



**Zoos SA
Business Plan
2023-2028**

Acknowledgement of Country

Zoos SA acknowledges the Country on which we stand always was and always will be Aboriginal land. We pay our deepest respect and gratitude to Kurna (Adelaide Zoo) and Ngarrindjeri (Monarto Safari Park) 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.

We undertake critical conservation work throughout Australia and we acknowledge the traditional custodians of these lands.

We commit ourselves to the ongoing process of reconciliation.

Vision for Reconciliation

Respect | Connect | Engage | Involve

Our vision for reconciliation is to highlight and promote Aboriginal and Torres Strait Islander peoples' deep and ongoing connection to Country: the land, waterways, sea and sky and all that inhabit them. We acknowledge the significance of their role Caring for Country for millennia.

Zoos SA will connect and work collaboratively with Kurna and Ngarrindjeri peoples as the traditional custodians of the Country our sites are located on. We will also connect and engage with the traditional custodians of the lands across Australia on which we learn, care for animals and conduct conservation work.

We will use our reach to share Aboriginal and Torres Strait Islander stories, engaging with our audiences to promote and increase understanding. Zoos SA will ensure that employment opportunities for Aboriginal and Torres Strait Islander peoples are equal and accessible, and we will support Aboriginal and Torres Strait Islander owned businesses. We will actively and positively influence our partners to join us in reconciliation actions.

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1. Delivering On Our Purpose

Our purpose as a conservation charity is to connect people with nature and save species from extinction.

We are excited to start the 2023-24 period with a Business Plan that focusses on connecting more people with nature, creating new and improved facilities and experiences as per our Master Plan, and increasing our capacity to achieve more for the long term conservation of species.

Our Business Plan sets into action our new Strategic Directions for 2023 -2028:

- Achieving positive and impactful conservation outcomes;
- Delivering expertise and excellence in wildlife care and animal welfare;
- Connecting with and influencing our audience;
- Demonstrating and championing environmental sustainability; and
- Innovating and growing our organisation.

Zoos SA's underlying business in key areas has returned to pre-COVID-19 pandemic levels. In 2022, we opened the new Visitor Centre at Monarto Safari Park, launched new experiences such as the Land of the Lemurs, developed accessible experiences such as Relaxed Zoo and saw the return of popular events, Light Creatures and Boo at the Zoo.

We are proud of our achievements for tourism excellence. Not only did Adelaide Zoo and Monarto Safari Park receive South Australian Tourism Awards in 2022, we are the first South Australian organisation to win the national award, with Adelaide Zoo taking the Major Tourist Attraction category of the 2022 QANTAS Australian Tourism Awards.

Through continued creativity, innovation, adaptability and partnerships, the 2023-24 Business Plan sets out our plans to enhance the quality of visitors' experiences, grow our supporter base and increase funding for the broad range of conservation work we carry out on our sites, across Australia and around the globe. Underlying these efforts remains our focus on financial sustainability and oversight.

Supporting Zoos SA's Strategic Directions and the actions outlined in the Business Plan are a number of reviews and planning initiatives.

Our Master Plan has been updated with addendums to reflect changes that have occurred since it was launched in 2015, and to propose the next series of capital improvements. The first of these is the relocation of Adelaide Zoo's food store, horticultural and operations assets. Doing so will enable the redevelopment of the Riverfront Precinct into the 'African Oasis' habitat with new exhibits for Giraffe and Pygmy Hippopotamus. Also planned, is a new African Lion habitat, an additional habitat for Sumatran Tigers and an upgrade to the Central Lawn area. We have also confirmed our vision for an 'Aussie Icon' habitat that will showcase native species and underpin the key theme of 'connection to country'. The main focus at Monarto Safari Park is the completion of Wild Africa including the commencement of on-site accommodation and safari tours. Across both sites we aim to improve infrastructure to reduce our carbon footprint.

We are reviewing our Conservation Directions framework to ensure we achieve the best outcomes from the projects and partners we support. We are also preparing a new Animal Welfare Strategy that will continue to position Zoos SA at the forefront of best practice in terms of animal welfare.

We continue our commitment to reconciliation through our Reconciliation Action Plan and initiatives to build on our relationships with the Kurna and Ngarrindjeri peoples, the traditional custodians of the Country on which our sites are located. With this comes our plans to further promote cultural awareness and understanding.

With over 600,000 visitors passing through our gates each year, we have an amazing reach but we can do more. We are working to embrace diversity, equity, accessibility and inclusion through our 'DEAI Action Plan' which will give every person the opportunity to connect with and have a quality experience with nature.

Looking forward, we know that critical to growing the organisation is the need to continually improve and adapt using creativity, innovation and technology. The Board and Leadership Team have identified the following priorities for this year:

- Develop and launch of Wild Africa precinct accommodation and tours.
- Continue planning and secure funding for Adelaide Zoo Master Plan redevelopments.
- Ongoing conservation and animal welfare activities.
- Rebuild international and national interest in our tourism products.
- Develop and implement key initiatives as part of our Enterprise Bargaining Agreement (EBA) and workforce development, retention and succession strategies.
- Invest in applications to improve efficiency, quality and security of our systems and services: payroll, finance, memberships, retail.
- Develop and maintain assets, including our ICT environment.

We remain as committed as ever to our purpose and to Zoos SA's ongoing role in improving the conservation status of species.



Julieann Riedstra
President, RZSSA



Elaine Bensted
Chief Executive, RZSSA

2. Our Unique Assets

2.1 Sites

Adelaide Zoo

This year marks 140 years of operation for Adelaide Zoo which opened to the public on 23 May 1883. Over six generations of South Australians have passed through its gates and while Adelaide Zoo has retained many original and significant architectural, heritage¹ and botanical features it has a style and character all of its own.

Adelaide Zoo occupies eight hectares and is home to 2,500 animals representing over 250 species of exotic and native mammals, birds, insects, reptiles and fish, many contributing to national or international breeding efforts. It is also home to the only Giant Pandas in Australasia.

Adelaide Zoo's enviable city location allows us to consistently attract over 400,000 visitors a year and play a pivotal role in growing tourism to South Australia. Adelaide Zoo was admitted to the South Australian Tourism Hall of Fame in 2019 after winning the Major Tourist Attraction Award for three years in a row. In 2021, Adelaide Zoo won the Premier's Award for Service Excellence and Major Tourist Attraction and followed this up in 2022 by achieving a first for a South Australian organisation, receiving both state and national awards for Major Tourist Attraction.

Adelaide Zoo is located just a short stroll from the Adelaide CBD, Adelaide's major hotels, attractions including the Adelaide Oval, the National Wine Centre, Adelaide Convention Centre and the famous eastern side cultural district. While situated in its heart, the zoo provides respite from the hustle and bustle of the CBD, our environment is a relaxing green oasis and vibrant sanctuary.

Monarto Safari Park

Located 70km east of Adelaide, Monarto Safari Park is a natural wildlife sanctuary and one of the world's largest open range zoos. Monarto Safari Park began in 1983 as a closed special purpose breeding and pasture area. Since opening to the public in 1993, Monarto Safari Park is recognised as playing a major role in national and international breeding programs for threatened species.

Monarto Safari Park covers over 1,500 hectares and is home to more than 500 animals that make up over 50 exotic and native animal species. Over 70% of the species that reside here are threatened with extinction in the wild.

The Monarto site has significant patches of remnant native Mallee vegetation containing threatened plant species, recent revegetation and historic plantings associated with the Monarto 'satellite city' project proposed by government in the 1970s. It is close to the expanding towns of Murray Bridge and Mount Barker and numerous small but important conservation reserves.

Monarto Safari Park is already a major tourist attraction for both the Murray Mallee region and the State, with annual visitation of 200,000 visitors and growing. In 2021, Monarto Safari Park was awarded silver in the South Australian Tourism Awards Tourist Attraction category and won the People's Choice Award. In 2022, Monarto Safari Park received three awards for Excellence in Accessible Tourism, Tourist Attraction and Voter's Choice Award, reflecting a strong commitment and investment in regional tourism.

Monarto Safari Park offers an unparalleled display of African animals in an open-range safari setting, giving visitors wonderful views and a unique feeling of space. Private investment into the Wild Africa precinct of Monarto Safari Park has seen the development of onsite accommodation, which Zoos SA will supplement with safari experiences. This will create the largest safari experience in the world outside of Africa and is due to open in the second half of 2023.

¹ Five structures within Adelaide Zoo are now listed on the Register of State Heritage Items and the City of Adelaide's Register of Heritage Items

20-Year Master Plan

It's impossible to be a leading tourism organisation without recognising how people engage with zoos and safari parks. Released in February 2015, and reviewed annually, our Master Plan outlines the future infrastructure plans for Adelaide Zoo and Monarto Safari Park and guides their evolution.

The Master Plan is centered on developing sites that are dynamic, accessible and enrich the experiences of our visitors, members, staff and the animals in our care.

The Master Plan is designed to:

- Renew and create distinct spaces with infrastructure and landscaping that:
 - Enables animals to express their full range of natural behaviors through innovative exhibit design elements, such as tunnels, aerial walkways, and effective enrichment programs.
 - Encourages encounters and immersive experiences.
 - Reflects sustainable design principles.
 - Provides for all seasons.
 - Captures the cultural, built and natural heritage values of our sites.
- Provide a greater focus on exhibiting native species and their habitat, and species that live in hot dry climates.
- Develop our digital technology to better enable our visitors to connect and learn about each site, species and conservation plight.
- Cater for the diversity of cultures, languages, abilities and ages of our visitors.
- Develop our facilities to enable our sites to play a greater role in global species conservation and biosecurity
- Provide more opportunities for visitors to see behind the scenes.

The Master Plan has been updated with addendums:

For Monarto Safari Park, this includes completion of Wild Africa Safari experience; new rhino habitat, holding areas and quarantine facilities; construction of hippo facilities, fencing and Nile Hippopotamus pool area in Wild Africa; new Spotted Hyena drive through experience at Wild Africa; meerkat experience at the new Visitor Centre; and expansion of lion holding facilities.

For Adelaide Zoo, we will relocate our food store, horticultural and operations to the old fauna park and redevelop this area. This includes the African Oasis habitat for giraffe and pygmy hippo; Aussie Icons for native animals with connection to country and storytelling as underlying themes; new habitat for African Lion; additional habitat for Sumatran Tiger; and a Canopy Trail for White-cheeked Gibbon and Siamang. We also plan to upgrade the Central Lawn as an all accessible green space.

As we implement the Master Plan, we conduct ourselves with a degree of flexibility to deliver projects as opportunities arise. All major developments are supported by a strong business case for investment and a clear financial model before we proceed. While some costs are built into our annual capital expenditure budget, in order to fund major developments we work hard to attract grant funding from local, state and federal government, corporate investment and private donations.

