZOO'S AFRICAN SAVANNAH PRECINCT – CHRIS WHEELER



# WHO

WHO

## Our Vision

A Shared Future for  
Wildlife and People



# Our Organisation

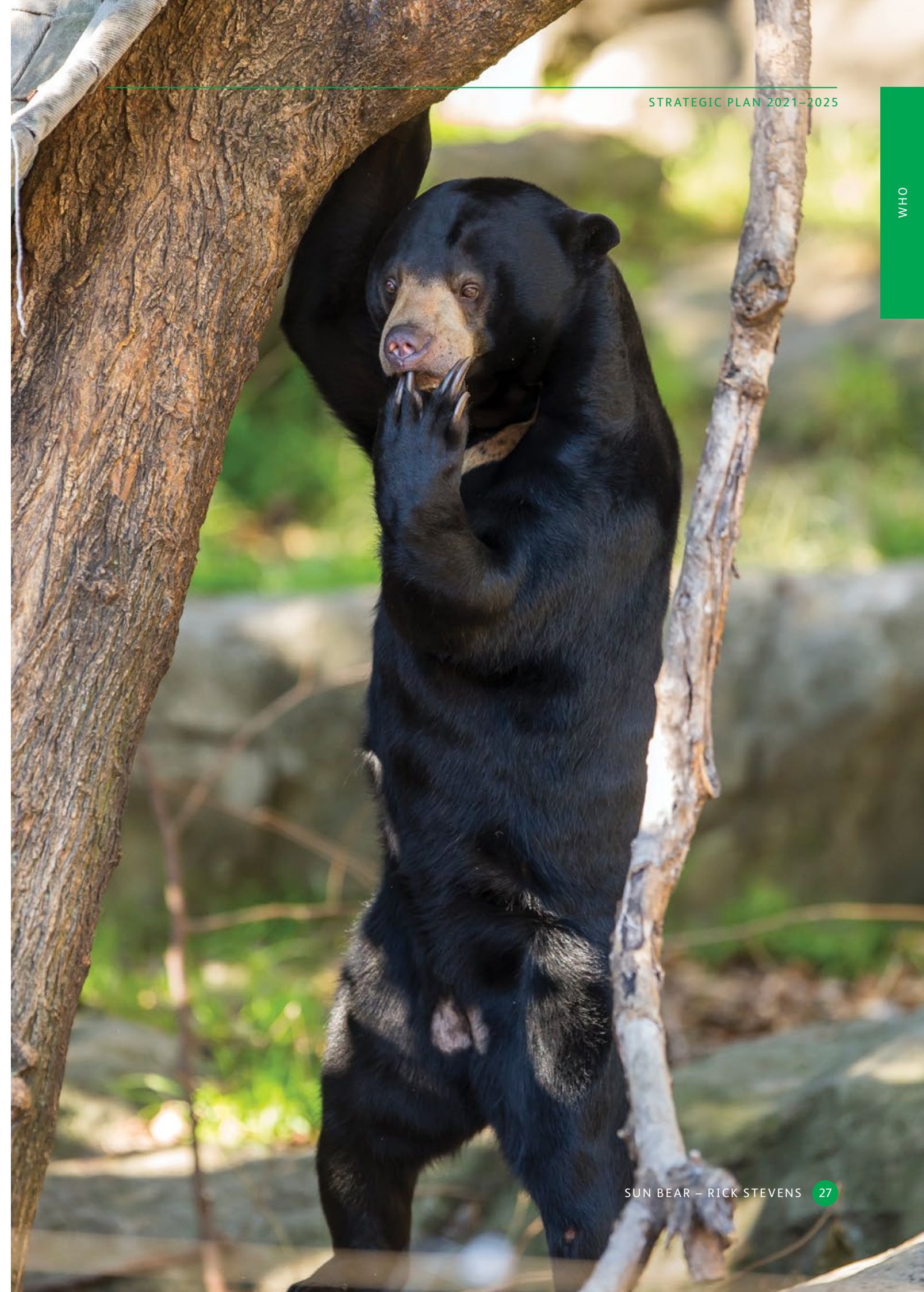
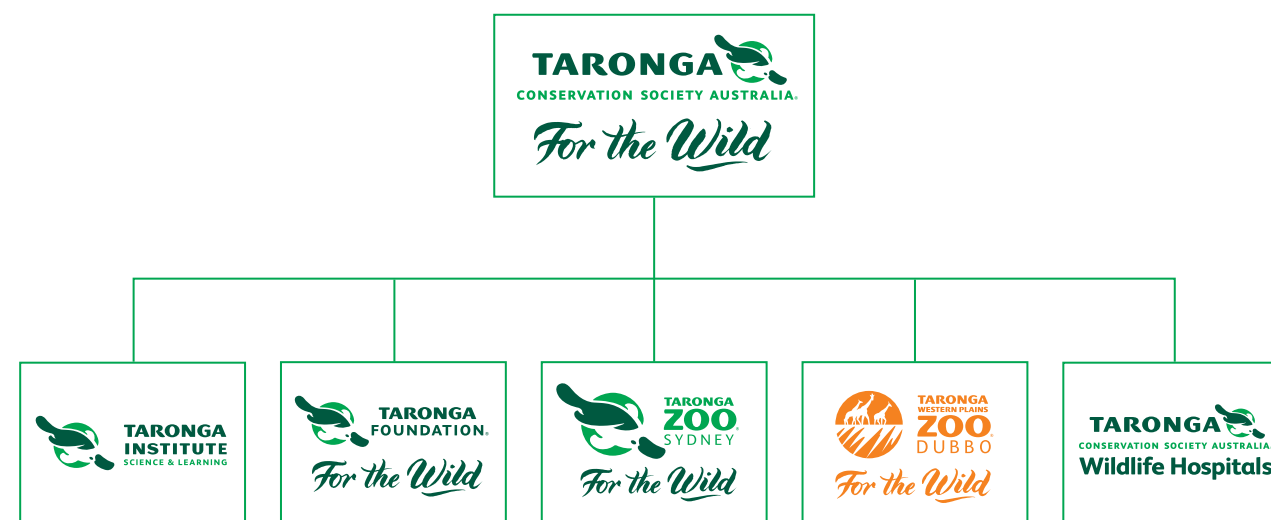
Taronga's remit extends well beyond the care of animals within its Zoos. It has a clear vision to help secure a shared future for wildlife and people with activities that span the fields of animal care, recovery, education, community engagement, guest experience and science.

