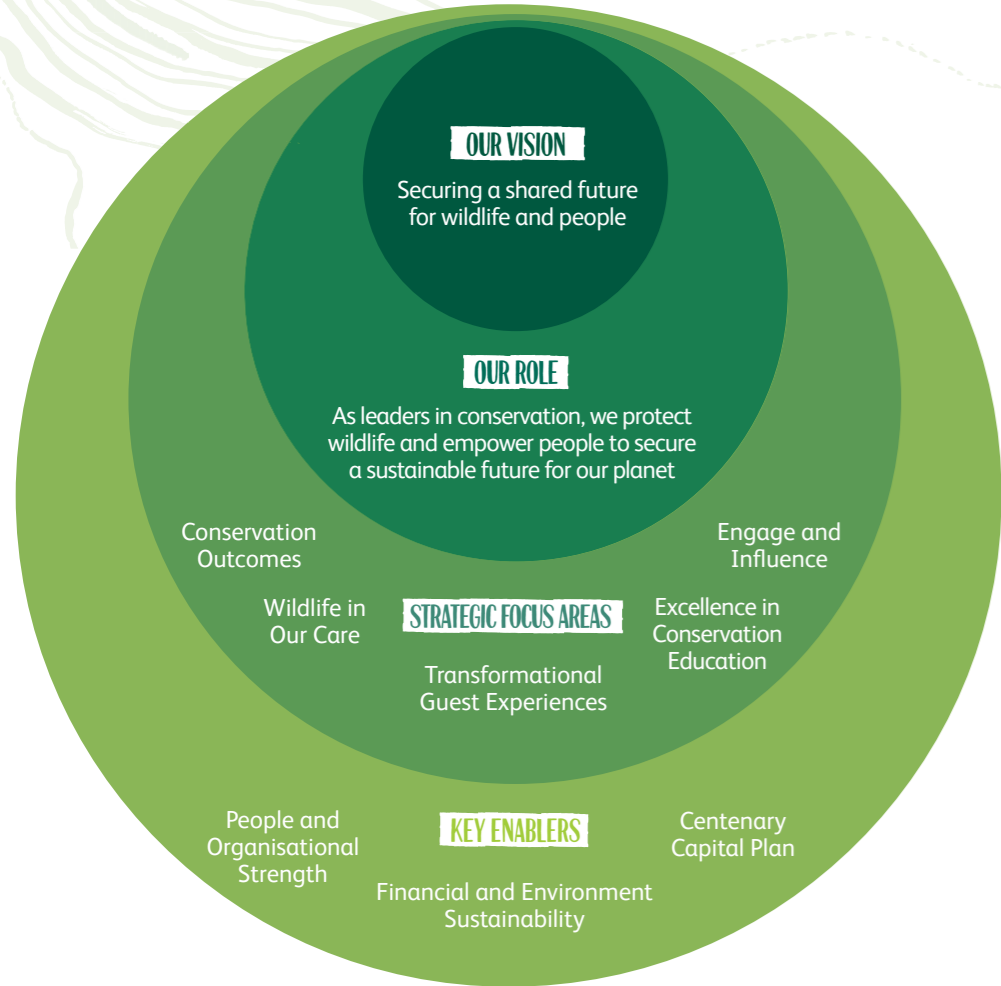


# STRATEGIC PLAN



# OUR COMMITMENTS *and* VALUES

Our commitments and values establish guiding principles for the achievement of our vision and strategic goals. They inform the way that our people work together, our activities and behaviours, and target priority issues for our organisation, our people and our key stakeholders.

## OUR COMMITMENTS

- Conservation** – because a future without wildlife is not an option
- Animal Welfare** – because we have a responsibility for the care of wildlife
- Guest Experience** – because we believe our guests can become custodians for the wild
- Sustainability** – because we should tread lightly on this planet
- Work Health and Safety** – because our people make the difference

## OUR VALUES

- Be supportive and enthusiastic
- Accept and take responsibility
- Show dignity and respect
- Innovate and take initiative
- Communicate clearly and with one voice



For additional information on our 2016-2020 Strategic Plan please go to [taronga.org.au/strategicplan](http://taronga.org.au/strategicplan)

Front Cover: Loggerhead Turtle released to the wild after rehabilitation at the Taronga Wildlife Hospital. PHOTO: JAMES WOODFORD



# STRATEGIC PLAN

2016 – 2020

# 2016-2020

At no time in history has the role of good zoos like Taronga been more important. Without any doubt Australia's Regent Honeyeater and Corroboree Frog would now be extinct in the wild if it were not for the commitment of Taronga and our partners.