Significant investment at our sites has occurred since 2020 to keep pace with changing requirements for animal and staff wellbeing and to engage visitor interest and interaction. More recently these include:

- New Visitor Centre at Monarto Safari Park providing for events, exhibition, retail and café facilities, opened in March 2022.
- Land of the Lemurs experience as part of the Wild Africa development, launched in November 2022.
- Improved visitor facilities with continued development of infrastructure to provide better protection from weather elements.
- Upgrade of existing walking tracks and the construction of new roads and walking tracks connecting the existing network to Monarto Safari Park's new Visitor Centre.
- Fire safety and protection for buildings at Monarto Safari Park.
- Black Rhino bus stop and viewing experience at Monarto Safari Park to complement the recent expansion of our Black Rhino animal areas and facilities.

- Commencement of Orangutan Forest Canopy Trail at Adelaide Zoo providing overhead connected towers and a new public viewing platform, allowing for both Orangutans to be on display at the same time.
- Delivery of Komodo Dragon and Little Penguin habitats at entrance of Adelaide Zoo.
- Building of small animal breeding facility and a 'wilding' area for pre-release native wildlife as part of our medium to long term bushfire response.

Projects we are ready to deliver in 2023-24 include:

- Development and launch of Wild Africa precinct accommodation and tours.
- Relocation of our outdated Food Store, Horticulture and Assets Workshop at Adelaide Zoo.

2.2 People

Our people - staff, volunteers, members, sponsors and visitors - are the backbone of our organisation. Their mix of dedication, skill, commitment and passion are all essential ingredients of our success.

Staff

Zoos SA is supported by a 300-strong workforce (206 FTEs as at March 2023) to work across our sites. The range of employees is broad, including keepers, specialists in public relations, horticulturists, wildlife biologists, visitor services, teachers, veterinarians and nurses, accountants and administration staff, trades people and more. Each has a unique skill set and experience that contributes to our amazing workplace.

Our diverse team is made up of home-grown, interstate and international talent. This diversity of backgrounds and experiences brings about a unique zoo culture and links into all strata of the South Australian community.

They are also our leaders and ambassadors for diversity, sustainability and conservation for South Australia.

Volunteers

The volunteer program has been operating since 1982 and provides Zoos SA with a base of 464 active volunteers (as at March 2023) contributing to our operations. The economic value of our volunteers is in the region of \$1.55 million annually.

Across the two sites, there are 32 programs available for volunteers to participate, ranging from guiding, working in horticulture, creating behavioural enrichment for animals, research, delivery of functions and more.

Members

Our membership base continues to signal a strong commitment to supporting our work as a conservation charity.

In June 2022, Zoos SA had just over 46,000 active members with a 72% renewal rate. We welcomed 332 new life members last year increasing our total to 4,465. In March 2023, our membership reached just over 51,500 comprising 46,800 annual members and 4,744 life members.

Membership is strongly encouraged. As well as being a means to connect with nature as often as they like, there are financial advantages to being a member.

Membership provides a critical revenue source comprising 10% of our annual revenue that goes towards animal care, breeding and conservation programs.

Visitors

Generally, more than 600,000 people visit our properties each year, making us one of the state's premier tourist destinations. In the 2021-22 financial year more than 498,000 people visited Adelaide Zoo and Monarto Safari Park. We are forecasting 674,000 visitors in the 2022-23 financial year.

Driving visitation and connecting visitors with nature enables us to raise awareness about the work we do to inspire action and reduce the risk of species extinction. Research shows that almost nine out of 10 people who visit our sites intend to take action to help the environment.

3. Our Business

The Royal Zoological Society of South Australia Inc. (RZSSA) was established in 1878 and has statutory responsibility for Adelaide Zoo and Monarto Safari Park collectively known as Zoos South Australia or Zoos SA. The objectives of the Society as set out in the Rules of Association cover:

- Conservation education
- Animal management
- Research
- Recreation
- Resource management
- Encouraging membership.

Zoos SA is governed by a volunteer board with members donating their time and professional expertise. Board members are responsible for the performance of the incorporated association. Day-to-day management of the business is delegated by the board to the Chief Executive and senior management team.

Zoos SA is an accredited member of the Zoo and Aquarium Association of Australasia and works as part of the global effort for the conservation of nature and a sustainable future.

3.1 Strategic Directions

Zoos SA's has five Strategic Directions that set the agenda for what we intend to deliver over the next five years. These are:

- Achieving positive and impactful outcomes for conservation
- Delivering expertise and excellence in wildlife care and animal welfare
- Connecting with and influencing our audience
- Demonstrating and championing environmental sustainability
- Innovating and growing our organisation

Zoos SA's Strategic Directions are supported by detailed planning initiatives including our Master Plan and Conservation Directions.

Our Business Plan determines how Zoos SA will work toward these directions each year, with an annual review by the Board allowing for external factors, such as business climate, emerging conservation imperatives, opportunities and risks, to be taken into account.

3.2 Guiding Principles and Values

Crucial to our success are the guiding principles and values that we apply to our decision-making and actions.

Guiding principles

The ethical care and welfare of animals is our priority as directed by our Animal Welfare Charter.

We apply a science-based approach to our conservation work and adopt the highest standards for wildlife health, management and husbandry.

We are uniquely placed to reach and engage with communities and to grow support for conservation locally, nationally and globally.

We believe that everyone has a role to play in conservation. Our sites, experiences and the way we engage with our many audiences are opportunities to share knowledge, influence behaviour and inspire action to save and protect species and their habitats.

Through our Reconciliation Action Plan, we are committed to working collaboratively with Kaurana and Ngarrindjeri peoples as the traditional custodians of the Country on which our sites are located. We will also connect and engage with the traditional custodians of the lands across Australia on which we learn, care for animals and conduct conservation work.

To achieve universal accessibility, we endeavour to engage with all communities and to be diverse, equitable, accessible and inclusive.

Our aim is to provide visitors with an experience that is enjoyable, safe, accessible and inclusive and inspires positive action for conservation.

We will apply and showcase sustainable practices in the planning, daily operations and management of our sites.

Each of us is responsible for providing a safe, positive and enjoyable working environment.

Our success is influenced by creativity, innovation and the use of technology to adapt and continuously improve.

Building relationships with like-minded partners, sponsors and donors is vital to our capacity to deliver on our purpose within and beyond our gates.

We are independent and non-party political.

Values

Working together:	We listen, consult and collaborate to bring out the best from our diversity, skills, experience, knowledge and resources.
Innovating:	We seek and share new, unique and resourceful ways to achieve our purpose while always learning and improving.
Leading with integrity:	We are guided by the highest standards, lead by example and make evidence-based and transparent decisions.
Delivering purpose:	We are passionate about delivering conservation outcomes and saving species. We impart this through respectful, positive and engaging experiences for both people and wildlife.

3.3 Business Drivers

Zoos SA faces a range of opportunities and challenges related to its unique history, product and sites as well as uncertainties and an ever-changing business landscape.

Opportunities

The activities outlined in the Business Plan were developed to take advantage of and build on a range of opportunities:

- Ongoing roll-out of the Master Plan, exhibit and species audits and management planning identifying potential new capital projects, attractions and conservation projects.
- Accommodation options and tour experiences being developed for the Wild Africa precinct of Monarto Safari Park.
- Collaboration with The Australian Rhino Project (TARP) at Monarto Safari Park in parallel with the Wild Africa development.
- Promoting our charity status.
- Leveraging our national and international zoo network.
- Improving Information and Communication Technology capacity and its effectiveness for learning, marketing and fundraising activities.
- Engaging with over 51,500 valued annual and life members and further developing them as our advocates.

- Working collaboratively with just over 460 active Zoos SA volunteers.
- A strong focus on developing Adelaide as a vibrant, liveable and carbon neutral city.
- Increasing investment in local and regional tourism promotion and strong visitor interest in our local wildlife.
- Increasing investment in regional tourism around the Murraylands region.
- An established Aboriginal Learning on Country program including Aboriginal Student Trainees which already has a strong track record and successful partnerships.
- Growing community interest and recognition of the value of local Aboriginal knowledge and culture.
- An increasing demand for species husbandry, education and conservation expertise.
- Further investment in and development of sustainable practices.
- Building on the proven success of events such as Boo at the Zoo and Light Creatures (as part of the Illuminate Adelaide Festival).
- Growing awareness of the benefits of nature and 'wellness' opportunities offered by our sites - e.g. Relaxed Zoo, walking tracks etc.
- Returning and increasing interstate and overseas visitors to South Australia.

Challenges

The nature of our business presents a number of risks to our people, animals and financial results. The activities outlined in the Business Plan were developed to mitigate a range of challenges and risks.

These challenges include:

- The challenging economy and reduced discretionary spending will potentially impact our daily visitation. In addition, we may see ongoing impacts on event, catering, sponsorship and other funding revenue.
- Extreme weather and the impacts of natural disasters such as storms and fire.
- Maintaining relevance to our supporters and visitors.
- Fluctuating state and national tourism patterns.
- Competitive state and federal government grant environment making it challenging to access funds for needed infrastructure improvements.
- Animal deaths as a result of an ageing animal collection.
- Reliance on the cooperation of other regional zoos in Australia to access new animals or suitably relocate our own animals. The national import and export restrictions that apply to Australia have changed over the life of the zoo, constraining the import of many species.
- Balancing the requirement to undertake new developments with the need to upgrade ageing infrastructure, to comply with evolving animal welfare, safety and environmental standards and visitor expectation.
- Lack of room for expansion at Adelaide Zoo.
- Matching volunteer interests, availability and abilities with ongoing business needs.
- Retention of key staff and reduction in associated skills loss.
- Increasing competition from other local attractions, particularly during the warmer months.
- Increasing operational costs for food and utilities.
- A relatively small South Australian population and economy, reducing the pool of potential visitors and investors (individual and corporate).
- An ageing Adelaide demographic.
- Reliance on outside investment to support significant new capital ventures.
- The global rise of anti-zoo activism.
- Increasing cyber security threats and breaches.
- Ageing ICT systems and databases for marketing, ticketing, fundraising and membership limiting capacity to improve business processes and manage relationships with members, donors and visitors.

These challenges must be addressed within Zoos SA's financial capacity, which is limited by its resources as a charitable membership-based conservation society and its standard running costs.

3.4 Priorities

Zoos SA has identified priority action areas to deliver on our Strategic Directions and the roll out of our Master Plan.

2023-24

Financial sustainability and cash management remains critical and are regularly reviewed by the Finance and Audit Committee of the Zoos SA Board. We continue to focus on revenue generation, managing expenditure, and investing in capital where the business case is sound and supports long term growth.

We will strongly promote Zoo membership as the preferred way for South Australians to visit our zoos; building both our income and supporter base.