At Taronga Zoo in Sydney and Taronga Western Plains Zoo in Dubbo, we lead conservation efforts in the field and participate in regional and global conservation breeding programs to establish insurance populations for species threatened in the wild. We also operate two wildlife hospitals that treat and rehabilitate injured native wildlife, as well as providing best practice health care for the animals at our Zoos.

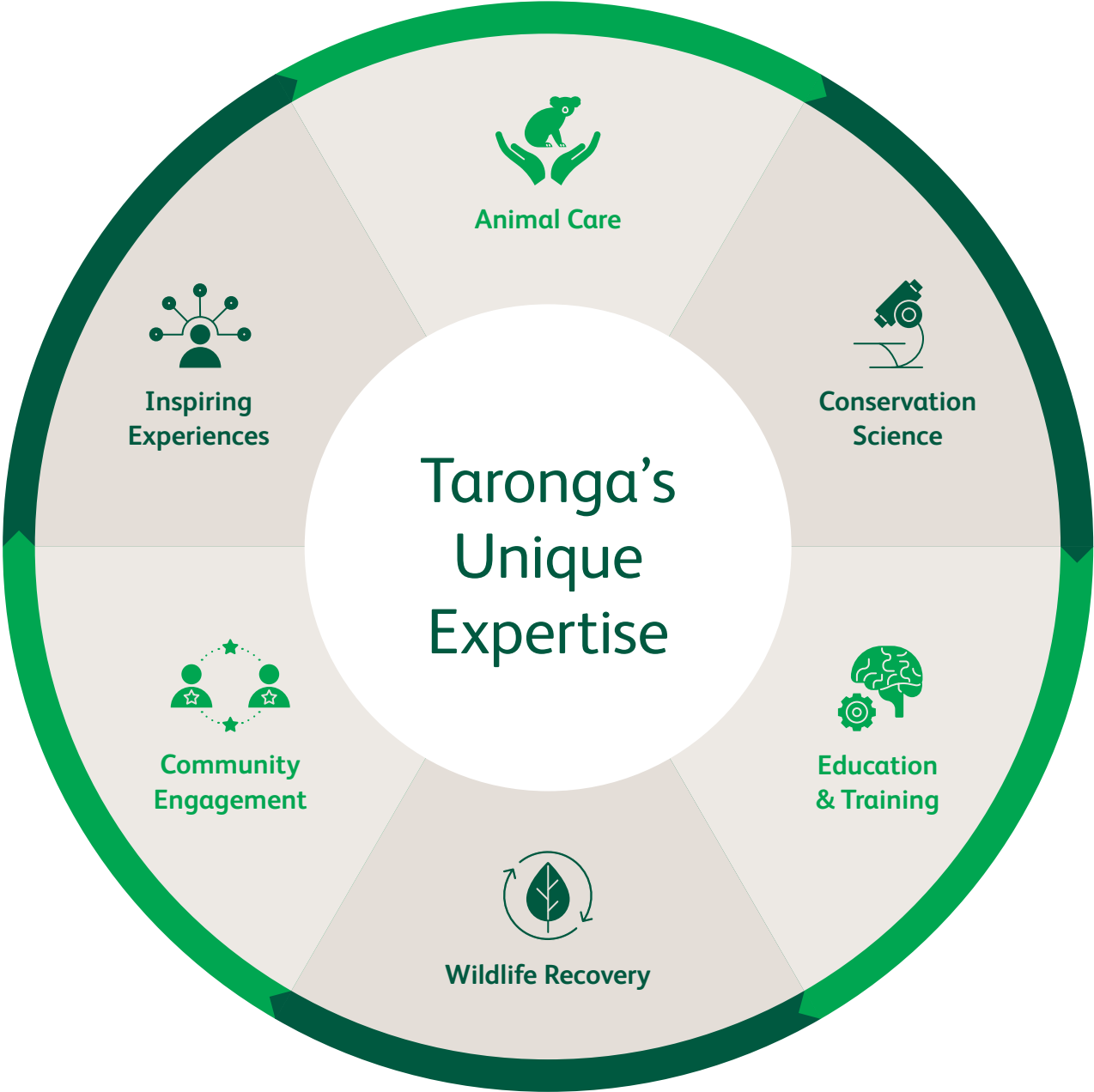
For our two million guests we create transformational experiences that empower people to change their attitudes and behaviours and achieve positive outcomes for wildlife.

Taronga has a deep commitment to conservation science. In Australia and internationally, we work with universities, governments and conservation partners to respond to challenges impacting wildlife and people. We also have a proud tradition of delivering conservation education programs that increase knowledge and awareness and inspire students to become global leaders in conservation.

Taronga receives support from the NSW Government and the Taronga Foundation. Established in 2000, the Taronga Foundation raises funds for conservation, education programs and wildlife in our care.