In this centenary year the reputation of our organisation has meant that both locally and internationally our capacity building skills, technical support and education services are in ever increasing demand. So we can continue to deliver highly effective outcomes across all our endeavours this 2016 to 2020 Strategic Plan has been developed to ensure we remain focused with clearly defined priorities.

Building on Taronga's previous strategic plan, it identifies 5 'Strategic Focus Areas' and 3 'Key Enablers' that are fundamental to achieving our vision. In each of these areas we have goals to maximise the impact of our activities and deliver positive outcomes for wildlife and people. We have also developed specific objectives and measures to monitor our progress and achievements.

Our Strategic Plan framework is underpinned by our values and supported by organisational commitments to conservation, animal welfare, guest experience, sustainability and work, health and safety.

Thank you for your commitment to Taronga and our vision.

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



## OUR STRATEGIC FOCUS AREAS

### 1 CONSERVATION OUTCOMES

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

#### GOALS\*

1. Support conservation initiatives that demonstrate positive impact for wildlife, habitats and communities
2. Investigate, communicate and implement collaborative scientific programs that inform key environmental issues, improve conservation planning and optimise wildlife management
3. Develop and carry out community conservation campaigns that achieve positive outcomes for wildlife
4. All species in our care have a clear role that contributes to conservation or education outcomes
5. Expand habitat for native wildlife at our Zoos

### 2 WILDLIFE *in* OUR CARE

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

#### GOALS\*

1. Wildlife at our Zoos are independently assessed as being in a positive welfare state
2. Provide dignity and respect for wildlife in our care and lead continuous understanding and improvement in this area
3. Improve the framework within which animal populations are managed at our Zoos and in the region to ensure long term health and sustainability
4. Ensure best practice health care and nutrition for wildlife in our care
5. Deliver an effective wildlife rehabilitation program measured by species survivability and recruitment contributing to tangible conservation outcomes in the wild

### 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

#### GOALS\*

1. Increase total attendances at our Zoos to 1.9 million per annum by 2020
2. 90% of guests would refer a Taronga experience to family and friends
3. Guest experiences at our Zoos increase knowledge and transform behaviours to achieve positive outcomes for wildlife
4. Build strong awareness and participation in Taronga community conservation campaigns as part of a visit to our Zoos
5. Increase the number of people taking conservation action to support Taronga programs and campaigns

### 4 EXCELLENCE *in* CONSERVATION EDUCATION

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

#### GOALS\*

1. Increase participation in education programs at our Zoos to 150,000 students per annum by 2020
2. Expand the reach of Taronga education programs in the community and online to 100,000 students per annum by 2020

### 5 ENGAGE *and* INFLUENCE

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

#### GOALS\*

1. Double the number of people participating in Taronga membership programs by 2020
2. Build an online advocacy community to drive actions for the wild with a reach of 1 million people by 2020

## OUR KEY ENABLERS

### 1 PEOPLE *and* ORGANISATIONAL STRENGTH

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

#### GOALS\*

1. Build and support a capable, motivated, engaged and high performing team
2. Maintain a positive safety culture and demonstrate continuous improvement in work health and safety to ensure a safe environment for our people and guests
3. Use technology to improve operational efficiency, create a frictionless guest experience and increase engagement with Taronga
4. Generate consistent and compelling communications to build knowledge and understanding of Taronga's vision, mission, role and contributions to wildlife conservation
5. Embed a culture of best practice procurement and effective risk management

### 2 FINANCIAL *and* ENVIRONMENTAL SUSTAINABILITY

Continuous improvement and integration of financial and environmental sustainability

#### GOALS\*

1. Improve financial performance year on year through effective cost management and revenue growth to support Taronga's operations
2. Raise at least \$50 million through the Taronga Foundation for wildlife in our care and for conservation and education programs by 2020
3. Consider environmental sustainability targets in all business planning processes
4. Integrate environmental and financial reporting
5. Reduce Taronga's Carbon Footprint by greater than 10% per square metre by 2020

### 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

#### GOALS\*

1. Achieve the vision of the Centenary Capital Plan
2. All new animal exhibits and guest experiences exceed guest expectations
3. Establish the Taronga Institute of Science and Learning as a sustainable part of Taronga's operations
4. Expand overnight experiences at Taronga Zoo to increase knowledge and transform guest behaviours to achieve positive outcomes for wildlife



\* For each goal, specific objectives and measures have been developed to monitor progress across the period of this Strategic Plan.