We will continue to grow and provide quality service to Zoos SA's supporter base to facilitate funds for future operations and capital projects. This includes engaging new audiences, innovative partnerships, targeted marketing and fundraising activities and strengthening conservation messaging. Enhancing student engagement and ensuring the appeal and accessibility of our learning programs is also essential.

Promoting and rebuilding international and national interest in our tourism products is also a key focus for 2023-24.

We look forward to the launch of the onsite accommodation at Monarto Safari Park, and the opening of the Wild Africa precinct.

We will continue our work on the importation of a large number of rhinos.

The review of Conservation Directions will guide our investment in wildlife conservation projects and partnerships for the long term security of species and habitats in Australia and around the world.

Through our new Animal Welfare Strategy, we will continue to advance animal welfare management towards the optimal target of a thriving, rewarding life for all of the animals in our care.

We have a long-term commitment to our Reconciliation Action Plan that includes amplifying cultural awareness and building relationships with traditional custodians through reconciliation initiatives across the organisation.

With the Master Plan and associated site projects and collection plans in place, we will actively seek investment to continue implementing the Master Plan.

We plan to start the relocation of the food store, horticulture and assets workshop at Adelaide Zoo. This will result in a much needed upgrade of our existing operations facilities and allow the space fronting the Riverside Precinct to be ready for its exciting transformation into the 'African Oasis'.

We will build small animal breeding and 'wilding' areas for pre-release native wildlife.

We will maintain the focus on sustainability performance of our sites and activities, asset management and develop our ICT environment to support our current and future activities.

Recognising that the skills and commitment of our people underpin our success, the ongoing development and wellbeing of our staff and volunteers will remain a priority. This includes development and implementation of key initiatives as part of our EBA (Classification Structure) and workforce succession, development and retention strategies.

2024-25 onward

Zoos SA will continue to build our capacity to support conservation activities at our properties, in the field and through international partnerships.

We will explore ways to maximise returns from each visitor, through better engagement and improved retail opportunities, taking more visitors on the journey to become long-term supporters.

We will continue to promote international and national interest in our tourism products.

We will continue to invest and progress our Master Plan projects.

4. Actions for 2023-24

4.1 Achieving positive and impactful outcomes for conservation

Our role in conservation has never been more vital. Our planet is experiencing rapid loss of biodiversity and the deterioration of nature at unprecedented rates. Not only are species being lost, but our reliance on nature to provide for our economies, livelihoods, food security, health and our quality of life has become negatively impacted.

We will reduce the risk of extinction through:

- Programs for threatened species and for in-situ and ex-situ conservation.
- Conservation investment and partnerships.
- Emergency wildlife recovery.
- Research and development.

Key results to achieve:

- Direct investment into threatened species and in-situ and ex-situ conservation programs.
- Positive outcomes for native species through breed and release programs.

Our focus for 2023-24

Growing our capacity to act, invest and achieve positive outcomes for conservation is a core focus for this year.

We continue our efforts in species management, recovery and release to the wild initiatives as a critical part of our work to support the long term security of native and international threatened species.

Our Conservation Directions, has served as a sound framework to determine the types of projects and partnerships that we support directly through our conservation fund – locally, regionally and globally.

This year we are reviewing Conservation Directions to ensure the methodology we apply remains effective in selecting high impact projects and partnerships to invest in. A list of priority projects and partnerships is provided in Appendix F.

We will also continue working collectively on national and global conservation initiatives with the World Association of Zoos and Aquariums (WAZA), International Union for the Conservation of Nature (IUCN) and the Zoo and Aquarium Association of Australasia (ZAA).

Actions

- Review Zoos SA's Conservation Directions and develop measures to ensure we continue to best target resources to make the most impact on the long term conservation of species.
- Continue to be a part of Australasian and Global Species Management Programs to support global conservation efforts.
- Manage conservation breeding programs to support recovery actions, including maintenance of genetically healthy insurance populations and successful return of species to the wild.
- Build small animal breeding and 'wilding' areas for pre-release native wildlife in the Mallee Sanctuary area of Monarto Safari Park, including opportunities for visitor engagement.
- Improve native habitats at Monarto Safari Park and regionally through restoration, revegetation and effective land and pest management.
- Grow resources for conservation action by creating new fund raising models, partnerships and attracting external funding sources.
- Continue the Aboriginal Learning on Country Program (ALoC) and Student Trainee Program at Monarto.
- Foster opportunities to expand indigenous engagement in conservation.
- Share expertise, deliver research and develop partnerships always aiming to break new ground in conservation practice.
- Provide advice on key conservation issues and policy to the zoo industry, government and other conservation organisations.

4.2 Delivering expertise and excellence in wildlife care and animal welfare

Over the years, greater knowledge of animal welfare, habitat design and scientific discovery has seen our sites accredited by the ZAA and WAZA as well as being internationally acclaimed.

We are dedicated to providing a thriving, rewarding life for every animal in our care.

Demand for our expertise to treat and care for wildlife impacted by extreme weather events and the increasing risk of disease outbreaks has never been greater.

We will:

- Adopt science-based welfare management and care of wildlife incorporating the Five Domains Model and ZAA standards.
- Further develop animal behaviour programs with positive reinforcement techniques as an integral part of our care approach.
- Develop our capacity to provide wildlife emergency response.

Key results to achieve:

- ZAA Accreditation (accreditation works on a three-year term).

Our focus for 2023-24

Caring for the health of over 3,000 animals across Adelaide Zoo and Monarto Safari Park is always our priority.

In addition to maintaining our ZAA accreditation status, Zoos SA is further developing its model of animal welfare management. We are revisiting our Animal Welfare Charter and developing an associated animal welfare strategy that will support our aim for optimal animal welfare standards.

Assessments of our animal visitor interactions will also be important in ensuring the welfare of our animals and positive experience and education for our visitors.

In addition to the care of our animals, our animal health team acts as a hub for zoological research, teaching, training and field support.

We will continue to respond to emergency animal health and well-being cases brought in by wildlife organisations and government agencies. Our expertise and resources are regularly called upon to provide triage and recovery to wildlife impacted by extreme weather events and bushfires.

Actions

- Maintain a genetically diverse collection of animals on our sites providing the highest level of animal welfare and husbandry practice.
- Contribute expertise and in situ responses to wildlife emergency events (including wild fauna triage and recovery from bushfires, extreme weather events, disease and epidemics).
- Partner with like-minded organisations to advance exotic and native animal clinical care and welfare for animals in professional care.
- Under the oversight of Zoos SA's Animal Welfare and Ethics Committee, ensure the wellbeing of all the animals in our collection in relation to the Five Domains model (nutrition, environment, health, behaviour and positive mental well-being) in line with our Animal Welfare Charter.
- Review our animal welfare management practices to ensure a thriving, rewarding life for all of the animals in our care.
- Manage improvements to our animal habitats and facilities guided by exhibit audits.

4.3 Connecting with and influencing our audience

Each visit is more than an enjoyable experience. Connecting people to nature encourages positive behaviour towards the environment, wildlife and habitat. It also benefits our health and wellbeing. Our aim is to demonstrate how each visit supports vital conservation work and to make everyone we engage with feel motivated, educated and inspired to take action.

We will:

- Continually aim higher when it comes to the quality of engagement.
- Increase the reach and diversity of the people with whom we engage.
- Provide quality experiences and learning opportunities that raise awareness and encourage positive behaviour change.

Key results to achieve:

- Customer satisfaction and loyalty.
- Community awareness of ZSA's role.
- Visitors reporting their intent to change.

Our focus for 2023-24

2023 is the year we celebrate Adelaide Zoo's 140th birthday and Monarto Safari Park's 40 years of operation. Our sites provide a powerful opportunity for people to learn about and connect with animals and their habitats. For many people zoos and safari parks like ours are the only time they will see animals up close enough to appreciate their value and to spark an interest. This year we will celebrate the positive outcomes of our sites with our members and visitors as we mark these milestones in Zoos SA's history.

Driving member and visitor engagement and activation is crucial in our efforts to create positive change both in our backyard and globally. Showcasing campaigns, creating awareness and inspiring action will further develop a sense of awareness and action. Members and visitors onsite will connect to our conservation stories through the experiences on offer and the opportunity to engage with our staff and volunteers.

We pride ourselves on designing and delivering an ongoing range of curriculum-linked learning with a focus on ensuring relevance, accessibility and appeal. Our Zoo Learning offerings enhances student engagement with our conservation work and real world conservation challenges.

With the world-wide travel market re-opening we expect to build on our tourism numbers especially in our share of the international market. With the soon to open Wild Africa experience at Monarto Safari Park we will be expanding our appeal to the tourism industry and directly to the consumer.

We will continue to foster Diversity, Equity, Accessibility and Inclusion (DEAI) considerations in all our activities. Our DEAI Action Plan will augment partnerships with government and local organisations and support our efforts to enhance our key endeavours such as our relaxed zoo hours, the development of communication boards, online social stories and staff and volunteer training.

A keen focus on forming partnerships with philanthropic groups will help to provide longer term funding for core conservation programs, capital developments and other activities. Liaison with the state and national philanthropic peak bodies will aid in creating introductions and opportunities.

We will continue to develop innovative corporate partnerships aligned to conservation and awareness as we recently did with the globally recognised "Grapes for Good" - a partnership with six wineries in the Langhorne Creek region of South Australia. This initiative saw a unique blend of tourism and conservation coming together to raise monies for Zoos SA's vital work. The opportunity to partner in a non-traditional way will be explored with other industries and businesses.

Creating new and impactful experiences throughout the year and building on our wellbeing and wellness through nature focus will continue. Recent successes with Light Creatures, as part of the Illuminate Festival, relaxed zoo hours and our new foray into nature-based wellness highlights the opportunities to expand our brand of experience to visitors and members.

Actions

- Build community awareness of our conservation charity status through consistent messaging and 'conservation charity' mentions in media coverage.
- Collaborate with industry peak bodies regarding campaigns and messaging.
- Enhance learning and engagement opportunities through digital communications.
- Through the DEAI Plan, build an environment of diversity, equity, accessibility and inclusiveness where everyone is welcome.
- Provide high-quality learning opportunities through our Zoo Learning programs, experiences and presentations.
- Provide teacher professional development opportunities that promote student visitation to our sites and opportunities for teachers to form connections with curriculum.
- Seek feedback from our visitors to ensure that we continue to improve and move with their expectations.
- Actively encourage visitors to become members of Zoos SA in order to deepen our engagement with them and build the memberships program.
- Develop partnerships to support our programs, activities and capital projects.
- Deliver on our long-term commitment to reconciliation through our Reconciliation Action Plan.
- Improve catering service for visitors. Work with lessees to meet customer expectations and exceed 80% overall customer service satisfaction.
- Create quality products, experiences, opportunities and services that exceed the expectations of customers and partners, increase our income stream and reflect our values.