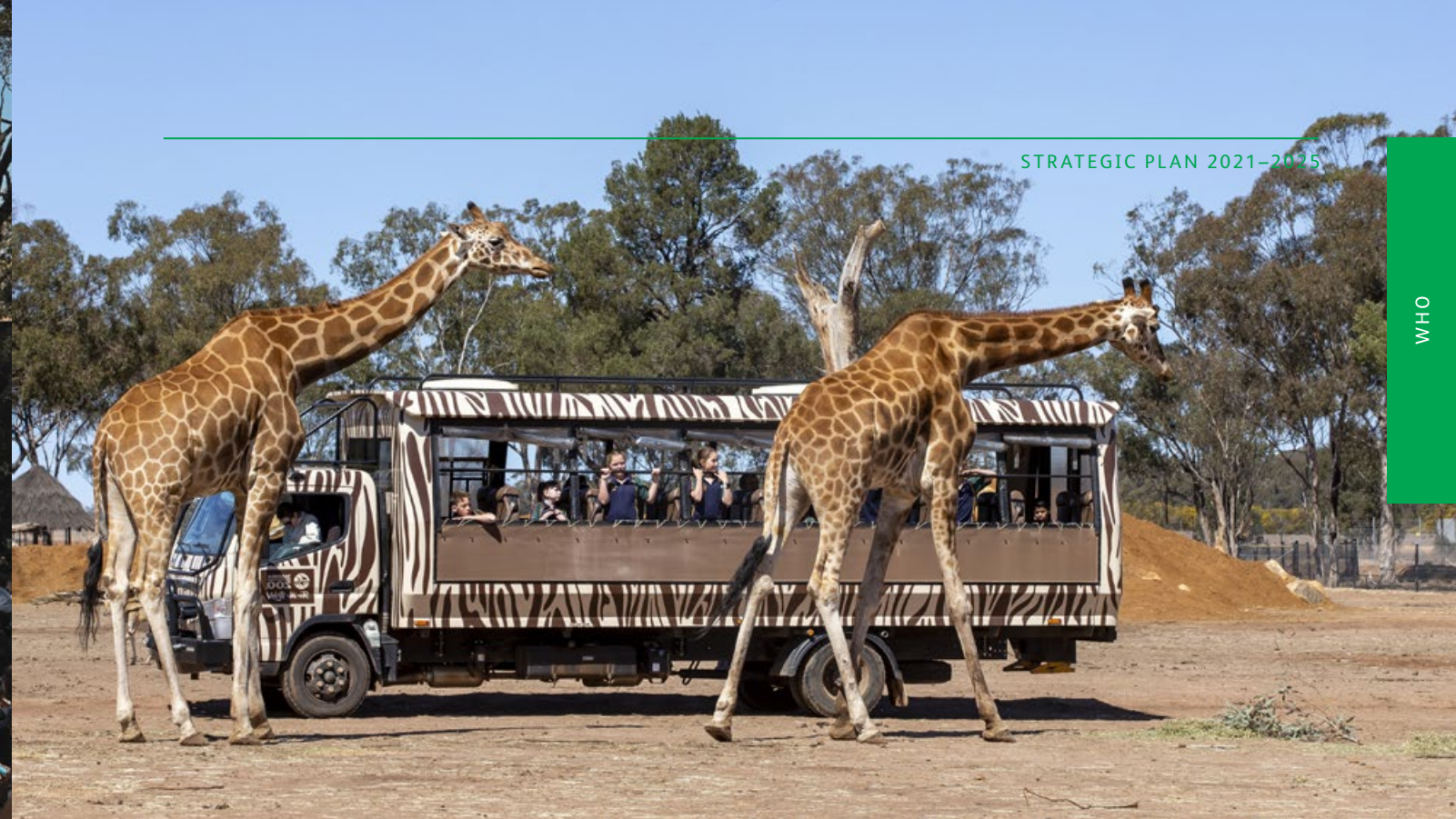


Taronga brings together a unique combination of expertise across six key disciplines. These interconnected areas work together to underpin Taronga’s specialised role in driving change to achieve positive outcomes for wildlife and people.





# Our Zoos



## Taronga Zoo, Sydney

Located on the Sydney Harbour foreshore, Taronga Zoo is a leading tourism attraction in NSW. Taronga Zoo supports breeding programs for critically endangered species including the Corroboree Frog, Regent Honeyeater and Koala. With over 20 keeper presentations each day, local and international guests develop a deeper understanding of wildlife. Taronga Zoo is home to the Taronga Institute of Science & Learning, providing world leading conservation education, research and science. Unique experiences like the Wildlife Retreat at Taronga, Roar and Snore, Vivid, Wild Ropes and Twilight at Taronga provide options for people wishing to engage with the Zoo in different ways.



## Taronga Western Plains Zoo, Dubbo

At Taronga Western Plains Zoo guests observe wildlife in an open range environment. Taronga Western Plains Zoo has a global reputation for breeding rhinoceros and cares for other endangered and vulnerable species including the Sumatran Tiger, Siamang and African Lion. An increasing number of guests choose to experience the Zoo overnight by staying at Zoofari, the Savannah Cabins or Billabong Camp. These overnight experiences improve education and conservation outcomes through immersive experiences.





# Our Values

Our Values are fundamental to the success of our organisation.

They reflect the way our people and volunteers work together to achieve our vision and the goals identified in this Strategic Plan 2021–2025. Our Values have evolved with us as an organisation and have been amended with this Strategic Plan to align with NSW Government Values, emphasise the importance of safety as well as highlight collaboration and constructive communication as key attributes contributing to our culture and effectiveness.

- B**e collaborative, kind and respectful
- A**ccept and take responsibility
- S**afely undertake all activities
- I**nnovate and take initiative
- C**ommunicate clearly and constructively





# WHY & OUR PURPOSE

## Our Purpose

Save wildlife.  
Inspire people.  
Drive change.

At Taronga we believe that together we can find a better and more sustainable way for wildlife and people to share this planet. We believe that a future without wildlife is not an option.

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 programs for threatened and priority wildlife help a myriad of species, with our 11 Legacy Species program representing an increased commitment to six Australian and five Sumatran species at risk of extinction. Taronga partners with more than 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 through donations to the Taronga Foundation goes directly back into the support, care and conservation of wildlife.

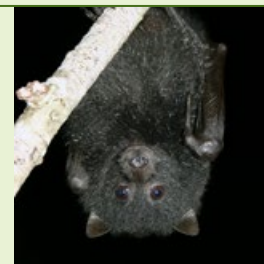


# WHAT

## A Sample of Our Work in Australia

Taronga scientists and partner organisations conduct 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.

Australia is home to some of the world's most beautiful and unique wildlife. As a conservation organisation, Taronga focuses on threatened and priority Australian species for recovery, breeding and release to the wild. We also apply our diverse expertise and partner with government, the research community and industry to inform policy, investigate, communicate and implement best practise responses to environmental challenges that have the potential to affect human, wildlife and ecosystem health.



### Christmas Island

Christmas Island  
Habitat Health:  
Flying Fox ecology  
and health  
Photo: Jane Hall



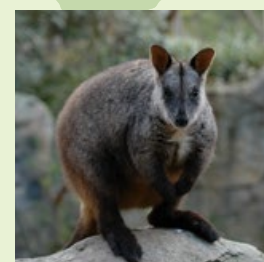
### Northern Territory

Restoring populations  
of endangered  
Great Desert Skinks  
at Newhaven  
Wildlife Sanctuary



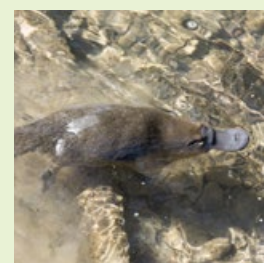
### Uluru-Kata Tjuta National Parks

Uluru-Kata Tjuta  
NP Mala Census



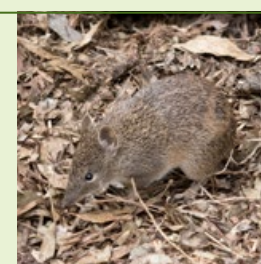
### Australia

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



### Australia

Improving our  
understanding of  
impacts of river  
system regulation  
and climate change  
on Platypus health  
and distribution