4.4 Demonstrating and championing environmental sustainability

We look for ways to reduce the impact on the environment and make choices that 'walk the talk' on sustainable use of natural resources, fair trade and the health of our planet.

We will:

- Reduce our environmental footprint.
- Improve environmental performance of our operations.
- Source ethical and sustainable goods and services.
- Influence change beyond our sites.

Key results to achieve include:

- CO2 emissions (neutral).
- ISO Certification.
- Plastic free champions.

Our focus for 2023-24

We recognise the World Association of Zoos and Aquariums Sustainability Strategy (2020 -2030) and embrace a world in which every effort is made to live in harmony with nature. We will promote the sustainable use of natural resources and practice taking better care of our planet.

We will continue to audit our activities and make improvements to our environmental footprint, focusing on our procurement strategies, resource consumption and our daily operations.

Actions

- Audit our activities and make improvements to the environmental sustainability of our procurement practices, consumption of resources and how we operate.
- Apply environmental sustainability design criteria to our project planning for upgrades to our existing assets and new developments.
- Use and sell products and services that reflect ethical and sustainable practice (such as fair trade, recycled and sustainable sources), encouraging contractors and suppliers to do the same where this offers a viable alternative.
- Review our Environmental Management Plan.

"You cannot get through a single day without having an impact on the world around you. What you do makes a difference and you have to decide what kind of difference you want to make." Dr Jane Goodall

4.5 Innovating and growing our organisation

We will invest in the continuous enhancement and development of Adelaide Zoo, Monarto Safari Park and its staff and volunteers.

By creating new opportunities and experiences, we will reach new and diverse audiences, expanding on our work to achieve even more.

We will:

- Invest in the growth, wellbeing and engagement of staff and volunteers.
- Continually improve the safety culture.
- Grow and develop new sources of revenue.
- Renew our assets to excel in standards for animal welfare, visitor experience, sustainability, risk reduction and compliance.
- Develop systems, processes and technology to enhance the quality and accessibility of our services.
- Deliver high standards of governance, accountability and rigour that ensures diligence, responsiveness and transparency.

Key results to achieve:

- Workforce satisfaction and loyalty.
- Growth and diversity of revenue sources.

Our focus for 2023-24

This strategy is essential for building a sound foundation to underpin the delivery of our other strategic directions. The actions supporting this goal promote the wellbeing and productivity of our people, partnerships, governance, assets and business model, which are all recognised as critical factors to the success of our Strategic Directions.

Zoos SA's People Plan will focus on reviewing and developing strategies to support current and future needs. We aim to continue building an organisational culture that encourages a high level of staff satisfaction, a safe workplace, high staff engagement and productivity, with key performance indicators set to ensure we measure our progress in these areas.

Risk management practices will continue to receive attention through 2023-24. This includes legislative compliance monitoring and cyber security projects.

Reporting against the Business Plan is provided to the Board, South Australian Government and our staff. This will continue each quarter. Key Performance Indicators have also been prepared against the Strategic Directions and are reported against every six months.

While the Society is a non-government incorporated association, it has always valued its relationships with local, state and federal government. The Society also values working with government agencies to effectively deliver its conservation, tourism and education programs.

The Society receives an annual State Government Grant to assist with funding its operations. Regular updates regarding our financial performance and our progress against the Business Plan are provided to the Government. An agreement is in place between Zoos SA and the State Government setting out the terms for financial management.

We will continue to hold discussions and seek grant funding from all levels of government to assist with the implementation of our Master Plan.

Actions

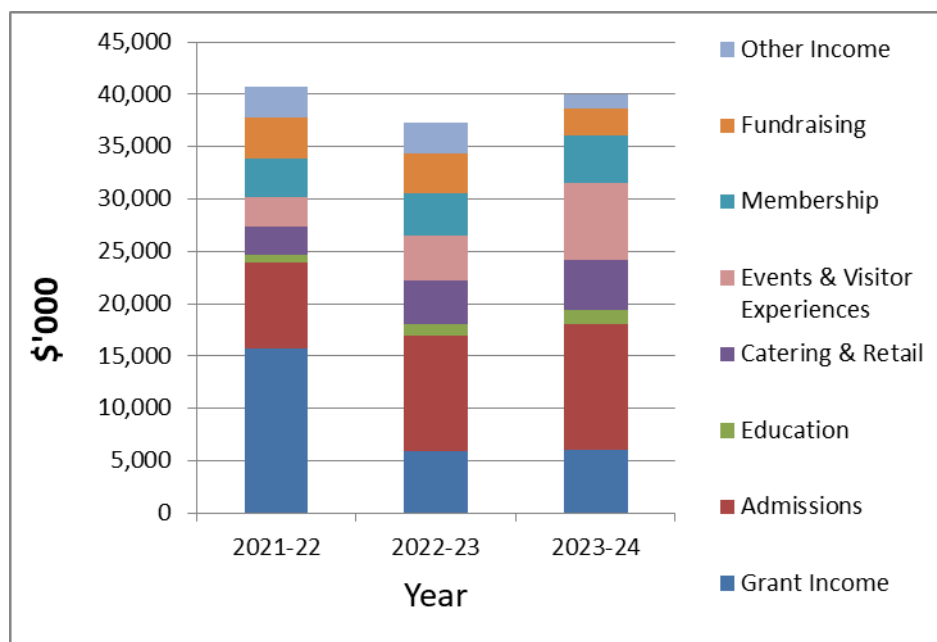
- Encourage innovation and develop our corporate planning, systems and internal processes to build the organisation's capabilities and to support sustainable growth.
- Improve financial database integration and reporting accuracy through further investment in our booking and ticketing system.
- Achieve efficiencies through improved procurement practices and review of high expenditure items.
- Protect critical systems and data through the maintenance of effective cyber security risk management strategies.
- Ongoing auditing and review of our financial management, risk management and legal compliance.
- Ensure the safety and wellness of our workforce through risk and incident assessment and ongoing review of systems and strategies.
- Develop an engaged and interactive workforce that has the capacity and capability to meet the future growth and development of the business.
- Using surveys and evaluation tools, continue to develop responsive workplace strategies and initiatives to address psychosocial risks; improve engagement; offer employee benefits; and increase developmental opportunities.

5. Income and Expenditure Summary

5.1 Income Forecast

The Business Plan is based on forecasts for the next five years, commencing with the 2023-24 financial year. These are included in Appendix A.

The graph below shows Actual Income for 2021-22, and forecasts for 2022-23 and 2023-24.



Visitation

Visitation in 2022-23 was strong and rebounded significantly from the previous COVID-19 impacted years. The 2023-24 budget assumes that no external restrictions are reinstated during the year, albeit some internal restrictions may remain for animal safety reasons.

The South Australian public remains the key visitation segment to both Adelaide Zoo and Monarto Safari Park. This market segment continues to be driven by localised marketing activities, membership sales increases, and regular social and print media updates. These activities assist in keeping the Zoo front of mind for local visitors, encouraging repeat visitation and further membership growth.

Tourism-related marketing activity for Adelaide Zoo and Monarto Safari Park will continue to focus on the following:

- Increasing the visitation from South Australians travelling in their own state;
- Strengthening relationships with interstate and overseas resellers will continue, now that COVID-19 restrictions are almost completely relaxed; and
- The continued promotion of the new developments of Wild Africa accommodation and safari experiences, Lions 360 and Valley of the Lemurs at Monarto Safari Park, and Pandas, Tigers, and native animal experiences and proximity to Adelaide CBD for Adelaide Zoo.

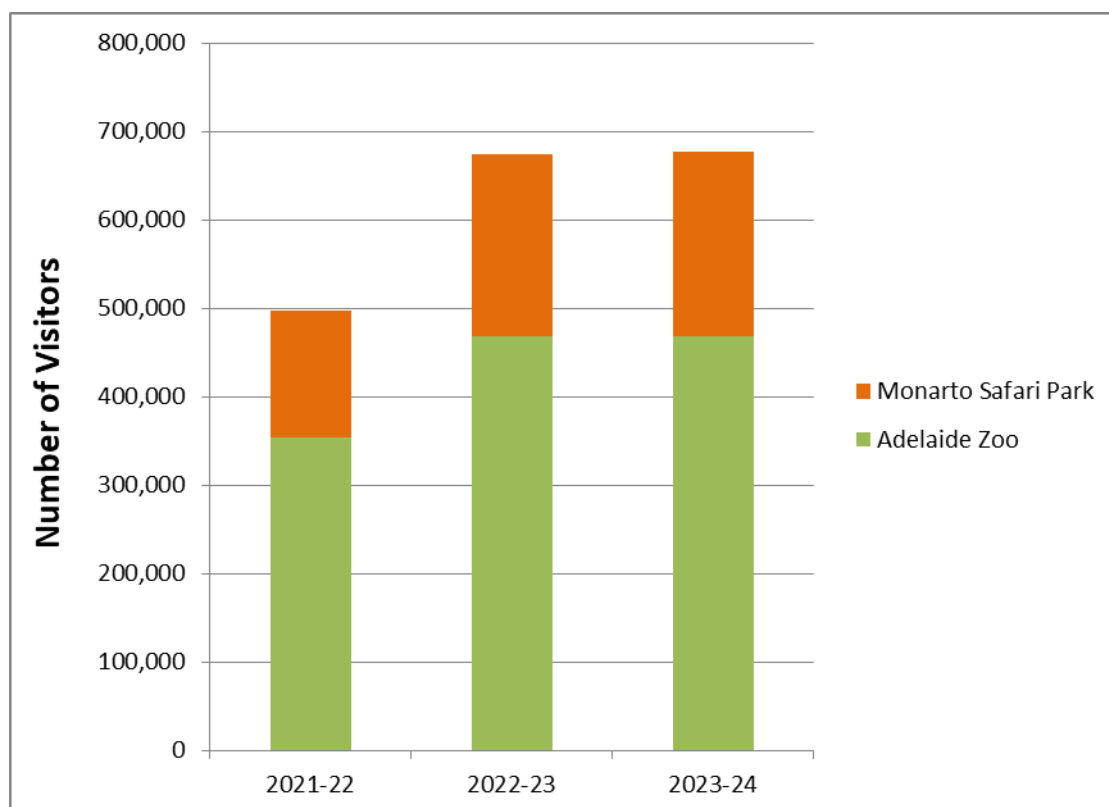
Promoting different visitor activities and encounters will demonstrate that there is always something different, fun and new to try at our Zoos.

A rise in admission fees was endorsed by the Board, effective 1 April 2023 which has been reflected in the 2023-24 budget.

We also anticipate demand for other new experiences such as Tiger and Friends at Adelaide, Valley of the Lemurs at Monarto, and Wild Arica tours will contribute to higher attendance volumes.

Analysis of Admission Numbers

Actual Admissions for 2021-22 and forecasts for 2022-23 and 2023-24.



Other revenue streams

Membership

Membership revenue is forecast to progressively increase in each year of the 5-year plan period.

Membership revenue is expected to grow by 10% on the 2022-23 levels during the 2023-24 year. Life membership campaigns continue to be successful, achieving targets and generating significant revenue. This revenue is recognised over an estimated period of use (15 years), so increased sales result in increased revenue recognition for many years.

Annual membership sales continue to perform very well and are ahead of budget in 2022-23. Annual memberships are recognised over 12 months, so this will have a positive impact on revenue for 2023-24, and in additional years assuming our current retention rates continue.

Zoo Learning (Education)

Through consultation with our clients and partners in South Australia, Zoos SA will ensure the relevance and accessibility of its learning programs, facilitate growth, and build ongoing relationships with students, visitors, teachers and the community.

In 2023-24, we expect Zoo Learning revenue to increase on that of 2022-23 due to the recovery of existing programs, and an updated education offering at Monarto Safari Park to maximise use of the old Visitor Centre as a Zoo Learning hub.

Visitor Experience

Zoos SA will continue to enhance the product offerings for visitors including daily interactive presentations, behind-the-scene animal experiences, school holiday activities, and events with the aim of increasing value-for-money experiences, revenue and profitability.

We expect experience income to make a return to pre-COVID-19 levels during the 2023-24 year when we anticipate an easing of all COVID-19 related restrictions. We expect experience income will continue to grow during the plan period. The development of experiences that provide the opportunity for larger groups will be a focus, providing a greater return for delivery. Two of note include the Monarto Lemur Experience and the Tiger and Friends Experience.

Safari tours in the new Wild Africa precinct are expected to commence in November 2023 in line with the accommodation facility commencing. The tours will be available to guests of the hotel as well as members of the public. Commission income from the hotel provider is expected to commence in November 2023.

Catering and Retail

Catering income directly related to events has been slow to fully recover from the impacts of COVID-19 restrictions. The budget has been adjusted to reflect this ongoing recovery.

Catering commissions for Adelaide Zoo and Monarto Safari Park are based on a percentage of gross sales.

Retail targets are based on sales per visitor (as per our historical results) and are therefore linked to visitor numbers. We have factored in an increase in the per customer spend to better reflect the current earnings which have been improving over the last few years. The updated product offerings at both sites and approach to having guests leave via the retail store at Adelaide Zoo has significantly increased retail sales and the 2023-24 budget reflects this.

Sponsorship, Fundraising and Animal Adoption

Income forecasts are based on a continual focus on digital fundraising and corporate partnerships.

We are continuing our focus on the ratio of cash versus contra corporate sponsorships, with the aim to increase the proportion of the cash component where possible, while continuing to secure contra sponsorships that offset capital and operating expenditure of the zoo.

Additional resources have been included in the budget to expand our Fundraising and Sponsorship opportunities.

Marketing and Communications

Our marketing and PR plan and subsequent targeted communications will help support visitation and other income streams.

In 2023-24, we will maintain our position as a leader in marketing, delivering a range of progressive partnerships, PR and marketing campaigns and activations to attract attention and visitation. We promote ourselves as a unique and iconic attraction in intrastate and interstate markets through marketing activities and partnership with South Australian Tourism Commission (SATC). We will continue with our detailed marketing plan, which is focused on our positioning from both an income generation and conservation communication perspective. Marketing and communications will maintain the organisation's brand through strong, consistent and integrated messaging.

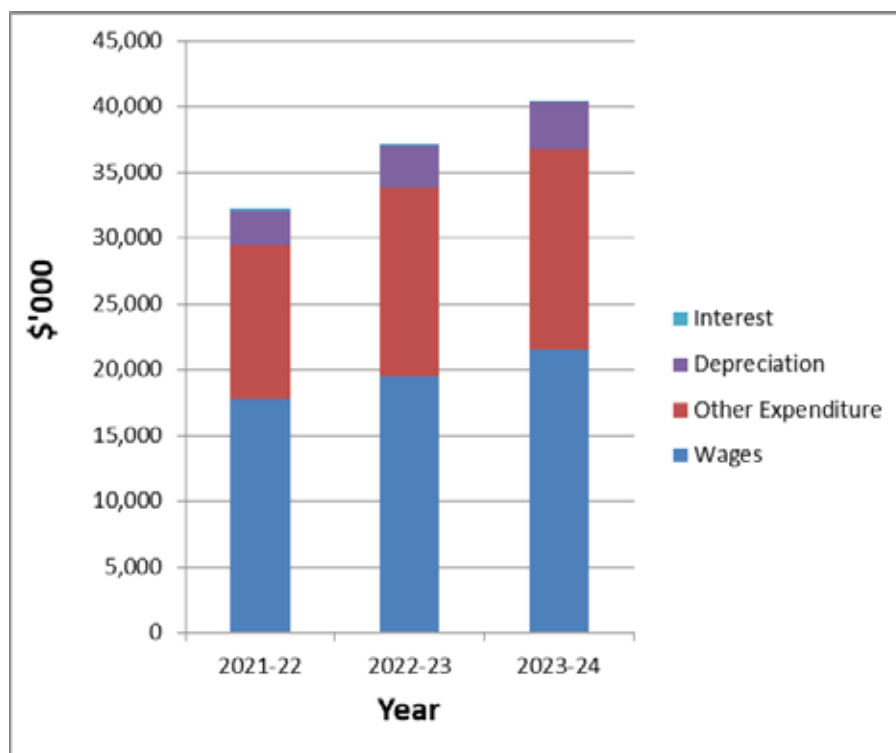
Government Grant

A grant from the South Australian Government will provide \$6.05m to Zoos SA in 2023-24. Government Grant revenue was significantly higher in 2022-23 due to funding received of \$9.64m from the South Australian and Commonwealth Governments for the construction of the Monarto Safari Park Visitor Centre.

This grant is governed by an agreement between Zoos SA and the South Australian Government and has an expiry date of 30 June 2024 (which was a 2-year extension of the previous agreement). However, we are in negotiations with the South Australian Government to enter into a new agreement with an expected commencement date of 1 July 2023.

5.2 Expenditure Forecast

Actual Expenditure for 2021-22, and forecasts for 2022-23 and 2023-24.



This graph is a snapshot of historical and forecast expenditure. For more detailed figures and a longer-term forecast, see Appendix B.

Payroll

Zoos SA is expecting to increase staffing during 2023-24 when compared to the 2022-23 forecast. This is primarily due to additional new staff at Monarto necessary to operate the Wild Africa precinct.

An analysis of the FTE count from 2020-21 to 2023-24 is as follows:

FTE Actual for 2020-21 and 2021-22, and forecasts for 2022-23 and 2023-24.

Actual 2020-21	Actual 2021-22	Forecast 2022-23	Budget 2023-24
204.2	213.6	224.1	242.3

A salary indexing value of 3.7% has been included in the 2023-24 budget. This indexing value is subject to the proposed Enterprise Bargaining Agreement being approved. An increase to the statutory superannuation guarantee rate of 0.5% is also reflected in the budget for 2023-24.

Operating Expenses

Expenditure continues to be closely monitored by Management. In 2022-23 we are forecasting other operating expenses to increase by approximately 22% on 2021-22 (reflecting growth in business and COVID recovery). In 2023-24, as operations return to normal, we expect other operating expenses to increase by a further 6% on the 2022-23 forecast.

The 2023-24 budget includes operating expenses for the operations of the new Wild Africa precinct. This cost increase is offset by increased tour and accommodation commission income. The budget also includes an uplift in the retail stock cost of goods sold due to higher budgeted sales.

We continually assess operating expenses and seek cost-effective supplies that provide benefits in the short and longer term. The budget includes price and volume rises for key energy inputs, including electricity and vehicle fuel. The animal food budget has also been lifted to reflect the increasing price for these goods and the expanding number of animals being held at Monarto.

Infrastructure Investment

Capital expenditure is classified as either 'new capital' or 'maintenance capital'. New capital is for the implementation of new infrastructure that changes the way animals are presented to the public or creates a new facility for staff or visitors. All other capital is considered maintenance capital.

As noted in our Master Plan, there is an ongoing need to upgrade or replace infrastructure. There is also an ongoing need for new capital to keep pace with changing expectations and to continually improve the zoo experience.

When we prioritise capital expenditure, we consider animal welfare, sustainability, safety, visitor experience, cyber security and efficiencies. Compliance matters are ranked highly and resolved as resources allow, and we ensure as best as possible our capital expenditure priorities align with the Master Plan.

We continue to invest in systems that support the organisation including the booking system, the retail system, and the accounting system. The first quarter of the budget year will also put a focus on the required system integration with the Wild Africa accommodation partner.

The net capital budget for 2023-24 totals \$3.05m. Our focus has been on ensuring we meet contractual commitments, as well as safety and compliance requirements. A list of proposed projects has been prepared and is available at Appendix D. This will be reviewed during the year to ensure the best outcome with funds available.

The capital budget for 2023-24 shows a gross of investment \$4.06m, of which \$1.03m is for the continuing investment in the Wild Africa precinct at Monarto, \$1.42m for Wild Africa Tour vehicles and \$505k for Adelaide Zoo redevelopment works to commence the replacement of our Operations functions (food store, assets and horticulture). The cash effect of our overall investment is reduced by external funding of \$1.01m, which brings our net cash investment to \$3.05m. These funds are sourced from unused capital funds from the 2022-23 financial year. There is a strong likelihood additional funding will be sourced (from bequests and donations) to support planned capital expenditure.

It is typical for zoos not to be able to generate sufficient funds from operations alone to provide for all necessary infrastructure investment; this is true for Zoos SA. We continue to seek grant funding, corporate and private support, as well as local, state and federal Government assistance to develop specific infrastructure or service projects of mutual interest.

5.3 Debt Reduction Strategy

Our existing lending facility agreement with ANZ was renewed in July 2022. This facility had zero debt repayment requirements for the 2022-23 year. The budget for 2023/24 includes repayments recommencing and will total \$637,500. Cash forecasts included in the budget support the ability for the organisation to make these repayments.

Appendices

Appendix A: Zoos SA Annual Budget 2023-24

The 2023-24 Annual Budget proposes total revenue of \$39.7m, earnings before interest and depreciation of \$2.9m, an operating deficit of \$783k, and a total deficit of \$413k after including funding for capital investment. The 2023-24 budget and comparisons to the 2022-23 forecast can be seen in the following table.