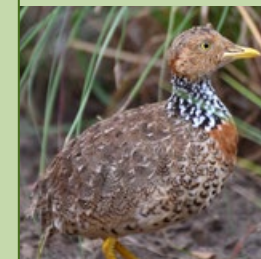
### Kakadu National Park

Kakadu Small Mammal  
Nest Boxes



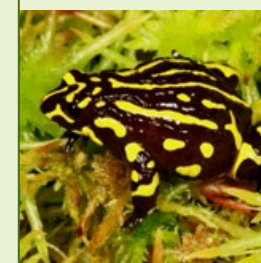
### Taronga Western Plains Zoo, Dubbo

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



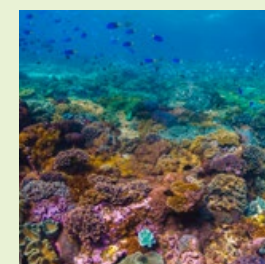
### Taronga Western Plains Zoo, Dubbo

Conservation breeding  
of the Plains-wanderer  
Photo: Vanessa Stebbings



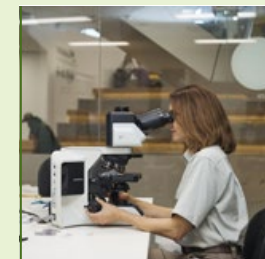
### Brindabella Mountains

Northern Corroboree  
Frog release  
Photo: Lorinda Taylor



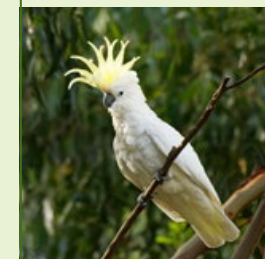
### Great Barrier Reef

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



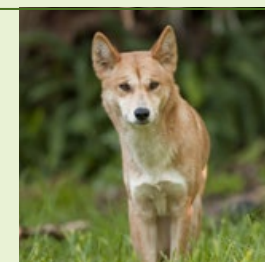
### Taronga Zoo, Sydney

One Health Initiative:  
Centre for Pathogen  
Discovery



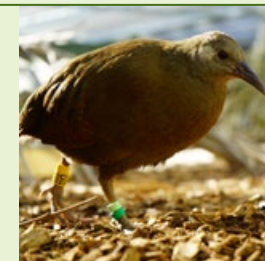
### Sydney

The Clever  
Cockie Project:  
Investigating wildlife  
adaption to human  
land use change



### 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

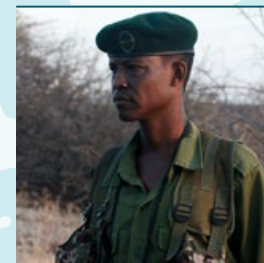
Wild shark movement  
ecology and social  
networks  
Photo: Bluebottle Films



# A Sample of Our Global Reach

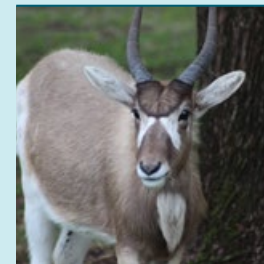
Taronga's conservation work supports 28 projects focussed on wildlife, habitats and communities in 17 countries around the world.

Taronga works with conservation experts around the world to achieve tangible outcomes for wildlife, habitats and communities. We provide financial support to partner organisations to help ensure the long-term security of wildlife in healthy ecosystems and habitats. We grant Conservation Fellowships that match the expertise of our people with the conservation needs of our partners to achieve specific project outcomes. We have a strong focus on Sumatra, Indonesia as a biodiversity hotspot and near neighbour, but also work with partners across Africa, Asia and the Pacific.



## Kenya

Conservation partnership with Northern Rangelands Trust to protect African Lion, Zebra, Giraffe and African Elephant  
Photo: Kira Mileham



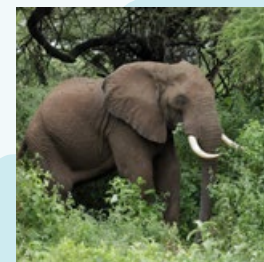
## Morocco

Tracking released Addax in their former range  
Photo: Mandy Turner



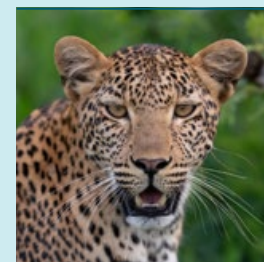
## Cameroon

A pioneering agroforestry technique to reduce poverty and protect wildlife habitat in Central Cameroon  
Photo: Aghah Valery Binda, ABOYERD