	2023-24 BUDGET	2022-23 FORECAST	Variance	%
INCOME				
Admissions	12,006,604	11,087,288	919,315	8%
Education	1,290,303	1,097,816	192,487	18%
Membership	4,571,273	4,144,731	426,541	10%
Retail	3,750,249	3,302,406	447,843	14%
Catering/Venue Hire	1,035,081	878,753	156,328	18%
Events	1,649,890	1,771,316	-121,426	-7%
Visitor Experiences	5,747,201	2,413,002	3,334,199	138%
Sundry	186,529	180,666	5,862	3%
Interest & Dividends	61,500	128,403	-66,903	-52%
Grants - Government	6,052,001	5,904,391	147,610	3%
Fundraising	2,080,105	1,916,138	163,967	9%
Conservation	1,249,786	1,568,791	-319,005	-20%
TOTAL INCOME	39,680,521	34,393,699	5,286,821	15%
EXPENDITURE				
Salaries, Wages & On-Costs	21,531,339	19,495,904	-2,035,435	-10%
Other Expenditure	15,234,845	14,319,531	-915,313	-6%
TOTAL EXPENDITURE	36,766,184	33,815,436	-2,950,749	-9%
TOTAL EBITDA	2,914,336	578,264	2,336,072	
Profit On Sale Of Assets	0	4,955	4,955	100%
Depreciation	3,583,020	3,247,102	-335,918	-10%
Interest Expenses	114,776	49,258	-65,519	-133%
SURPLUS / (DEFICIT)	-783,460	-2,713,141	1,939,591	
EXTRAORDINARY ITEMS				
Bequests	0	281,518	-281,518	-100%
Business Interruption Proceeds	0	1,014,374	-1,014,374	-100%
CAPEX Funding	370,778	1,607,065	-1,236,287	-77%
TOTAL EXTRAORDINARY ITEMS	370,778	2,902,958	-2,532,180	
TOTAL SURPLUS	-412,682	189,817	-592,589	

The 2022-23 financial year is forecast to finish with a surplus of \$190k. This result includes funding for capital projects of \$1.6m which is primarily associated with development of our Wild Africa precinct, and business interruption insurance claim proceeds of \$1.01m.

Our operating result continues to improve as our visitations improve following COVID-19. The 2023-24 budget assumes some minor restrictions on some animal experiences due to an ongoing need to manage the risk of transfer of COVID-19 from humans to animals.

Staff costs are expected to increase by 10% on 2022-23 forecast costs. This is largely due to additional staffing required to operate the new Monarto Visitor Centre, new staff roles for the Wild Africa precinct at Monarto (which is expected to generate income from November 2023), forecast Enterprise Bargaining increases, as well as a return to a normalised staffing level where vacancies had not been replaced during the pandemic.

Other operating expenditure has been restricted by Management throughout the 2022-23 financial year and is forecast to total \$14.32m. The 2023-24 expenditure budget is expected to exceed the 2022-23 forecast by 6%. This is due to expense reduction initiatives in place during 2022-23, and the 2023-24 budget including higher cost of goods sold values due to increased retail sales, operating costs for the Wild Africa precinct which were not incurred in 2022-23, and increased utilities and fuel costs due to price rises.

2023-24 Budget Summary

The 2023-24 budget has been developed within a planning framework that includes programs and projects to achieve Zoos SA's strategic objectives, as outlined in the 2023-28 Strategic Directions. Zoos SA's 5YBP is the primary point of reference for the annual budget, with the key areas of focus within the 5YBP being used to prioritise and agree the approach to setting the 2023-24 budget.

Zoos SA balances our annual priorities with a longer-term view, such that we intend to deliver on planned outcomes for 2023-24, but also to best position the organisation for future budget success. The 2023-24 operating and capital expenditure budget is based on the following priorities:

- Development and launch of Wild Africa precinct accommodation and tours;
- Commencement of building replacement facilities for Animal food store, assets, maintenance and horticulture at Adelaide Zoo;
- Continuing planning and securing of funding for Adelaide redevelopments;
- Development and implementation of key initiatives as part of our EBA (Classification Structure) and workforce succession/development/ retention strategies;
- Invest in applications: payroll, finance, memberships, retail;
- Rebuilding international and national interest in our tourism products;
- Develop and maintain assets, including exhibit, building, plant and ICT environment;
- Ongoing conservation and animal welfare activities.

To support this, we place emphasis on:

- Strengthening our engagement with members and visitors to support admission and membership growth. The continuing success of the Lions 360 Experience at Monarto Safari Park emphasises the importance of investment in unique and engaging experiences for visitors;
- Seeking funding to continue the implementation of our Master Plan;
- Maximising fundraising opportunities, including philanthropic support, grants, sponsorship, memberships, bequests and regular giving;
- Delivering successful and integrated science-based conservation programs (local, national and international) in collaboration with our partners and investors;
- Updating our education and training programs and materials, including new technological platforms, to ensure they align with the national curriculum, and with conservation priorities; and
- Continuing the ongoing reviews of our operations to improve efficiencies, particularly through maximising expenditure savings, reviewing utilities consumption and pricing, and a planned investment in technology.

Key inclusions in the 2023-24 budget to note include:

- Admissions income is budgeted to be 8% higher than the forecast admission income for 2022-23, and 23% higher than the 2022-23 budget. Adelaide attendance is expected to be 3.7% less than the 2022-23 forecast and Monarto attendance is budgeted to be 7.7% higher. The attendance budgets at both sites are significantly higher than the 2022-23 budgets. This is in line with forecast attendances being higher than the 2022-23 budget;
- Education revenue was heavily impacted by COVID-19 restrictions in the second half of 2021-22 year. This has recovered during 2022-23, and we expect this to continue in 2023-24;
- Membership revenue has increased on the current year forecast and is driven largely by price rises. Both annual and life membership sales have continued to be strong and are expected to remain popular;
- Retail revenue aligns closely with admissions, so the budget allows for an increase on both the prior year budget and the current year forecast. Retail sales have been significantly ahead of expectations, and this is forecast to consider. This is due to the new retail outlet at Monarto and a new range of products available for purchase;
- Catering and Venue Hire revenue is expected to be more than 2022-23 due to improved function demand;
- Events income includes ticket sales for the Illuminate Light Creatures Festival, Boo at the Zoo, and Fundraising Gala sales. The Illuminate Light Creatures event is currently contracted to finish in 2023-24. The forecast for 2024-25 and beyond assumes a continuation of a similar style event;
- Visitor Experiences will be increased significantly in 2023-24. This category includes \$2.81m for Wild Africa tours and accommodation commission income. Most experiences not available due to COVID-19 have been made available, however some remain unavailable to manage the risk of transfer of COVID-19 from person to animal. The budget assumes that all experiences are progressively made available as risk mitigation strategies are put in place to manage these risks;
- Government Grant income is budgeted to increase on the 2022-23 year due to an annual escalation. We are in negotiations with Department for Environment and Water to secure a new operating grant agreement;
- Fundraising is budgeted to be higher than the 2022-23 forecast and the 2022-23 budget and is supported by additional resourcing;
- Conservation income is budgeted to be lower than the current year due largely to the finalisation of Bushfire recovery activities;
- Other operating expenditure will continue to be closely managed and includes an increase of 6% on the 2022-23 forecast, with the most significant impacts being new operating costs for the Wild Africa precinct, and increased costs for utilities, animal care and fuel associated with general goods price rises;
- The FTE budget for 2023-24 is based on an average of 242.3 FTEs. This is an increase on the average FTE of 207.7 as at March 2023. The increase is due to additional staffing required for the new Visitor Centre at Monarto Safari Park, new staffing for the Wild Africa precinct, and filling vacancies that had remained vacant over the last 3 years;
- The current Zoo's Enterprise Agreement expired on 30 June 2021 and was extended for 12 months to 30 June 2022. Negotiations for the next agreement are ongoing but are expected to result in a similar pay indexing rate mechanism that has been included in previous agreements. The 2023-24 budget includes an escalation of 3.7%, however this will only take place once the proposed Enterprise Agreement is approved;
- Our budgeted investment in capital is \$4.06m. This includes \$1.03m for our continuing investment in the Wild Africa precinct at Monarto, and \$1.42m investment in Wild Africa safari vehicles. Our overall capital investment is supported by external funding of \$1.01m. Zoos SA will be contributing \$3.05m towards the capital budget, with these funds being sourced from unused funds from the 2022-23 financial year;
- Our lending facility agreement with ANZ was renewed for five years from July 2022. This new facility had zero debt repayment requirements for 2022-23, and then equal repayments for the remaining four years. The 2023-24 budget includes repayments and an interest expense for this facility.

Further detail relating to the 2023-24 Annual Budget including income, payroll, expenditure, capital and debt reduction is included within Section 5, Income and Expenditure Summary of this Business Plan. The 2023-24 budget in comparison to future forecasts can also be viewed within Appendix B of this Plan.

Appendix B: Income and Expenditure

	2021-22 Actual \$000	2022-23 Forecast \$000	2023-24 Budget \$000	2024-25 Forecast \$000	2025-26 Forecast \$000	2026-27 Forecast \$000	2027-28 Forecast \$000
INCOME							
Admissions	8,175	11,087	12,007	12,307	12,614	12,930	13,253
Education	723	1,098	1,290	1,329	1,369	1,410	1,452
Membership	3,677	4,145	4,571	4,686	4,803	4,923	5,046
Retail	2,200	3,302	3,750	3,863	3,979	4,098	4,221
Catering & Venue Hire	433	879	1,035	1,131	1,159	1,188	1,218
Events & Visitor Experience	2,930	4,184	7,397	8,808	9,028	9,254	9,485
Grant Income	15,784	5,904	6,052	6,203	6,358	6,517	6,680
Fundraising	3,849	3,805	2,501	2,183	2,238	2,294	2,351
Conservation	1,526	1,569	1,250	1,269	1,288	1,307	1,326
Other	1,383	1,329	198	202	207	211	218
	40,680	37,302	40,051	41,981	43,043	44,132	45,250
PAYROLL							
Wages including oncosts	17,749	19,496	21,531	22,455	23,353	24,054	24,775
EXPENSES							
Other Expenditure	11,758	14,320	15,235	15,911	16,308	16,715	17,134
EBITDA	11,173	3,486	3,285	3,615	3,382	3,363	3,341
Interest	106	49	115	96	57	19	-
Depreciation	2,615	3,247	3,583	3,623	3,663	3,703	3,743
EARNINGS	8,452	190	(413)	(104)	(338)	(359)	(402)

NOTES & ASSUMPTIONS

- The forecasts are based on business outcomes on expected economic conditions. They do not include major variables such as:
 - The impact of significant animal changes such as panda births
 - Bequest revenue, which is unknown at the time of preparing for these forecasts.
- The current South Australia Government Funding Deed expires at the end of 2022-23. Negotiations are progressing for a new funding deed to come into effect in July 2023.

Appendix B: Cash Flow

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Forecast	Budget	Forecast	Forecast	Forecast	Forecast
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Cash Flows from Operating Activities							
Receipts							
User Charges	23,981	26,697	32,177	33,532	34,382	35,255	36,151
Donations, Bequests and Sponsorship	3,856	1,854	1,389	2,183	2,238	2,294	2,351
Payments							
Wages & Salaries	(17,731)	(19,392)	(21,531)	(22,455)	(23,353)	(24,054)	(24,775)
Suppliers/Other	(16,408)	(14,752)	(15,235)	(15,911)	(16,308)	(16,715)	(17,134)
Net Cash Provided by/(Used in) Operating Activities	(6,302)	(5,593)	(3,200)	(2,651)	(3,041)	(3,220)	(3,407)
Cash Flows from Capital and Investing Activities							
Purchase of Property, Plant & Equipment	(12,157)	(5,215)	(4,061)	(2,140)	(2,180)	(2,220)	(2,760)
Funding for Property, Plant & Equipment	13,941	2,940	371	-	-	-	-
Proceeds on disposal of land	-	-	-	-	-	-	-
Proceeds from sale of / (Purchase of) Investments	36	(51)	-	-	-	-	-
Interest and Dividends Received	43	128	62	63	65	66	68
Net Cash (Used in) Capital and Investing Activities	1,863	(2,198)	(3,628)	(2,077)	(2,115)	(2,154)	(2,692)
Cash Flows from Financing Activities							
Net State Government Grants Received	6,147	5,904	6,052	6,203	6,358	6,517	6,680
Net Other Government Grants/Other Grants Received	1,446	374	-	-	-	-	-
Repayment of Borrowings	(464)	(155)	(747)	(703)	(638)	(638)	-
New borrowings	-	-	-	-	-	-	-
Payment of Interest	(106)	(49)	(115)	(96)	(57)	(19)	-
Net Cash Provided by Financing Activities	7,023	6,074	5,190	5,404	5,663	5,860	6,680
Net (Decrease)/Increase in Cash Held	2,584	(1,717)	(1,638)	676	507	486	581
Cash at the Beginning of the Year	1,576	4,160	2,443	805	1,481	1,988	2,474
Cash at the End of the Year	4,160	2,443	805	1,481	1,988	2,474	3,055

NOTES & ASSUMPTIONS

ANZ debt repayments resume in 2023-24 in line with approved funding facility

Debt Repayment includes planned bank debt repayment of \$638k in each year from 2023-24 to 2026-27

Appendix C: Balance Sheet

	2021-22 Actual \$000	2022-23 Forecast \$000	2023-24 Budget \$000	2024-25 Forecast \$000	2025-26 Forecast \$000	2026-27 Forecast \$000	2027-28 Forecast \$000
Current Assets							
Cash and Cash Equivalents	4,160	2,443	805	1,481	1,988	2,474	3,055
Receivables, Prepayments & Inventories	3,550	1,308	1,358	1,408	1,458	1,508	1,558
Total Current Assets	7,710	3,751	2,163	2,889	3,446	3,982	4,613
Non Current Assets							
Available-for-sale Investments	380	422	422	422	422	422	422
Property, Plant & Equipment	64,808	65,853	66,331	64,848	63,365	61,882	60,899
Total Non Current Assets	65,188	66,275	66,753	65,270	63,787	62,304	61,321
Total Assets	72,898	70,026	68,916	68,159	67,233	66,286	65,934
Current Liabilities							
Loans & Borrowings	155	747	703	638	638	-	-
Sundry Creditors	10,725	7,631	7,636	7,611	7,585	7,560	7,535
Employee Benefits	3,993	4,141	4,161	4,211	4,261	4,311	4,361
Total Current Liabilities	14,873	12,519	12,500	12,460	12,484	11,871	11,896
Non Current Liabilities							
Loans & Borrowings	2,725	1,978	1,275	637	-	-	-
Income in Advance	3,980	4,000	4,020	4,040	4,060	4,080	4,100
Employee Benefits	293	366	371	376	381	386	391
Total Non Current Liabilities	6,998	6,344	5,666	5,053	4,441	4,466	4,491
Total Liabilities	21,871	18,863	18,166	17,513	16,925	16,337	16,387
Net Assets	51,027	51,163	50,750	50,646	50,308	49,949	49,547
Reserves	27	(27)	(27)	(27)	(27)	(27)	(27)
Retained Funds	51,000	51,190	50,777	50,673	50,335	49,976	49,574
Accumulated Funds	51,027	51,163	50,750	50,646	50,308	49,949	49,547

Appendix D: Capital Budget 2023-24

Description	Site	Gross Cost	Funding	Net Cost
<u>W, H & S</u>				
Emergency Capital	AZ/MSP	80,000		80,000
Water Storage for Safari workshop	MSP	11,000		11,000
Meat Dicer	MSP	18,000		18,000
Safe Zone Chimpanzee raceway to Exhibit	MSP	3,037		3,037
Total Emergency and W, H & S		112,037	-	112,037
<u>ICT</u>				
User upgrade computers	AZ/MSP	25,000		25,000
Software licencing	AZ/MSP	15,000		15,000
Cyber Security	AZ/MSP	40,000		40,000
Dynamics / Retail upgrade	AZ/MSP	100,000		100,000
PA, AV & Camera Upgrades	AZ	30,000		30,000
Total Education & IT		210,000	-	210,000
<u>Exhibits</u>				
Adelaide redevelopment	AZ	505,000		505,000
Effective pond space for Black Stork	AZ	2,200		2,200
Airlock for Parrot Block Aviaries	AZ	3,300		3,300
Aldabra Tortoise off limit	AZ	34,200		34,200
Cheetah Crush Yard G Raceway	MSP	5,000		5,000
AFP1 Shade Sails	MSP	4,000		4,000
Nyala Shelter	MSP	16,680		16,680
Fire Suppression System for Plains Wanderer Aviaries	MSP	47,940		47,940
Warru Yards Increase fence heights	MSP	3,565		3,565
Lion Facility AFL4	MSP	158,000		158,000
New Meerkat Facility	MSP	52,000		52,000
Upgrade Dog, Hyena fences	MSP	3,880		3,880
Mallee Sanctuary	MSP	8,000		8,000
Bush garden	MSP	5,000		5,000
Total Exhibits		848,765	-	848,765
<u>Assets & Infrastructure</u>				
Replacement of vehicles and equipment	AZ/MSP	120,000		120,000
Install second zoo sign at AZ Front entrance	AZ	15,000		15,000
Additional diesel tank MSP	MSP	18,000		18,000
Concrete pads for sliding gates	MSP	35,000		35,000
Safari hosts & maintenace toilets	MSP	29,500		29,500
Wild Africa	MSP	1,029,634	845,461	184,173
Safari Vehicles	MSP	1,417,700	107,400	1,310,300
<u>Community Engagement</u>				
Visitors services shade structure	AZ	45,000		45,000
Volunteer window replacement	AZ	22,500		22,500
3D Printing PET Recycling station	AZ	5,867		5,867
Upgrade Shop Fittings	AZ	30,000		30,000
First Aid Room Conversion/Educator room	MSP	4,579		4,579
New Walking Track Direct to Outpost	MSP	15,000	15,000	-
Visitor Centre Car Park Works (fencing, wheel stops, caravan	MSP	14,000		14,000
Visitor Centre Bus Stop Shade	MSP	30,000		30,000
Walking Tracks Upgrade & Theming	MSP	15,000		15,000
Walking Tracks Upgrade (Variety)	MSP	43,378	43,378	-
Total Assets & Infrastructure		2,890,158	1,011,239	1,878,919
Total Capital Budget		4,060,960	1,011,239	3,049,721

Summary Capital Budget		Gross Cost	Funding	Net Cost
Location				
Emergency, WH & S		112,037	-	112,037
IT		210,000	-	210,000
Exhibits		848,765	-	848,765
Assets & Infrastructure		2,890,158	1,011,239	1,878,919
Total Capital Budget		4,060,960	1,011,239	3,049,721

This capital budget will be offset by \$1.01m of offset funding giving a net capital cost of \$3.05m

These projects will only proceed if the anticipated funding eventuates. In the event we do not secure funding for a specific project, it may not commence.

Appendix E: Risk Analysis

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
1. Revenue is insufficient to meet strategic objectives and Business Plan actions.	<p>Reduced government grant.</p> <p>Loss of key current sponsorships.</p> <p>Unable to attract new sponsors.</p> <p>Unable to meet membership revenue budget.</p> <p>Unable to meet other revenue budgets.</p> <p>Delays in completion of the Wild Africa precinct at Monarto Safari Park.</p> <p>Unable to fund or complete construction of safari vehicles for Wild Africa.</p> <p>Delays to the Wild Africa opening time due to accommodation build issues. Different hotel and glamping accommodation completion dates.</p> <p>Unable to secure funding support for intended Master Plan developments at Adelaide Zoo.</p>	<p>Regular communication with Government.</p> <p>Negotiations with Government to secure operating grant funding beyond 2023-24.</p> <p>Strong management of our relationships with sponsors. Implementation of strategic marketing activities.</p> <p>Work to retain existing and attract new members.</p> <p>Undertake appeals with support of our existing major partners. Implement visitor experience activities.</p> <p>Monthly monitoring and control of financial performance.</p> <p>Diversify income streams.</p> <p>Regular communication with development partner.</p> <p>Careful Wild Africa cost forecasting and management.</p> <p>Leasing options from Mr Ryan (Jayco) for the larger safari bus type, alternate design concepts to reduce cost of nine seater vehicles which are to be purchased by Zoos SA.</p> <p>Possible staggered opening times for the two different accommodation types (the glamping may be delayed a month or two later than the Resort hotel).</p> <p>Advocate and continue to seek funds for proposed Master Plan projects with SA State Government and continue to explore opportunities at a Federal level and through sponsorship and funding grants. Continue to explore options to self-fund Operations precinct thereby making package funding more attractive to possible funders.</p>	Major	Possible	Extreme
2. Inability to maintain or replace ageing assets, leading to reduced service delivery and/or compliance issues.	<p>Unable to fund expenditure required to maintain existing infrastructure.</p> <p>Unable to attract funding for investment in new infrastructure.</p>	<p>Ensure sufficient percentage of capital expenditure (CAPEX) is allocated to audit projects, incorporating new or improved exhibits in process where possible.</p> <p>Strong oversight of asset maintenance programs and maintenance budgets.</p> <p>Approach key potential investors in capital projects.</p> <p>Work with external stakeholders to invest in new infrastructure.</p> <p>Ensure WHS priorities reviewed and incorporated as appropriate.</p> <p>Defer maintenance of items with low priority risk profile.</p>	Moderate	Possible	High