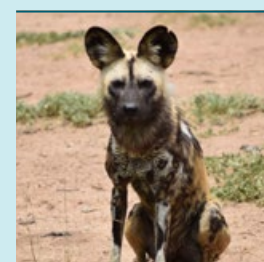
## Cameroon

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



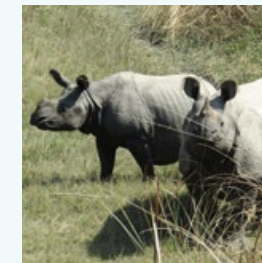
## Botswana

Leopard movement ecology



## Botswana

African Wild Dog communication and cognition  
Photo: Ginni Leonard



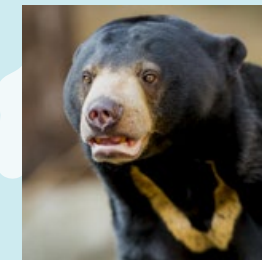
## Nepal

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



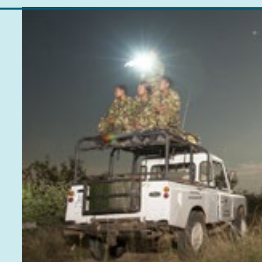
## Vietnam

Rescue and release of Pangolins



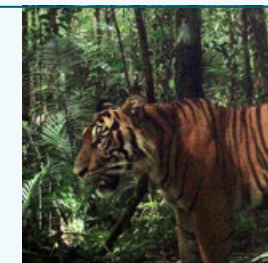
## Laos and Vietnam

Sun Bear conservation and management  
Photo: Rick Stevens



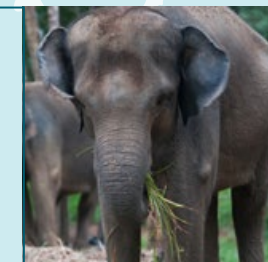
## South Africa

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: Sumatran Tiger/Conservation International



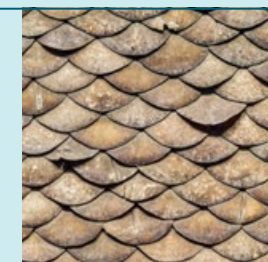
## Sumatra, Indonesia

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



# Strategic Plan 2016–2020 Highlights

## Our Strategic Plan Summary

The 2019/20 year saw the conclusion of Taronga's 2016–2020 Strategic Plan. During the five years, Taronga made significant achievements in all strategic focus areas and important progress with the key enablers. Taronga 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 sample 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 Plan 2016–2020 Highlights and Focus Areas

### 1 Conservation Outcomes

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

#### Performance Indicators



Leading role in  
**14** recovery programs

**140% ↑**

increase in direct contribution to  
conservation over the last 5 years



Conservation partnerships  
across **40+** countries over  
5 years



**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, Greater 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.

### 2 Wildlife in Our Care

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

#### Performance Indicators



**6** Short-beaked  
Echidna puggles

**6,100+**

wildlife rehabilitation cases treated

**100%**

of animals are welfare tracked  
and have healthcare plans

#### Highlight Achievements

- Publishing Taronga's Animal Welfare Charter that 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, and Taronga are now developing long term recovery plans for these critical species.



### 3 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

**225,000+**

overnight stays

**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.

### 4 Excellence in Conservation Education

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

#### Performance Indicators



**521,000+**

students participating  
in education programs

#### 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.



**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

- 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.

### 5 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

**80% ↑**

increase in Zoo Friends members

#### Highlight Achievements

- The Taronga Institute of Science & Learning was officially opened by Their Royal Highnesses 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 at 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

1 People and Organisational Strength

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

Performance Indicators

53%↓

reduction in Lost Time Injury frequency rate

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.

2 Financial and Environmental Sustainability

Continuous improvement and integration of financial and environmental sustainability.

Performance Indicators

\$60m

raised through Taronga Foundation

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.

3 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

50+

capital projects delivered

\$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.





# Support Our Work

Please support our work by visiting us, becoming a member or making a donation to the Taronga Foundation.

For more information about Taronga and our work to secure a shared future for wildlife and people, please go to [taronga.org.au/donate](https://taronga.org.au/donate).



## Acknowledgements

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## Printing Responsibly

Taronga's Strategic Plan 2021–2025 is printed on Revive Laser, a 100% Post-consumer Recycled paper manufactured using FSC® Recycled Certified fibre. Revive Laser is Certified Carbon Neutral by the Department of Environment under the National Carbon Offset Standard (NCOS). Taronga's Strategic Plan 2021–2025 has been printed with vegetable-based inks, on a press run by hydro-power.