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
3. Reduction in visitor numbers.	<p>Visitor numbers decline due to poor weather.</p> <p>Visitor numbers decline due to perceived value for money and/or competition for discretionary spending.</p> <p>BTS/BAE reductions due to mandate age groups.</p> <p>Education numbers reduce due to funding pressures in schools or reduced interest in our education offering.</p> <p>Increased use and types of use of Botanic Gardens.</p> <p>Visitor numbers decline due to lower consumer confidence due to high costs of living.</p>	<p>Implementation of the strategic marketing activities.</p> <p>Market more seasonal opportunities.</p> <p>Promote status as a conservation charity, running costs, price comparisons, and a place of safe entertainment.</p> <p>Seek opportunities to value-add to visit through calendar and events,</p> <p>Explore educational connection pieces to drive renewed interest and confidence,</p> <p>Implement amended visitor experience activities.</p> <p>Proactive communication with Botanic Gardens.</p> <p>Ensure online communications are maintained or increased to continue engagement.</p> <p>Maintain tourism accreditations.</p> <p>Ensure perceived value in visits remains stable.</p>	Moderate	Moderate	High
4. Ability of organisation to acquire and care for appropriate animals or plants for its collection.	<p>Enclosures do not meet standards.</p> <p>Unable to source animals for the collection.</p> <p>Restrictions on ability to import/export animals.</p> <p>Outbreak of disease.</p> <p>Poor animal welfare or care.</p> <p>Animal/s stolen or deliberately injured/killed.</p> <p>Ageing animal collection at AZ (Lions as example).</p> <p>Giant Panda agreement ends Nov2024.</p>	<p>Carry out annual exhibit audits against animal welfare charter.</p> <p>Carry out regular Animal Visitor Interaction audits for all animal encounter and experience offerings.</p> <p>Maintain ZAA accreditation.</p> <p>Regularly review staffing levels and budgets.</p> <p>Maintain active membership of ZAA, WAZA and ASMP.</p> <p>Develop/maintain relationships with regional and overseas zoo associations.</p> <p>Encourage/assist with development of Australian Import Risk Assessments.</p> <p>Adjust collection plan to best utilise/display those species available to the zoos.</p> <p>Maintain high quarantine license and standards to protect vulnerable species.</p> <p>Maintain the Zoos SA Animal Welfare and Ethics Committee.</p> <p>Ensure regular veterinary testing of collection.</p> <p>Identify external sources for disease incursion and act to compartmentalise risks.</p> <p>Regularly undertake security checks on exhibits.</p> <p>Maintain communications with overseas and interstate zoos holding animals for transfer to Zoos SA.</p> <p>Succession planning for aged animals at AZ and confirm options for alternative species and use of spaces in their absence.</p> <p>Continue to maintain current relations and communications with Chinese agencies associated with Giant Panda whilst also exploring options for a suitable alternative species should the contract not be extended (either by our choice or by decision of the South Australian or Chinese Government.</p>	Moderate	Unlikely	Moderate

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
5. Risk of safety issues resulting in an injury or death.	<p>Animal escape or visitors gaining access to animal exhibits resulting in injury/death.</p> <p>Environmental incident causing injury/death/illness.</p> <p>Employee seriously injured/killed at work.</p> <p>Visitor serious injury on site.</p> <p>Violent incident on site including an act of terrorism.</p> <p>Injury/death as a result of falling tree limbs.</p>	<p>Ensure staff use policies and procedures.</p> <p>Ensure appropriate staffing for all dangerous animal rounds even when operating with limited expenditure.</p> <p>Develop and regularly review safe operating procedures and emergency management plans.</p> <p>Safety second system established, which includes cross checking and documenting steps and actions.</p> <p>Regular inspections of facility containment documented with SOPs.</p> <p>Emergency procedures in place and drills (including terrorism examples).</p> <p>Chemical handling certificate (ChemCert) provided as appropriate.</p> <p>Risk Assessment and/or Job Safety Analysis for any new sites/jobs/equipment or hazards before work commences.</p> <p>Employees attend a medical upon recruitment.</p> <p>Attendance at Induction, PAWS, Manual Handling and other training. Requirement to undertake JSAs, Risk Assessments and/or PAWS assessment before commencing any high risk roles.</p> <p>Effective Zoos SA WHS committees.</p> <p>Regular scheduled checking of all public areas and facilities.</p> <p>Tree hazard assessment and rectification.</p>	Major	Unlikely	High
6. Major incident that prevents the normal operations of a facility.	<p>Failure of ICT systems for extended period.</p> <p>Loss of key services (electricity, gas, water etc) for extended period.</p> <p>Outbreak of major contagious disease (animal).</p> <p>Outbreak of major contagious disease (human).</p>	<p>Implementation and review of IT Strategic Plan.</p> <p>Ensure relationships with utility providers.</p> <p>Establish back-up plan to cover such things as generators, emergency water storage and reticulation.</p> <p>Work with local authorities to contain outbreak and minimise loss of zoo animals through disease or culling.</p> <p>Ensure sufficient resources/sites are maintained for emergency quarantine purposes.</p> <p>Staff health program developed and implemented.</p> <p>Work with local authorities to contain outbreak.</p> <p>Development and implementation of isolation and containment procedure for the safety of workforce and collection.</p>	Major	Unlikely	High
7. Bushfire at or near Monarto.	<p>Monarto Safari Park Bushfire Management Plan not fully operational.</p>	<p>Monitor and minimise bushfire risk within Monarto Safari Park (including fire fuel load, fire breaks etc).</p> <p>Maintain and regularly review Bushfire Management Plan for staff, visitors, volunteers, assets and animals.</p> <p>Develop good relationships with local experts in bush fire management and mitigation (e.g. DEW, CFS).</p> <p>Appointment of Duty Managers with emergency services expertise.</p> <p>Try and ensure bushfire protection systems are installed with new developments and continue to allocate some capital funding to upgrade existing facilities.</p>	Moderate	Possible	High

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
8. Zoos SA unable to recruit, retain and/or develop key personnel or Board members.	<p>Low staff morale.</p> <p>Inability to fill positions.</p> <p>Low retention of staff.</p> <p>Lack of succession planning – overly reliant on key individuals.</p> <p>Limited regional recruitment potential for Wild Africa development.</p> <p>Enterprise Agreement Negotiations risk of no vote or industrial action.</p> <p>Union (UWU) recruitment drive for members and influence across workforce.</p>	<p>Consultation and involvement in decision making via the EBA and the SRF groups.</p> <p>Regular CE staff forums for open discussions.</p> <p>Regular reviews of non EBA staff salary increases.</p> <p>Retention strategies for key and critical roles and personnel.</p> <p>Regular staff satisfaction and engagement surveys.</p> <p>Implementation of the Zoos SA People Plan.</p> <p>Monitor and benchmark local and industry salaries and aim to maintain a position within the expected salary range.</p> <p>Provision of flexible working/work life balance options.</p> <p>Training and Development provided to ensure skill level of junior and middle managers is increased.</p> <p>Encourage a culture of devolving tasks and allowing team members to grow and develop.</p> <p>Board succession planning to include regular discussions and Board effectiveness evaluations.</p> <p>Working closely with regional employment agencies to aid sourcing staffing levels required for Wild Africa.</p> <p>Working towards achieving new classification system whilst achieving a positive vote – through regular and transparent communication.</p> <p>Strong and prompt communication with the workforce.</p> <p>Rewarding and engaging with the workforce across all facets of the employee lifecycle.</p>	Moderate	Possible	High
9. Non-compliance with contractual, legislative and regulatory requirements.	<p>Non-compliance with repayment or covenant requirements of finance facilities.</p> <p>Non-compliance with legislation/regulations.</p> <p>Lack of knowledge and/or documentation of contractual arrangements.</p> <p>Insufficient Cyber Security controls in place.</p>	<p>Strong cash flow management and planning.</p> <p>Close monitoring of cash flow requirements for Wild Africa development – with this as the highest priority CAPEX item.</p> <p>Report on compliance register to Zoos SA Board annually (via Risk Committee).</p> <p>Integrate relevant legislative/regulation compliance matters into organisational policies, strategies and induction processes.</p> <p>Contract register established and reviewed on a regular basis by Leadership.</p> <p>Provision of centralised and standardised contract templates for employment and business purposes that are subject to regular review against legislation and Zoos SA Policies and Procedures, Values and Strategic Plan.</p> <p>Appropriate Cyber Security Framework in place, with regular reporting to Risk Committee.</p>	Moderate	Possible	High

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
10. Deterioration of relationships with key stakeholders, including political changes in policy.	<p>Deterioration of relationship with Government.</p> <p>Deterioration of relationship with external financier.</p> <p>Poor relationship with key sponsors/ funders and lack of grant funding available.</p> <p>Major adverse media coverage and loss of reputation.</p> <p>Change of Government policy reduces funding available for conservation projects.</p>	<p>Maintain regular contact with DTF and DEW officials – from both financial and conservation perspective.</p> <p>Quantify and communicate broader economic, environmental and social benefit.</p> <p>Ensure regular opportunities for Premier, Ministers and key financier officials to attend functions.</p> <p>Ensure all timelines are met regarding financial reporting.</p> <p>Keep account manager informed of any major business changes.</p> <p>Regularly meet with key sponsors and funders to talk through opportunities and issues.</p> <p>Ensure any contractual arrangements are being met.</p> <p>Conduct media and crisis communication management training. Maintain strong relationships with the media.</p>	Major	Unlikely	High

Appendix F: Priority Conservation Projects

(as at 30 March 2023)

International Projects

Cheetah Conservation Foundation

China Wildlife Conservation Association and State Forestry Assoc

Giraffe Conservation Foundation

International Tiger Project (part of Wildlife Asia)

Komodo Survival Program

Northern Rangelands Trust (part of SERA)

Painted Dog Conservation Inc

SAN Parks Honorary Rangers

SERA Wildlife Conservancy

Tacugama Chimpanzee Sanctuary (part of They're Calling on You)

Tetepare Descendants Association

The Orangutan Project (part of Wildlife Asia)

TRAFFIC

Wild Welfare

Wildlife Asia

Zambian Carnivore Program (part of SERA)

Local Projects

Black-footed Rock-wallaby (Warru) (APY Lands)

Greater Bilby

Greater Stick Nest Rat

Kangaroo Island Dunnart

Mainland Tammar Wallaby

Mallee Emu Wren

Marna Banggara Rewilding Project (BTB bettong reintroduction)

Mitchell's Hopping Mouse Breeding Program (AWC)

Orange-bellied Parrot

Plains Mice Breeding Program (AWC)

Plains Wanderer

Pygmy Blue-tongue Lizard

Red-tailed Black Cockatoo (Cockies Helping Cockies)

Red-tailed Phascogale Breeding Program (AWC)

Striped Legless Lizard

Tasmanian Devils

Western Swamp Tortoise

Yellow-Foot Rock Wallaby (Aroona) (Mulhouse Zoo)

